Gender Action Plan

FP314: Southern African Industrial Decarbonisation Facility (SIDF)

Namibia and South Africa | Development Bank of Southern Africa (DBSA) | GCF/B.46/02/Add.07

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GREEN CLIMATE FUND

5 Gender Action Plan

Impact statement

SIDF aims to contribute to a gender-responsive and socially inclusive industrial decarbonization transition in South Africa and Namibia. It seeks to enhance women's equitable access to economic opportunities and benefits arising from climate investments across green hydrogen and hard-to-abate industrial sectors, including employment, skills development, procurement opportunities, and improved access to water and energy services at the community level.

Over time, the Fund is expected to support more inclusive and resilient communities by expanding women's participation in the green industrial economy and ensuring that climate mitigation investments are implemented in a manner that does not exacerbate existing gender inequalities.

Outcome statement

1. Gender-responsive systems integrated at fund and project level: Gender considerations are integrated into fund-level governance, investment processes, and project-level environmental and social management systems.
2. Inclusive workforce and skills pathways established: Women are supported to access employment, training, procurement and skills development opportunities across construction and operational phases of industrial decarbonization projects.
3. Gender-responsive community engagement and benefit-sharing implemented: Women participate meaningfully in project stakeholder engagement, community decision-making processes, and benefit-sharing mechanisms, and are supported to access project-related benefits.
4. Safer and more inclusive workplaces and communities promoted: GBV risks associated with project development, construction and operation are identified and addressed, and women have access to safe, accessible and gender-responsive grievance mechanisms.

Output statements

1. Gender-responsive investment and project development procedures and Fund manager level established and applied.
2. Project-level Gender and Social Inclusion Action Plans (GAPs) developed and implemented for investee companies.
3. Gender integration guidance materials and capacity-building support provided to Fund staff and investee companies.
4. Gender-responsive recruitment, workforce development and retention measures implemented by investee companies.
5. Gender-responsive workplace policies, GBV prevention measures and grievance mechanisms established and operational.
6. Technical training, skills development and workforce development initiatives accessible to women.
7. Procurement and local economic participation initiatives that support women's economic empowerment implemented where feasible.

8. Gender-responsive stakeholder engagement processes implemented and women represented in relevant community engagement and governance structures.
9. Community development initiatives informed by gender-responsive needs assessments implemented in project-adjacent communities.
10. Gender-disaggregated data collected and reported through Fund monitoring and evaluation systems.

See the Complete Gender Action Plan overview on the next page.

Phase	Component / Activity	Description	Indicator	Baseline, target, MoV	Timeline	Responsibility
1. Programme Policy and Arrangements						
Fund Manager	1.1 Capacity strengthening	Fund Manager staff with responsibilities for investment screening, due diligence, investment review and approval, ESG oversight, and portfolio monitoring is trained on the Fund's gender approach, gender-responsive investment practices, and GCF gender requirements. New staff will receive training as part of onboarding, and refresher training will be provided periodically as required.	Number of staff trained (disaggregated by gender)	**Baseline:** To be established by the Fund Manager upon proposal approval, through an assessment of existing gender capacity among relevant staff. **Target:** 100% of relevant staff receive training on the Fund's gender approach and GCF gender requirements. **MoV:** Training attendance records disaggregated by function	Within 12 months	CFM ESG team

Phase	Component / Activity	Description	Indicator	Baseline, target, MoV	Timeline	Responsibility
	1.2 Gender considerations across the investment process	The Fund Manager will consider gender risks and opportunities throughout the investment process, including at the stages of screening, due diligence, investment decision-making, contracting, and portfolio monitoring. Material gender and social inclusion risks and opportunities identified during screening and due diligence will be assessed prior to investment approval and, where relevant, translated into project-level Gender and Social Inclusion Action Plans, ESAP actions, project design measures and/or contractual commitments. Each investee company will be required todevelop and implement a project- GAP, through which project-level gender commitments, indicators, and responsibilities will be specified.[51]	Number of investments for which gender considerations are documented at key stages of the investment process; number of project-level GAPs developed and implemented for investee companies	**Baseline:** no project-level GAPs available at fund launch **Target:** All investments **MoV:** Project-level GAP documents, investee agreemnet provisions	Applied from first investment; gender assessment conducted for all investments during screening and due diligence. Project-level GAPs developed for all investees and integrated into ESIA processes per investee	CFM ESG team
	1.3 Gender integration support materials for investees	The Fund Manager provides investee companies with gender integration support materials, including guidance on gender-responsive workplace policies, GBV prevention, stakeholder engagement, grievance mechanisms, and gender reporting templates, to support the development and implementation of	Number and percentage of project companies with whom the CFM Group gender support package is shared	**Baseline**: materials not yet made available to investees	From first financial close	CFM ESG team

[51] Where investments involve land acquisition, leases, rights of way, restrictions on access to land or natural resources, compensation processes, livelihood impacts, or community benefit-sharing arrangements, project-level due diligence, environmental and social assessment and GESI assessment processes will assess the potential implications for women and vulnerable groups. This will include consideration of formal and informal land use, customary resource access, participation in decision-making, eligibility for compensation and access to project benefits, as relevant to the project context. Corresponding actions will be incorporated into project-level management plans and Gender and Social Inclusion Action Plans where required.

Phase	Component / Activity	Description	Indicator	Baseline, target, MoV	Timeline	Responsibility
		project-level GAPs. Materials will be adapted to the specific context of the Fund and shared with investees as part of the onboarding process following financial close. Separately, gender screening, due diligence and project-level GAP development guidance will be available during project assessment and investment decision-making to inform project assessment, investment terms and action planning.		**Target**: materials made available to 100% of investees **MoV:** distribution records, investee onboarding documentation		
2. Project-Level Gender Integration						
Project Development & Construction	2.1 Recruitment of women in Fund-supported projects	Investee companies promote equitable access to suitable and safe construction employment opportunities, and women's access to technical, operational, supervisory and management roles. Investees communicate jobs via channels accessible to women and vulnerable groups, pursue active recruitment partnerships with relevant institutions targeting women, and implement retention support for women in technical and operational roles. Training and skills-development activities supported by investee companies will be captured in project-level GAPs, with indicators covering relevant outcomes beyond enrolment (such as completion, certification, placement, and retention) agreed between the Fund Manager and	Number and percentage of female employees across the workforce, disaggregated by employment level	**Baseline:** Workforce baselines will be established through project-level gender assessments and due diligence processes, including assessment of workforce composition, local labour market conditions, skills availability and barriers to participation.	Baselines and project-specific targets established prior to commencement of material recruitment activities; implementation and monitoring throughout construction and operational phases, as applicable.	CFM ESG team; Investee HR Director

Phase	Component / Activity	Description	Indicator	Baseline, target, MoV	Timeline	Responsibility
		each investee at the project-level GAP stage.		**Target:** Project-specific workforce participation targets will be proposed by investees and documented in project-level Gender Action Plans. Targets will be reviewed and approved by the CFM ESG Team, taking into account country and sector benchmarks, occupation type, construction and operational workforce requirements, local skills availability, existing workforce composition, and identified barriers to participation. Where proposed targets are not considered commensurate with the identified opportunities or project context, the CFM ESG Team will require further		

Phase	Component / Activity	Description	Indicator	Baseline, target, MoV	Timeline	Responsibility
				justification and/or revision prior to approval. Progress against targets will be reviewed annually.[52] **MoV:** Workforce records and HR reports (disaggregated by sex and employment level); recruitment and hiring records; project-level GAPs; annual workforce monitoring reports; training and skills-development records (including completion, certification and retention data, where applicable).		

[52] Workforce participation targets apply to direct employees of investees. Contractors and subcontractors are expected to comply with relevant labour and gender provisions under the ESMS.

Phase	Component / Activity	Description	Indicator	Baseline, target, MoV	Timeline	Responsibility
	2.2 Gender-responsive workplace policies and GBV prevention	Investees implement gender-responsive workplace policies (gender policy, gender-responsive HR policy, anti-harassment policies, survivor-centred grievance mechanisms, and safe facilities for women) and there are GBV prevention provisions covering construction and operational phases.	Number and percentage of investee companies with documented gender-responsive workplace policies, grievance mechanisms and GBV/SEAH prevention measures	**Baseline:** Availability of workplace gender responsive policies will be documented per investee at due diligende stage **Target:** 100% of investees with documented gender-responsive workplace policies and GBV prevention provisions in place prior to construction commencement. **MoV:** Policy documents submitted to Fund Manager; grievance mechanism records.	Prior to construction commencement	CFM ESG team; Investee HR Director

Phase	Component / Activity	Description	Indicator	Baseline, target, MoV	Timeline	Responsibility
	2.3 Gender-responsive community engagement	Community and multi-stakeholder dialogue informs gender and social inclusion activities as part of project ESIAs, with purpose-designed processes to ensure women's knowledge and priorities inform project design. Women, youth, vulnerable and marginalised groups are included in stakeholder engagement, ESIA/ESMP processes and community feedback mechanisms. Where relevant to the project context, this includes consideration of barriers affecting persons with disabilities, Indigenous or minority communities, migrant populations, people affected by land or resource-access changes, individuals lacking formal documentation, and households experiencing rural poverty. Beyond consultation, investees ensure women are meaningfully represented in formal project governance structures with agency to influence decisions.	Number and percentage of women participating in stakeholder engagement activities; Number and percentage of women-only FGDs; Number and percentage of women in formal project governance structures where established. Project-level GAPs will include indicators evidencing women's effective participation, including documentation of issues raised by women, project responses, and resulting decisions.	**Baseline:** To be established per investee through ESIA process, informed by local community context and documented in the project-level GAP. **Target**: Gender-responsive consultation documented for 100% of investees with community-facing activities. **MoV:** Stakeholder engagement records; attendance registers and participant lists; records of women-only FGDs; stakeholder engagement reports; project grievance and feedback records; project governance committee records;	Baselines and project-specific indicators will be confirmed prior to construction commencement. Engagement takes place prior to construction commencement and throughout project implementation, as applicable.	CFM ESG team; investee community liaison officers

Phase	Component / Activity	Description	Indicator	Baseline, target, MoV	Timeline	Responsibility
				ESIA/ESMP documentation; project-level GAP monitoring reports documenting issues raised, project responses and resulting decisions.		
	2.4 Women's economic empowerment initiatives	Investee companies consider opportunities to engage women-owned or led[53] suppliers and support technical and skills-development initiatives for women in project-adjacent communities, where feasible and appropriate. Additional supplier-development activities and targets will be considered where project-level assessments identify procurement opportunities for women-owned enterprises but barriers to participation remain. The nature of any supplier-development support will be determined based on the identified barriers and the project's ability to influence them, taking into account factors such as market awareness, technical capacity, certification	Number and value of contracts awarded to women-owned enterprises, reported separately for community and support services, and for technical, operational and supply-chain contracts; number of women attending skills-based training courses supported by Fund investees	**Baseline:** Procurement opportunities and barriers to participation by women-owned enterprises will be assessed through project-level due diligence and gender assessments. **Target:** 100% of investees report annually on the number and value of contracts	From construction phase per investee, monitored annually	CFM ESG team; Investee procurement team

[53] We refer to the IFC's definition of a women-owned or led enterprise as one that meets either of the following criteria: (i) at least 51% owned by one or more women; or (ii) at least 20% owned by one or more women, with at least one woman in a senior executive role (e.g. CEO, COO, President or Vice President) and at least 30% female representation on the board, where a board exists.

Phase	Component / Activity	Description	Indicator	Baseline, target, MoV	Timeline	Responsibility
		requirements, procurement readiness and access to supply-chain opportunities.		awarded to women-owned suppliers. Where supplier development programmes exist or opportunities are identified in the assessment, investee companies establish project-specific targets to increase participation of women-owned enterprises over time and report on these annually. **MoV:** Annual procurement reports; contract registers; supplier databases; project-level GAP monitoring reports; supplier-development programme records, training participation records.		

Phase	Component / Activity	Description	Indicator	Baseline, target, MoV	Timeline	Responsibility
	2.5 Community water and energy access	Where feasible, projects include water treatment, desalination, or renewable energy infrastructure that enables access to water and electricity for local communities. Access mechanisms are designed and governed in a gender-responsive manner.	Number of community beneficiaries with improved water access (disaggregated by gender); number of community beneficiaries with improved energy reliability (disaggregated by gender)	**Baseline:** project-level gender assessments to establish the applicability, baseline, barriers, intended benefit pathway **Target:** project-specific beneficiary targets and monitoring arrangements will be established during project design and documented in the project-level GAP prior to implementation. **MoV:** mid-term review	Applicability, baseline, targets and budget confirmed during project design and documented prior to implementation Implementation monitored annually during operations	CFM project team / Investee

Phase	Component / Activity	Description	Indicator	Baseline, target, MoV	Timeline	Responsibility
	2.6 Community development programs	Investee companies undertake community development initiatives in project-adjacent areas that prioritise women and vulnerable groups as primary beneficiaries, focused on improving livelihoods and informed by gender-responsive community needs assessments. These initiatives are additional to, and should not be used as a substitute for, impact mitigation measures, compensation obligations, livelihood restoration requirements, or other legal and regulatory commitments. Community benefit mechanisms are designed and governed in a gender-responsive manner.	Number of community development initiatives established by Fund investees; number of direct beneficiaries (disaggregated by gender and vulnerability status)	**Baseline:** community needs assessments and project-level gender assessments will establish the scope of programs, baseline beneficiaries, implementation approach. **Target**: established and documented in project-level GAP based on needs assessment and gender assessment. **MoV:** mid-term review, community development programmes annual monitoring trackers	Applicability, targets and implementation arrangements confirmed during project design and prior to implementation. Implementation results monitored annually thereafter.	CFM ESG team / Investee
3. Monitoring and Evaluation						
Investment Lifetime	3.1 Review of performance against GAP and gender-responsive indicators	A mid-term review will assess performance against the GAP and gender-responsive indicators. Investee companies will report to the Fund Manager on performance against gender indicators on a routine annual basis.	Number of project companies annually reporting gender performance	**Baseline:** 0% of portfolio reviewed at Fund launch. **Target:** One mid-term review completed; 100% of	Mid-term; annually from Year 1	CFM / AE

Phase	Component / Activity	Description	Indicator	Baseline, target, MoV	Timeline	Responsibility
				investees reporting annually **MoV:** Annual investee gender performance reports; mid-term review report submitted to GCF.		
	3.2 Grievance mechanism monitoring	Gender-related complaints and grievances reported and monitored as part of the Fund's portfolio monitoring framework, tracked as a separate category within routine performance monitoring of investee companies.	Number and share of operational grievance mechanisms meeting ESMS requirements, including gender-responsive and survivor-centred provisions; number of complaints (disaggregated by gender) raised through grievance mechanisms; number and percentage of complaints with evidence that grievances are managed in accordance with established procedures and response timelines	**Baseline:** N/A (no portfolio yet). Grievance mechanism maturity and alignment with ESMS requirements will be assessed during project-level due diligence for each investee and used to identify any required actions prior to implementation. **Target:** 100% of investees maintain and report annually on grievance mechanisms meeting ESMS requirements.	Annually from Year 1	CFM ESG team / Investee

Phase	Component / Activity	Description	Indicator	Baseline, target, MoV	Timeline	Responsibility
				MoV: GRM records, incident logs, monitoring reports, corrective action records		

Portfolio-level monitoring and project-level indicators

The indicators presented in this GAP represent the core gender indicators that will be aggregated and reported at SIDF portfolio level. Portfolio reporting will consolidate investee-reported data by country and will include relevant disaggregation, where applicable, construction and operational phases, occupational level, and the number and value of contracts awarded to women-owned enterprises.

These portfolio indicators will be supplemented by project-specific indicators established through project-level gender assessments, due diligence processes and project GAPs, reflecting the material risks, impacts and opportunities of each investment.

Financing of GAP implementation

Gender activities will be financed through a combination of Fund Manager operating resources, project development and due diligence budgets, and project-company implementation budgets, depending on the nature of the activity. Project-specific budgets for assessments, implementation measures, monitoring, training, stakeholder engagement and grievance management will be established during project preparation and incorporated into relevant project budgets and plans prior to implementation. Budget adequacy will be reviewed through routine project oversight, and additional resources may be allocated where material risks, opportunities or implementation needs are identified.

Human resource and expertise arrangements

Implementation of the GAP will be led by the Fund Manager's ESG function (Head of Impact and ESG) and integrated within existing investment, due diligence, monitoring and reporting processes. Project-level assessments, GAPs and related actions will be reviewed and approved through established ESG and investment governance processes. Additional specialist support, including gender, social inclusion and SEAH expertise, will be engaged where required based on project characteristics, identified risks and the complexity of the investment. CFM and investee companies will work with qualified gender and social inclusion specialists, including local experts where appropriate, to support project-level assessments, implementation, monitoring and capacity building. Relevant personnel, including ESG and community-facing staff, will receive gender training commensurate with their responsibilities.

Appendix A: Methodology

A.A.1 Approach

This r assessment was conducted in accordance with the Green Climate Fund's Gender Policy (2023) and the GCF Gender Assessment and Action Plan template (Form 09 / Annex 8 to Funding Proposals). The assessment follows a structured analytical approach moving from country-level gender context to sector-specific problem analysis and opportunity identification, designed to ensure that gender considerations are grounded in evidence, connected to the Fund's specific investment thesis, and translatable into actionable commitments in the Gender and Social Inclusion Action Plan.

The assessment adopts a gender lens while recognising that gender inequality intersects with other dimensions of disadvantage, particularly geography and age, that shape women's experiences and opportunities in both countries. Where data allows, these intersecting dimensions are reflected in the analysis.

A.A.2 Data sources and methods

The assessment draws primarily on secondary data sources, given the early-stage nature of the Fund and the timeline of proposal preparation. Primary data collection will be deepened during fund implementation as investee projects are developed and community-level baseline surveys become feasible.

Secondary sources consulted include:

National statistical sources:

- Statistics South Africa — Quarterly Labour Force Survey Q1 2026 (P0211); Q2 2025 (P0211); Gender Series Volume XI (2014–2024); Non-Financial Census of Municipalities 2021; Income and Expenditure Survey 2022/23; Marginalised Groups Indicator Report 2024
- Statistics South Africa — Gender Gaps Persist in South Africa's Labour Market, Data Story, August 2025
- Namibia Statistics Agency — 2023 Population and Housing Census Labour Force Report

International and multilateral sources:

- World Bank Gender Data Portal — Namibia and South Africa indicator series (2025)
- World Bank Women, Business and the Law 2024 and 2026
- African Development Bank — Gender Brief: Namibia (2025)
- UN Women — Country data and gender profiles for South Africa and Namibia (2024)
- UNDP — Namibia climate vulnerability and gender analysis (2024/2025)
- OPHI — Namibia Multidimensional Poverty Index 2021
- IPU Parline — Parliamentary representation data (2024)
- WEF — Global Gender Gap Report 2024
- IFC — Energy2Equal initiative documentation

Policy and institutional sources:

- South Africa Department of Women, Youth and Persons with Disabilities — policy and programme documentation
- South Africa Commission for Gender Equality — Annual Report 2024
- South Africa Commission for Employment Equity — Annual Report 2022–2023
- South Africa JET Investment Plan documentation
- Namibia Third National Gender Equality and Equity Policy 2025–2035
- Namibia Youth for Green Hydrogen (Y4H2) programme documentation
- Women in Green Hydrogen (WiGH) Africa Chapter — launch documentation, 2024

Academic and sector sources:

- Nature Climate Change (2024) — water collection time projections
- Frontiers in Water (2025) — gendered water scarcity in South Africa
- Springer Nature (2025) — female-headed households, water and food security
- MDPI Economics (2026) — renewable energy investment and female labour force participation in South Africa
- Afrobarometer — Namibia Survey Round 10 (2024)
- HSRC — gender attitudes survey data, South Africa (2024)
- South African Police Service — Crime Statistics 2022/23
- South African Medical Research Council — femicide data
- Namibian Police Force — GBV statistics 2022
- Namibia Demographic and Health Survey — latest available
- UN Women / UNIDO — Gender Equality and the Sustainable Energy Transition (2023)
- IISD — Why Gender Inclusion Must Drive the Just Energy Transition (2025)
- Gender Links — Namibia gender analysis publications (2023)

The analysis triangulates across sources where possible, prioritising primary national statistical sources for quantitative claims and multilateral or peer-reviewed sources for sector-specific and thematic analysis. Where data conflicts or gaps exist, these are noted explicitly in the relevant sections.

A.A.3 Stakeholder engagement

Primary stakeholder engagement was undertaken to complement the desk review and gather practical perspectives on gender equality, inclusion, workforce participation, procurement opportunities, GBV and stakeholder engagement considerations relevant to green hydrogen and industrial decarbonisation investments. Given the fund-level nature of the assessment and the absence of identified subprojects, consultations focused primarily on *gender specialists, development finance institution specialists, social inclusion practitioners, women's networks active in the green hydrogen sector, and sustainable development practitioners*, rather than project-affected communities. Outreach was also undertaken to relevant *policy stakeholders*, although consultations could not be completed within the timeframe available for the assessment. Community-

level consultations, including engagement with women and vulnerable groups, will be undertaken during project preparation and environmental and social assessment processes for individual investments.

Stakeholders were selected based on their expertise in gender equality, women's economic empowerment, sustainable industrial development, green hydrogen, social inclusion and development finance. Consultations were conducted through semi-structured interviews and focused on barriers to women's participation in green industrial value chains, opportunities for gender-responsive investment, workforce development, procurement, community engagement and GBV risks. Consultation findings were used to validate and refine the opportunity analysis and Gender Action Plan.

Consultation coverage was weighted towards South African and regional stakeholders and did not include direct consultations with affected communities, labour representatives, organisations of persons with disabilities, women-owned enterprise networks, GBV service providers, Namibia-based stakeholder organisations, or policy stakeholders. This reflects the fund-level nature and early stage of the programme, as well as the limited timeframe available for stakeholder engagement prior to submission. These perspectives will be incorporated through project-level stakeholder engagement and due diligence processes.

The following organisations were engaged:

1. Liezelle Kumalo, DBSA, Gender specialist. DBSA
2. Thakane Setlaba-Tsiane, Gender specialist. DBSA
3. Thevan Naidoo, Consultant: Social Transformation. National Business Initiative (NBI) South Africa.
4. Ayanda Mvimbi, Programme Specialist. UN Women South Africa
5. Elizabeth Blewudzi, Energy Expert, Women in Green Hydrogen.
6. Elsie Gamor, Legal Expert, mentor at Women in Green Hydrogen

The following core questions guided stakeholder interviews:

1. In South Africa and Namibia, what work is being done to promote gender equality in the green hydrogen, renewables, and industrial decarbonization sectors, by government, industry, and civil society?
2. What is the role of your organization in this space? What actions have you taken, what has worked, and what has not?
3. Which other organizations are active in promoting gender equality in these sectors in South Africa and Namibia, and what are their roles?
4. At the household and community level, what factors support or prevent women from accessing employment and economic opportunities in these sectors, and how do these differ between urban and rural contexts?
5. Are there policies, regulations, or incentive structures in South Africa or Namibia that specifically support or hinder women's participation in green industrialization, and are these being effectively implemented?
6. What are, in your view, the biggest opportunities and bottlenecks to promoting gender equality and women's economic empowerment in the green hydrogen, renewables, and industrial decarbonization sectors?

7. Any other comments or recommendations?

Key consultation findings

Stakeholders highlighted the continued underrepresentation of women in technical, operational and leadership positions across industrial, engineering and energy-related sectors, despite improvements in educational attainment and the growing pipeline of women entering STEM-related fields. Stakeholders emphasised the importance of targeted recruitment, mentorship, training and skills-development pathways that link directly to employment opportunities rather than providing standalone training.

Stakeholders also noted that women-owned enterprises continue to face barriers to participation in industrial supply chains, including limited access to finance, experience and procurement opportunities. Several stakeholders emphasised the need to move beyond lower-value service contracts and progressively support women-owned enterprises to participate in higher-value supply-chain opportunities through supplier-development and capacity-building measures.

Stakeholders stressed the importance of meaningful participation of women in project planning, consultation and decision-making processes, particularly in relation to community benefits, water resources, environmental management and local development priorities. Stakeholders also highlighted the need for community investments and skills-development initiatives to respond to locally identified needs and opportunities.

Stakeholders further emphasised the importance of accessible and survivor-centred grievance mechanisms, gender-balanced grievance processes, and proactive measures to address GBV and related risks associated with large-scale industrial developments.

These findings informed the opportunity analysis and Gender Action Plan. Investment-specific issues relating to workforce composition, procurement opportunities, land and compensation, community benefits, stakeholder representation and project-level GBV risks will require further assessment through project-level due diligence, stakeholder engagement and Gender and Social Inclusion Action Plans.

Stakeholder category	Key issue or opportunity raised	How reflected in SIDF design	Further project-level assessment required
Gender specialists, development finance institutions and social inclusion experts	Women remain underrepresented in technical, operational and leadership positions in industrial and energy sectors despite improvements in educational attainment. Skills development should be linked to employment pathways and not delivered as a standalone intervention.	Reflected in GAP activities on recruitment, workforce participation, skills development and retention of women in technical and operational roles.	Assessment of project-specific workforce requirements, skills gaps and recruitment opportunities.
Gender specialists, social inclusion experts and women's networks	Women-owned enterprises face barriers to participation in industrial value chains, including limited access to finance, experience, information and larger procurement opportunities. Supplier development may be needed in addition to procurement targets.	Reflected in the procurement opportunity analysis and GAP activity on women's economic empowerment and supplier participation.	Assessment of local supplier opportunities, women-owned enterprise participation and capacity-building needs for individual investments.
Gender specialists, development finance, and women's networks	Consultation processes should move beyond attendance and support meaningful participation of women and vulnerable groups in project design, community benefit arrangements and decision-making processes.	Reflected in the opportunity analysis on women's participation in project design and GAP activity 2.3 on gender-responsive community engagement.	Identification of project-affected stakeholders, participation barriers and locally appropriate engagement approaches.
Gender specialists and social inclusion practitioners	Community development initiatives should be informed by local needs assessments and respond to community priorities rather than predefined activities.	Reflected in the community development and benefit-sharing actions included in the GAP.	Determination of community priorities, beneficiaries and implementation approaches through project-level engagement.
Gender specialists, development finance institutions and social inclusion experts	GBV and related risks require accessible, trusted and survivor-centred grievance mechanisms, with appropriate representation and safeguards for reporting and response.	Reflected in the assessment's discussion of GBV risks, gender-responsive grievance mechanisms and GBV prevention measures. Detailed SEAH arrangements are addressed through the ESMS.	Project-specific assessment of SEAH risks, referral pathways, grievance arrangements and mitigation measures.
Women's networks and social inclusion practitioners	Capacity building, mentoring and practical exposure to emerging green industrial and green hydrogen sectors may help increase women's participation in future employment and business opportunities.	Reflected in the workforce development, training and capacity-strengthening opportunities identified in the assessment and GAP.	Identification of project-specific skills needs and training opportunities.