CATALI.5°T INITIATIVE: CONCERTED ACTION TO ACCELERATE LOCAL 1.5° TECHNOLOGIES – LATIN AMERICA AND WEST AFRICA

GENDER ACTION PLAN (GAP)

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1. INTRODUCTION

This Gender Action Plan (GAP) forms the basis for operationalizing the recommendations of the Gender Assessment (GA). In this sense, the GAP provides a tangible and explicit accountability framework for gender mainstreaming through all the CATALI.5°T Initiative activities and is intended to close the gender gaps women entrepreneurs face. At the same time, the GAP ensures the programme is compliant with the GCF's gender policy (GCF/B.24).

The GAP proposed below is indicative and may be further amended and adjusted by the AE during programme inception and implementation to reflect new knowledge gathered.

2. OVERVIEW RECOMMENDATIONS FROM THE GENDER ASSESSMENT

A. GENERAL RECOMMENDATIONS FOR PROJECT DESIGN AND IMPLEMENTATION

1. Ensure the Executing Entities (**EEs) and local implementation partners have the capacities and necessary tools for gender-climate mainstreaming**: Based on the institutional capacity assessment, it is clear that there is strong gender commitment from the different EEs. However, gender expertise and capacities for gender mainstreaming in climate innovation is not the same across all the individual EEs. In this regard, the following recommendations are seen to be crucial for the project:

    i. Develop a **unified gender-mainstreaming document for the project** that provides essential tools for gender and climate innovation addressing the two regional contexts.

    ii. **Ensure EEs and local implementation partners are adequately trained on gender mainstreaming in climate innovation**. The training could, among other benefits, provide practical measures for creating more gender-smart and inclusive pre-acceleration and acceleration programmes and be able to advise and train climate ventures on gender-climate issues.

    iii. Rather than appointing and training one focal point person from each EE, ensure the **staff of the two regional initiatives** CATALI.5°T$^{América\ Latina}$ and CATALI.5°T$^{Afrique\ de\ l'Ouest}$, including top and middle management of the EEs and the local implementation partners, **are trained.** It will also create more buy-in and momentum for gender mainstreaming in the planning, implementation and monitoring of the EEs' / local implementation partners' activities and, in the end, lead to effective realisation of the EEs' commitment towards the implementation of the GAP.

2. Encourage, support and document **cross-learning on climate gender mainstreaming** between EEs and regions. There is currently little documented evidence to inform what strategies work best in securing a healthy pipeline of female ventures, but anecdotal evidence gathered from interviews with the EEs reveals some promising strategies. It is therefore recommended that such promising strategies are further tested during the project and the best pathways identified for learning and scaling. There is an opportunity for more deliberate and systematic learning based on what gender and climate innovation strategies are working and where (particularly feeding country- and community-level voices and insights into gender and climate change innovation at the global level) and then replicating the lessons among the EEs and local implementation partners through, for example, workshops and reporting of best practices.

3. Review and update the project's **GAP**. As applicable during implementation.

4. Include **gender diversity in the project's governance** structure in both regions.

B. GENERAL RECOMMENDATIONS FOR THE EEs RUNNING THE PRE-ACCELERATION AND ACCELERATION PROGRAMMES

1. Ensure calls for applications and scouting are inclusive and encourage applicants of all genders:
   i. Use different channels and networks to reach all genders
   ii. Hold information events and consider holding separate women-only events
   iii. Create promotional material that is gender inclusive, that integrates gender-sensitive language to avoid confusion in the French and Spanish interpretation of some gender-sensitive words
   iv. In marketing materials, include messages to counteract negative stereotypes to encourage and attract female entrepreneurs.

2. Apply a **gender lens when selecting ventures** for the pre-acceleration and acceleration programmes: to ensure all genders have an equal opportunity to be selected, this can be achieved through:
   i. Setting clear exclusion and selection criteria, including its weighting. The following criteria intend to provide overall guidance only; they will need to be reviewed, complemented and refined on an ongoing basis during project implementation.

Table 1 Ventures' exclusion and selection criteria

EXCLUSION CRITERIA	SELECTION CRITERIA
Ventures will be excluded if: a. **Their products or services have obvious negative implications for women (e.g. exacerbating wage disparities or requiring long working hours without extra compensation).** b. **At the initial due diligence interviews, ventures found to have none of their founders and employees identifying as female and with no intentions of diversifying their team members to include more women.**	**Pre-acceleration** A preferential score should be given to ventures that have: a. At least 50% of their founders identifying themselves as female or marginalized groups. For Latin America, this could be differentiated with positions occupied by women: e.g. an additional preferential score for ventures with female CEOs or CTOs. b. Explicit plans for increasing the number of women in their top and middle level management teams, in line with their business growth plans. **Acceleration** A preferential score should be given to ventures that: c. Are 30%-owned by one or more women and/or have at least 40% of their top and middle management employees as women and or marginalized groups. For Latin America, this could be differentiated with positions occupied by women: e.g. an additional preferential score for ventures with female CEOs or CTOs. d. Have explicit key performance indicators for increasing the number of women and marginalized groups in their top and middle level management, in line with their business growth plan. e. Have products or services that address a gender-related socio-economic problem: for example, gender

	stereotyping; increase women's wages / reduce women unpaid work burden; unlock the potential of women-dominated sectors; or increase female participation in male-dominated sectors – e.g. climate-related technological innovation.
	f. Have basic policies or procedures for facilitating a safe and conducive working environment for all employees, including a code of conduct for prevention of sexual exploitation, abuse and harassment and equal recruitment and wage policies.
	g. Have capacity to mentor and network with women entrepreneurs and act as role models for successful women entrepreneurs at the pre-acceleration stage.

ii. Establishing **gender-diverse selection panels**. A study by GALI found that "having more than 45% women on a selection committee is associated with significantly more women-led ventures in applicant pools"[1].

iii. Applying a **venture gender assessment checklist** (Annex 1)

3. **Adapt** the pre-accelerator and accelerator **programme curriculum language to be inclusive of all genders**, including showcasing successful women entrepreneurs to provide role models and examples women participants can relate to.

4. During programme delivery, **identify and enhance the capacity of the ventures to maximize gender benefits**:

   i. **Introduce gender mainstreaming issues early on** to the ventures, integrate gender in the ventures' capacity assessments and make available mechanisms for strengthening identified capacity gaps. Specific training should focus on raising ventures' awareness of gender disparities and power dynamics that impact their own entrepreneurial journey and how to apply a gender lens to product/service development as well as how to reduce conscious and un-conscious gender bias arising from their own actions. Additionally, include training on mechanisms for identifying and eliminating SEAH.

   ii. **Ideation process should also capture women and minority views**. In West Africa, given the structural issues perpetuated by patriarchal norms, it is essential that ideation sessions are conducted separately, or at least have some sort of facilitation support, for male and female entrepreneurs to achieve maximum input from both sexes. This is because research has shown that male dominance can be an issue in mixed groups during ideation, where "men are more likely to interrupt women, take more turns talking, and use disproportionate amounts of time when talking"[2]. It is, therefore,

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[1] GALI, 2020. Accelerating Women-led Start-ups. A knowledge Brief by the Global Accelerator Learning Initiative. Accessible at https://www.galidata.org/publications/accelerating-women-led-startups/

[2] Cuellar, Mr & Trageser, Dominick & Cruz Lozano, Ricardo & Lutz, Benjamin, 2020. Exploring the Influence of Gender Composition and Activity Structure on Engineering Teams' Ideation Effectiveness Exploring the Relationship among Gender Composition, Activity Structure, and Brainstorming Novelty. 10.18260/1-2--34649. Accessible at https://www.researchgate.net/publication/343111303_Exploring_the_Influence_of_Gender_Composition_and_Activity_Structure_on_Engineering_Teams%27_Ideation_Effectiveness_Exploring_the_Relationship_among_Gender_Composition_Activity_Structure_and_Brainstormi

important that potential male dominance in mixed groups is prevented so that female voices and ideas are heard during ideation processes.

    iii. **Ensure training, mentoring and coaching venues and timings are suitable for female entrepreneurs** to avoid exacerbating their time constraints.

5. Aim for **gender diversity to deliver the programmes**. This includes **building a gender-diverse pool of mentors and coaches** so that all participants', especially female entrepreneurs', perspectives and experiences are understood and accommodated.

6. Help to **create and maintain network support communities** by:

    i. **Inviting successful women climate entrepreneurs** as keynote speakers and role models to community-building and promotional events.

    ii. **Ensure times for networking events are suitable for female entrepreneurs**. Where events are undertaken online, video recordings, (data protection mechanisms allowing) should be availed to the female entrepreneurs who may not have time to attend these.

    iii. **Create a safe and supportive community of practice for women entrepreneurs**. The strength of this community of practice lies in the collaboration and support that women give to each other, which often goes beyond the project lifespan. In addition, create exposure and link venture founders with networks of individuals or groups containing sector experts, funders and other like-minded individuals.

    iv. **Consider inviting key institutions** responsible for gender and gender mainstreaming including public institutions supporting entrepreneurs in **the respective regions** to community building events.

C. RECOMMENDATIONS FOR THE CLIMATE VENTURES

1. Pre-acceleration stage:

Venture leadership and management at this stage tends to be amorphous, which provides an opportunity for the project to have an early start gender mainstreaming into the management and operation of the ventures. A tailored approach (product/services/venture needs/context and venture capacity) is essential. For the ventures to be gender-smart, the following topics for specific training are therefore recommended:

i. Ventures should gain awareness of gender issues: e.g. disparities and power dynamics that impact their own entrepreneurial journey and how to apply a gender lens to product/service development as well as how to reduce conscious and un-conscious gender bias arising from their own actions. Additionally, include training on mechanisms for identifying and eliminating SEAH.

ii. Ventures should recognize the value of including sex-disaggregated data in their market research on their customers (different ways that men and women use a product or a service) and in their employees' recruitment practices. Clarifying gendered differences will reveal opportunities, enable validation of specific products or services, and help refine and strengthen the business value proposition.

iii. Ventures should be willing to identify priority areas and the type of support needed to have their own capacities built in gender mainstreaming during their participation in the programme.

2. Acceleration stage:

For many ventures at this stage, especially those that have not gone through the project pre-acceleration programme, they may already have rigid structures in place and may not initially be

interested in learning how to incorporate gender into their business. For many, the lack of awareness of the connection between gender inclusion and business performance will keep them focused only on trying to scale their business, become sustainable or, in some cases, just keep the lights on. If gender is not viewed as something that can impact the bottom line, it is less likely to be prioritized by the founders at this stage. To avoid inclusion issues being seen as additional burdens, the EEs should support the ventures to integrate gender thinking as early as possible within their venture products and structures. Just like the ventures at pre-acceleration stage, **ventures should gain awareness of gender issues:** e.g. disparities and power dynamics that impact their own entrepreneurial journey and how to apply a gender lens to product/service development as well as how to reduce conscious and un-conscious gender bias arising from their own actions. During their participation in the programme, ventures in this stage:

i.   Should commit to ensuring equal opportunity and equal pay for the same jobs among their employees / labourers: e.g. they should create a salary scale that does not discriminate based on gender, age, race, colour and religion.

ii.   Should continually and deliberately analyze their team's composition by keeping an eye on gender ratios in the top and middle management teams and ensure venture growth plans reflect these. They should keep track of employee numbers and the gender composition of all part-time vs full-time employees.

iii.   Should ensure gender inclusion in products and services. The ventures should be able to clearly specify what gender inclusion means for their products and services, what their ultimate target is, and how they intend to get there. This is helpful in a number of ways:
   - It helps to design more **tailor-made products and services**: e.g. an AgTech business may want to ensure that the yield of its women users is equal to that of its men users and should, therefore, commit to ensuring its solution is designed with the digital gender gap in mind. This step will give the venture clarity on the product and market opportunities it can and will pursue.

   - It helps to recognize **the value of gender-disaggregated data** – understanding who the end-user of its product is could be very useful for the venture's business. Sometimes products can be purchased by a man but used by a woman: knowing this is helpful for changing marketing tactics, strategic messaging and sales efforts around sales and product upsell efforts. In some cases, if the sales representative's gender and customer's gender are matched it could also result better sales.

   - It also helps to **attract investment** from global financiers, who are becoming more interested in responsible and gender-inclusive investments.

iv.   **The ventures should make women visible in order to challenge stereotypes and create market opportunities** for their products. The ventures should celebrate women senior managers in their teams and provide them with opportunities to represent the business publicly through marketing and other channels. The advertisement of their products and services should also refrain from negative gender stereotypes and present women and marginalized groups in a dignified way.

3. GENDER ACTION PLAN (GAP)

Table 2 CATALI.5°'T Initiative - Gender Action Plan below summarizes the activities identified to address the gender gap for female entrepreneurs and minorities. It is organized according to the overall programme's logical framework up to the level of sub-activities.

The GAP indicators and activities are to be adjusted and reviewed during inception and implementation.

The budget allocations are included in the corresponding sub-activities of the programme and are subject to further review and update by the AE.

A. GENDER STAFFING AND RESPONSIBILITIES

The staffing and implementation arrangements for the gender management are to be integrated in the overall project management structure.

At overall project management level:

- One full-time Gender and Environmental and Social Safeguards Manager will oversee implementation of the GAP and will be responsible for overall GAP monitoring at project management level. This person will be a staff member of GIZ.

At regional level

There will be two regional Gender Specialists who will assist the Gender Manager. In West Africa it will be an IPED staff member, and in Latin America a GIZ staff member.

Monitoring

Monitoring arrangements will follow the standard GIZ and GCF policies and procedures:

- EEs act as the first line of consolidation of reporting;
- PMU to act as the second line of consolidation across regions and ensure distribution of results to donors.
- GIZ as the AE to ensure supervision and accuracy/timeliness of reporting.

Updating the GAP

The Gender Manager will be responsible for conducting periodic updates of the GAP, as required, in coordination with the regional Gender Specialists.

B. ACTIONS, INDICATORS AND RESPONSIBILITIES

Table 2 CATALI.5°'T Initiative - Gender Action Plan

Activity/Action	Indicator	Base-line	Tar-get	Institution/s	Budget
Women's economic empowerment and gender equality is promoted across the CATAL1.5°T Initiative through endorsing the 2X3 Challenge Criteria.	G.1: Percentage of ventures supported throughout the CATAL1.5°T Initiative's venture programmes that qualify 2X Challenge criteria-eligible (disaggregated by criteria)	0	-	TdM/IPED	Included within the Grant Agreement budget of TdM and IPED to implement accelerator and pre-accelerator activities.
	G.2: Percentage of project's governing body/committee that are women	0%	30%	GIZ	-
Institutional capacities of Executing Entities and implementation partners to apply a gender-lens in CATAL1.5°T Initiative programmes are strengthened.	G.3: An evaluation finds that 90% of the CATAL1.5°T Initiative's Executing Entities and implementation partners are fully implementing the CATAL15T Initiative's "Gender Code of Conduct"	0	90%	C-KIC/TdM/IPED	Included with the mid-term and final evaluation of the initiative.
	G.4: 90% of the staff from EEs and local partners who are involved in implementing CATAL1.5°T Initiative programmes have received training in integrating gender considerations into entrepreneurship support activities, confirmed a good understanding of the topic.	0	90%	C-KIC	Included within the Grant Agreement budget of C-KIC to implement 3.1.2.1.
Capacities of supported entrepreneurs to promote diversity, equity and inclusion (DEI) in their venture are strengthened.	G.5: 90% of entrepreneurs trained on gender in climate tech entrepreneurship confirmed a good understanding of the topic.	0	90%	C-KIC	Included within the Grant Agreement budget of C-KIC to implement 3.1.2.1 closely linked to 1.3.1.2.
The CATAL1.5°T Initiative uses gender-sensitive progress and performance tracking.	G.6: Ratio of women-led vs male-led ventures applying for the accelerator/pre-accelerator program.	0	-	TdM/IPED	Included within the Grant Agreement budget of TdM and IPED to implement accelerator and pre-accelerator activities.
	G.7: Ratio of women-led vs male-led ventures accepted for the accelerator/pre-accelerator program.	0	-	TdM/IPED	
	G.8: Ratio of women-led vs male-led ventures graduated	0	-	TdM/IPED	

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3 more information can be found here: 2X Criteria — 2X Challenge

	from the accelerator/pre-accelerator program.			
	G.9: Ratio of women vs men who reported an increase in confidence in applying skills, by gender	0	-	TdM/IPED

TOTAL Budget for implementing the Gender Action Plan Activity 3.1.2. Gender equality and diversity (it includes staff costs, external experts and grant agreement with Climate-KIC). (Additionally, Executing Entities will carry out actions of the GAP in the context of the activities they are responsible for: 1.1.1: Capacity-building of Executing Entities, ESOs and venture investors in Latin America; 1.2.1: Community-building and ideation activities in Latin America; 1.3.1: Latin America climate venture pre-acceleration programme; 1.4.1: Latin America climate venture acceleration programme; 2.1.1: Capacity-building of Executing Entities, ESOs and venture investors in West Africa; 2.2.1: Community-building and ideation activities in West Africa; 2.3.1: West Africa climate venture pre-acceleration programme; 2.4.1: West Africa climate venture acceleration programme; as stated in the grant agreements between the AE and EE).	**2.135.537,64 €**

4. ANNEX 1

The proposed checklist covers general gender aspects for climate ventures applying to any of the CATALI.5°T Initiative regional programmes. It could be included as part of the application form and intends to provide overall guidance only; the checklist will need to be reviewed, complemented, and refined on an ongoing basis during project implementation.

Venture Gender Assessment Checklist

CATALI.5°T Initiative: Concerted Action To Accelerate Local I.5° Technologies – Latin America and West Africa

A. Programme Information	
A.1. Which support programme has the venture been accepted into?	
Latin America pre-acceleration programme	☐
Latin America acceleration programme	☐
West Africa pre-acceleration programme	☐
West Africa acceleration programme	☐
A.2. Date of acceptance decision (month/year)	

B. Basic Venture Information
B.1. Name of venture
B.2. Venture home country (place of business registration or principal residence of founder(s))
B.3. Venture address
B.4. Venture telephone number
B.5. Venture e-mail address
B.6. Venture website (if applicable)
B.7. Brief description of venture's business model (key product/service; key markets/consumer segments targeted)
B.8. Venture Mitigation Result Area (principal sectoral focus of venture's low-emission goods/services)
Result Area
B.9. Venture Mitigation Archetype (principal sectoral focus of venture's low-emission goods/services)

Energy access generation	Transport	Buildings, industries appliances	Land-use

C. Venture Gender Information
C.1. Is the venture 'female-led'? *(50% or more of founders are women)*
Female-led **If yes, please provide ==details==:**
C.2. Composition of senior management team
What % of ==senior managers== are women? **Please provide ==details==:**
C.3. Composition of workforce
What % of employees are women? **What % of contractors are women (approximately)?**
C.4. Have venture employees been ==exposed to gender training or awareness-raising==?
  Gender training **If yes, please provide ==details==:**
C.5. Does the venture have a ==gender plan or strategy== (or equivalent)?
Gender plan **If yes, please provide ==details==:**
C.6. Does the venture have specific gender needs or requests for support?

D. Additional Information *(e.g. relating to the venture's policies towards minorities and disabilities; future gender plans; etc.)*