

Gender Assessment and Action Plan (GAAP)

GAAP Overview and Context:

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| Project details | Title of technical assistance | Development of a decarbonization roadmap in the cement sector through advanced technology upgradation and enhanced standards |
| | TA Response Plan Reference Number | 2024000019 |
| | Implementing partner | Cementis |
| | Country(ies) | Senegal |
| GAAP purpose | Brief overview of the technical assistance objectives | <p>Develop a comprehensive and nationally endorsed decarbonisation roadmap for the Cement sector in Senegal, that is:</p> <ul style="list-style-type: none"> • Senegal Fit for Purpose • Developed in a collaborative manner with the Public and Private sector • Realistic • Actionable <p>This gender mainstreaming is meant to contribute during the implementation of the TA (and ultimately, after the TA) to:</p> <ul style="list-style-type: none"> • Ensuring equal access to knowledge on climate technology and resources available to deploy the technology for both women and men. • Increasing representation and participation of women in the workforce. <p>It will also pro-actively address disparities of policy versus day to day implementation to foster a workplace environment that provides equal opportunities for both men and women. Additionally, it will enable the effective collection of data needed to assess the true impact of the work being done and conduct the necessary evaluation (Monitoring, Reporting and Evaluation).</p> |
| | How gender mainstreaming aligns with the TA goals | <p>The preparation workshops for heightened technology awareness exemplify the alignment with ensuring accessibility of resources to provide equitable opportunities to all. It is also pertinent to note the proactive inclusion of women in discussions, workshops and knowledge exchanges throughout the course of the roadmap’s development. Ensuring that women have equitable opportunities to key roles such as facilitation of the PTWG, promoting a professional environment grounded in equality, respect, and accountability. The TA aides in empowering women and men alike to make informed decisions and play meaningful roles in implementation. In this respect, gender mainstreaming is a valuable component in achieving roadmap’s objectives of inclusivity, sustainability, and effectiveness.</p> |

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| Stakeholder engagement | List of stakeholders (e.g., government agencies, local organizations, community groups) | Government of Senegal, Ministry of Industry and Trade, Cement companies, National Network of Rural women in Senegal, Trust Africa |
| | Gender responsive representation demonstrating how women and marginalized groups are involved at each level | <p>Continuous analysis of gender disaggregated data as a means to assess gender inclusivity at each level of the project to identify gaps, measure progress and adapt strategy.</p> <p>Actively engaging women will give perspectives on issues regarding the effects and impacts of carbon emissions. This will inadvertently provide valuable insights that contribute to more holistic and sustainable outcomes.</p> <p>This will promote equitable access to information and capacity-building opportunities for technical knowledge.</p> |
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2. Gender Assessment

2.1 Overview of gender context

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| Brief analysis of gender roles, norms, and dynamics in the target region/sector | <p>The cement sector in Senegal, as in many countries, is historically male dominated, particularly in technical, operational, process engineering, and managerial roles. While national gender frameworks promote equality, entrenched gender norms influence occupational segregation, where women are more commonly concentrated in administrative, finance, and community liaison functions rather than plant operations or technical decision-making. The perception of cement manufacturing as physically intensive and requiring continuous onsite presence contributes to the limited recruitment of women into engineering and field-based roles. Additionally, limited availability of gender-responsive workplace facilities can further hinder women's retention and advancement.</p> <p>However, the sector is undergoing modernisation aligned with decarbonisation efforts, which introduces new skill domains (e.g., industrial digitalisation, energy efficiency analytics, alternative fuel management, monitoring and emissions reporting) that are less physically intensive and more knowledge based. These emerging technical areas present opportunities to increase the meaningful participation of women in roles central to designing, implementing, and governing the national decarbonization roadmap.</p> |
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A comprehensive analysis of gender barriers/necessities in the specific sector, i.e. energy, water, food systems, etc.

Despite recent modernisation, the cement sector in Senegal continues to exhibit structural and practical barriers that limit equitable participation. Women’s lower representation in STEM education, vocational training, and engineering apprenticeships reduces their entry into technical roles that are central to plant operations and decarbonisation planning. Recruitment pipelines often draw from male-dominated institutions, and workplace conditions may not yet fully accommodate gender-responsive needs (e.g., PPE sizing, rest facilities, considerations for reproductive and maternal health, and safety policies that address differentiated risks). These constraints reinforce a cycle in which women remain underrepresented in leadership and technical decision-making roles.

In the context of decarbonisation, additional gender-specific needs emerge. The transition toward alternative fuels and raw materials intersects with sectors where women are active such as waste management, biomass supply, and small-scale local enterprise yet women often lack formal recognition, contracts, safety equipment, and access to financing needed to participate in these new value chains. Similarly, women are typically underrepresented in community consultation and environmental governance forums, limiting their ability to influence mitigation, compensation, and resource-management decisions that directly affect household wellbeing.

To ensure a just and inclusive low-carbon transition, the sector requires:

- gender-responsive training and recruitment strategies tailored to women entering technical and leadership tracks.
- safe, inclusive workplace environments with appropriate infrastructure and PPE.
- support for women-led enterprises and cooperatives in waste-to-fuel and procurement supply chains.
- and structured mechanisms to ensure women’s participation in community and stakeholder engagement processes.

These measures are essential not only for gender equality but also for maximising the innovation, social legitimacy, and workforce resilience needed to achieve the sector’s decarbonisation objectives.

2.2 Gender Assessment Table

| Aspect | Issues to be addressed | Findings | Sources of data |
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| Access and use | Do women and men have equitable access to climate technologies, resources, and services provided through the TA? | No, they do not due to the existing uneven gender distribution in the sector. However, both males and females are taking action to increase access to resources and opportunities for those under-represented. The TA also endeavours to find ways to improve the access to services and resources for all. | UN Women Report on Senegal |
| | Are there gender-specific barriers to access these technologies or resources (e.g., cultural, social, economic, legal and policy framework)? | <p>Cultural barriers impede women from entering the workforce. Economically the disaggregated data on workforce illustrate the extent to which work in the formal sector is skewed towards men being more in the formal labour force (women only represent <10% in formal labour). With women working in the informal sector there is limited economic opportunity and job security.</p> <p>Policy wise, the Senegalese government has made significant strides in the pursuit for gender equality. Two such policies are the law of Gender Parity (2010) and ratification of gender instruments such as the Convention of the Elimination of All Forms of discriminations against women (CEDAW)</p> | National Strategy for Gender Equality and Equity 2016-2026” (SNEEG) |
| | How does the TA address the barriers described in the general analysis in 2.2 | The TA addresses the barriers by embedding gender considerations directly into the strategic planning, governance, and capacity-building elements of the roadmap. First, the TA supports gender-responsive workforce planning by identifying skill gaps for emerging low-carbon roles and recommending training, recruitment, and professional development measures that enable women’s participation in technical and managerial positions. Second, the roadmap development process includes stakeholder consultations that intentionally engage women’s associations, women in engineering networks, and community representatives, helping ensure that | Potrait de femme Championes |

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| | | priority-setting reflects a wider range of perspectives and needs. | |
| Participation | Are gender experts involved in all stages of the TA? Or Are consultations with women’s and gender rights organisations considered? | Yes, gender experts are involved | |
| | What best practices can enhance women’s participation in the TA? | <p>Encourage stakeholders to assess their representation in workshops by intentionally nominating female counterparts wherever possible and suited to ensure the involvement of women in the implementation of the roadmap.</p> <p>Strive to encourage women to take part of discussions through chairing or facilitating meetings.</p> <p>Highlight success stories of women engineers and have them speak at the technically focused capacity building workshop.</p> | |
| Leadership | Do women have leadership positions in climate technology and the specific sector? | Yes, there are women who are in the climate technology space and indeed there are some in decision making roles in the cement sector. Some of the roles are CEO & Founder of Agri-tech storage, Managing Director of a cement company and Executive Director of a women led solar distribution enterprise | Women solar entrepreneurship 2022 |
| Scaling-up and transfer | Are the training materials and delivery methods designed to address gender-specific needs or challenges? | Yes, the language is concise and gender sensitive. Delivery methods to be used during the planned capacity building activities shall take into consideration gender specific needs. Moreover, local female consultants have a key role to play in the discussions through which awareness of low carbon solutions will be raised and how the capacities of those to be ultimately entrusted with the governance of the roadmap and its MV&E are to be built. | |
| | Are financial mechanisms or models in place to ensure accessibility for women and marginalized groups; | There are available resources, however accessibility is dependent on the social circumstances of the women and marginalised. For example, some women in low- | African Development Bank Initiatives report for 2024 |

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| | | income situations must still receive their husbands' permission to embark on additional endeavours. | We Finance Code 2024 |
| | Is the technology easily maintained and operated by local communities. | Yes, the technology is within the means of operations of the local people. | |

Gender Action Plan

i) Outline

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| Beneficiaries | Women and men, boys and girls |
| Challenge | Senegal is Patriarchal, which means that in order for a course of action - such as that of going to school or work, how to use the household income, is deferred to the husband as the head of the household. In the same breath it is traditional in its customs which further increases the burden of society on women and girls on what is expected of them. The recent changes in the climate pattern have altered the way tasks are done with wells drying up and this results in fetching clean water long distances away from the homestead in rural areas and the need to look for firewood for cooking. The household tasks are to be done the same way without consideration for this change, The subsistence farming for the family to be able to have food on their table is the woman's job. |
| Summary of gender-responsive TA implementation | <p>The aim of this action plan is to give women the access to information and the opportunity to take part in discussions regarding policy development and aspects pertaining to the roadmap's development and its eventual implementation. Hence, it would be of great importance to the TA's implementation that the following be pursued:</p> <ul style="list-style-type: none"> • Create a safe conversation platform where one participates without judgement • Increase women participation in workshops and trainings • Provide gender sensitive training • Setting policies that aim to create future jobs for women in the climate technology space and cement industry. |
| Output statements | <p>Gender equality is important for true introspection into the industry. It's an aspect that is measurable:</p> <ul style="list-style-type: none"> • Promotion of gender balance in meetings and workshops • Gender sensitive roadmap implementation policy • Accountability mechanisms for tracking gender in the policy recommendations • Women represented in technical working groups • Capacity strengthening to apply gender analysis and climate planning at national and local level • Creation of dialogue platforms for conversations between government and private sector |
| Outcome statement | <p>Short term: The women in the operationalization of the roadmap being part of the conversation. Women in the Senegalese industry have their capacities strengthened and the assertion is clear to increase representation at every level of operation as a way to reduce social inequities.</p> <p>Medium term: Capacity building workshops with the correct gender terminology, as well as inclusive data, such as the percentage of women who have technical skills at different levels of management would be of utmost importance. This will also</p> |

allow the development of mentorship programs to retain women in a historically male-dominated field.

Long term: Women gain increased time, mobility, and opportunity to pursue their own income-generating activities as decarbonisation measures introduce cleaner technologies, reduce household-level health burdens, and improve community wellbeing around cement and concrete production sites. Over time, companies can integrate gender equitable workplace culture training as part of their ESG commitments, supporting shared responsibility, respectful work environments, and stronger collaboration across the workforce. This contributes to a sector ecosystem where women's participation is recognised as valuable, barriers to advancement are reduced, and the number of women in skilled, technical, and leadership roles steadily grows.

- ii) **Gender Responsive Activities** (These expected results will be revised and compared to the closure report at the end of the technical assistance)

| Activities (mainstreaming across the TA's various activities) | Indicator | Expected results | Data collection ¹ | Comments |
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| <p>Activity2.1</p> <p>Establishment of project working group</p> | <p>Female: Male ratio of participants of the project working group.</p> | <p>It is anticipated that having women take part in policy and technology discussions that will take place during the PWG meetings will increase representation and greater involvement of women in the decision making during the course of the TA.</p> | <p>Disaggregated attendance data from meeting registers</p> <p>Meeting notes</p> | <p>It being a male dominated sector how much participation will we get from women poses a challenge.</p> <p>Given the limited number of women currently in senior positions in the sector, it may be necessary to adopt alternative approaches to ensuring women's meaningful participation in the PWG. This could include inviting women from technical, mid-career, or community liaison roles, engaging women's professional associations, or rotating participation to broaden representation over time.</p> |
| <p>Activity 2.2</p> <p>Kick off workshop and regular meetings with project working group</p> | <p>Aggregate percentage of women in attendance for the workshops and meetings</p> <p>Identification of female participants in the workshops and ensure to retain them throughout the TA</p> | <p>Women present in the workshops to provide perspectives on how to increase and/or supplement women's participation over the course of the TA in and overseeing the implementation of the roadmap.</p> <p>Recommendations for capacity building that reduce the gaps described in the workshop increase knowledge sharing</p> | <p>Disaggregated attendance data from meeting registers</p> <p>Meeting minutes on the topics of discussions</p> | <p>It is necessary to address the biases that are operated under to better assist in taking inclusive courses of action.</p> <p>Furthermore, supplementary consultations with women in other forums may be necessary.</p> |

¹ Ensure data is gender disaggregated.

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| <p>Activity 3.2 Analysis of the cement market environment</p> | <p>Existence of gender-responsive policies and guidelines within key cement and concrete sector relevant institutions, including provisions that address equal participation, workplace conditions, and inclusive decision-making</p> | <p>Generate information that can afterwards be used to support the professional development of female staff to improve the gender balance in the cement sector</p> <p>Percentage of women in the industry as engineers or as SHEQ</p> | <p>Collect data of women in companies (based on info & data stated in Annual reports)</p> <p>CECI reports that shine a light on initiatives that women are championing</p> <p>Bills passed in legislature that a gender inclusion focused</p> | <p>The move towards industrialization is one of the reasons why there is growing demand of cement and inadvertently increase in supply</p> |
| <p>Activity 4.1 Identification of appropriate technology options and decarbonisation levers along the value chain</p> | <p>The number of women participating in the discussions/exchanges during the course of this activity.</p> | <p>Women professionals participating in the TA demonstrate increased understanding of how technology choices and operating practises influence GHG emissions in the cement value chain.</p> | <p># of employees furthering their studies to address pertinent issues. HR data</p> <p>ESG reports</p> <p>Staff assignment register</p> | <p>Subject to the necessary information and data being readily available, carrying out surveys on specific gender related issues is bound to be advisable. Implementation of such surveys is however beyond the scope of work on the assignment.</p> <p>Whilst information on staff is private, gender disaggregated data is still of fundamental importance to assessing progress towards greater gender equality</p> |
| <p>Activity 4.2 Technology prioritisation workshop</p> | <p>Number of female experts participating in the workshop</p> | <p>It is anticipated that having women take part in policy and technology discussions that will take place during the PWG meetings will increase representation and greater involvement of women in the</p> | <p>Meeting register and meeting schedule</p> | <p>This workshop is a way to table conversation on potential ways that government and cement industry operations may suggest best practices to ensure operationalising the roadmap.</p> |

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| | | <p>decision making during the course of the TA.</p> <p>The aggregate data on women who hold technical positions may inform discussions concerning how the implementation of the Roadmap is to be resourced. This in turn can help design programmes to increase the share of women employed in the cement industry.</p> <p>Women could feel more empowered to train in these specialised technical fields</p> | | |
| Activity 5.1 Roadmap and policy development workshop | % of young adults, both men and women who participated in the roadmap policy draft development workshop | <p>The youth would take part in initiatives to target the next generation in shaping mindsets</p> <p>Women being part of the discussion on decarbonization and actions to be taken to adapt / put in place.</p> | <p>Government documents that entail trainings that are done to support women, girls and the youth Quarterly/yearly Reports.</p> <p>Ministry of gender focus on women to mandate for the development of the women to greater benefit the nation.</p> | Companies participating in the TA see the benefit of collaboration to benefit themselves. |
| Activity 5.2 Development of the National Decarbonization roadmap for cement and concrete | <p>Number of consultations with stakeholders in which women were present</p> <p>Proportion of women who hold decision making roles that have participated in the development of the roadmap</p> | <p>A roadmap in which women have been instrumental in its development, and one in which they have actively participated in informing its design.</p> <p>Recommend methods or causes of action that govt and cement industry may adopt for</p> | <p>Meeting Schedules</p> <p>Participants List</p> <p>Roadmap Draft</p> | Inclusion of women in the roadmaps' consultative process is a way of making sharper decisions that may result in resilient growth and this is a true reflection of factoring in gender diversity into the implementation and governance. The latter is however a decision that the host |

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| | <p>Recommendations that have been made in the roadmap to ensure measures adopted equally benefit both women and men.</p> | <p>organisations such as the Ministry of Environment and Sustainable Development to monitor and report the extent to which women are involved in the operationalisation of the roadmap.</p> <p>Recommendations on aspects that could be included in the roadmaps actions pertaining to policy and regulation that would contribute to creating an environment that alleviates the barriers that hinder women's involvement in GHG reduction efforts in the cement and concrete sector, such as air pollution which causes respiratory issues, which increase risks of miscarriage.</p> | | <p>country authorities will have to take. The workshop will help build the necessary capacities the work throughout the assignment will seek to increase the prospects of greater participation of women in the roadmap's implementation and governance</p> |
| Activity 6.1 Development of MV&E Framework | <p>No of recommendations to host country authorities to adopt a gender balanced approach to allocating human resource to undertake MV&E activities (relates to the roadmap's implementation) Reports compiled on workshops and meetings</p> | <p>Recommendations on how to operationalise the roadmap in a more gender balanced manner are provided thus contributing to a more gender balanced roadmap being adopted.</p> | MV&E Framework | <p>Review and update framework to accommodate changes in gender norms, responsibilities</p> |
| Activity 6.2 Development of Green Climate Fund (GCF) concept note | <p>To be established in line with GCF requirements on matters related to Gender</p> | N/A | Concept note Drafts | <p>Subject to GCF concept requirements</p> |

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| <p>Activity 6.3 Capacity building workshops</p> | <p>Percentage of women participants taking part in the workshops</p> <p>Percentage of increase in women participation from inception meeting</p> | <p>Women are better equipped with an understanding of key aspects of the technologies / projects that are expected to be implemented during the course of the roadmaps' implementation and the solutions to be designed and introduced in the cement and concrete market in Senegal to enable CO2 reduction projects to be implemented.</p> <p>Reporting of increase in knowledge gained by participants through the workshop.</p> <p>Community led initiatives in partnership with private sector and government.</p> | <p>Pre/post survey</p> <p>DHS survey and Ministry of gender reporting on the trend analysis of the economy</p> | <p>The workshop increases the representation of women and help position them for roadmap governance roles. The industry and policy domains have a gap which is sought to be bridged with capacity building workshops such as this.</p> |
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iii) Post-Implementation Impact Assessment

| Question | Response options | Details/comments |
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| How did gender relations impact the project implementation | Not at all, rarely, a lot, etc | [Implementer to provide brief explanation if needed.] |
| Did the project identify interventions to address gender gaps in access, use, and transfer of climate technology? | Explain | |
| Had your project impacted women? | Not at all, rarely, a lot, etc | [Implementer to provide brief explanation if needed.] |
| How did your project impact women? | <ul style="list-style-type: none"> ○ By adapting climate tech to women's needs ○ By training women ○ Other (please specify) | [Implementer to provide brief explanation if needed.] |
| Success stories on gender and climate technologies | [Provide examples of success stories related to gender inclusion and climate tech.] | [Implementer to share relevant case studies or experiences.] |