

Gender Assessment and Action Plan (GAAP)

GAAP Overview and Context:

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	2024000021
	Implementing partner	CEMENTIS
	Country(ies)	Zimbabwe
GAAP purpose	Brief overview of the technical assistance objectives	<p>Develop a comprehensive and nationally endorsed decarbonisation roadmap for the Cement sector in Zimbabwe, that is:</p> <ul style="list-style-type: none"> • Zimbabwe 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</p>

		roadmap’s objectives of inclusivity, sustainability, and effectiveness
Stakeholder engagement	List of stakeholders (e.g., government agencies, local organizations, community groups)	Ministry of Industry and Commerce, Climate Change Department, Cement manufacturing companies, Zimbabwe Gender Commission
	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 their 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

Brief analysis of gender roles, norms, and dynamics in the target region/sector	<p>The cement sector in Zimbabwe, as in many countries, is historically male dominated, particularly in technical, operational, and production-related roles within cement manufacturing and associated extractive industries. Despite relatively high national literacy levels and the existence of constitutional and policy frameworks promoting gender equality, entrenched social and cultural norms continue to shape occupational segregation. Women are more commonly represented in administrative, finance, and support functions, while technical, engineering, and operational positions remain predominantly occupied by men. Perceptions of cement production as physically demanding and incompatible with women’s domestic and caregiving responsibilities further constrain women’s entry, retention, and progression in technical roles. Social expectations reinforced by cultural and religious norms—where men are viewed as primary decision-makers and women as primary caregivers—continue to influence women’s labour force participation and career continuity.</p> <p>However, the cement sector in Zimbabwe is increasingly influenced by modernisation and decarbonisation agendas, creating new and evolving skill domains that extend beyond traditional, labour-intensive roles. Areas such as industrial digitalisation, occupational health and safety management, environmental monitoring, emissions reporting, and energy</p>
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	<p>efficiency management present emerging professional pathways that are less physically intensive and more knowledge driven. These developments provide opportunities to enhance the participation of women in technical, supervisory, and governance-related roles within the sector. When combined with targeted enforcement of gender-responsive employment policies and focused capacity-building initiatives, these shifts can support greater inclusion of women in the design, implementation, and oversight of the national cement sector decarbonisation roadmap.</p>
<p>A comprehensive analysis of gender barriers/necessities in the specific sector, i.e. energy, water, food systems, etc.</p>	<p>Women’s limited representation in STEM education pathways, technical training institutions, and apprenticeship programmes continues to restrict their entry into technical roles within the cement sector. The predominance of informality in the Zimbabwean economy further limits women’s access to formal employment, skills development, and career advancement opportunities. Workplace environments within industrial settings may also lack gender-responsive policies, infrastructure, and equipment, affecting retention and progression.</p> <p>In the context of decarbonisation, women remain underrepresented in technical working groups and policy dialogue spaces, limiting their influence over industrial transformation processes. Targeted gender-responsive training, inclusive workplace practices, improved access to skills development and financing, and structured participation mechanisms are therefore required to ensure women can meaningfully contribute to—and benefit from—the cement sector’s low-carbon transition.</p>

2.2 Gender Assessment Table

Aspect	Issues to be addressed	Findings	Sources of data
<p>Access and use</p>	<p>Do women and men have equitable access to climate technologies, resources, and services provided through the TA?</p>	<p>No, they do not, women are not as involved in the technical roles of the economy. Furthermore, the forms of entrepreneurial roles taken up are simplistic in nature with minimal technological elements. Steps are being taken to ensure equal access to resources and skills through SME business training programs.</p>	<p>Zimbabwe Gender Commission Annual Reports</p>
	<p>Are there gender-specific barriers to access these technologies or resources (e.g., cultural, social, economic, legal and policy framework)?</p>	<p>Cultural barriers impede women from gaining access to these technology and resources. Economically, women account for 52.8% of the labour force with most being in agriculture. However, in technical roles such as engineering, woman make up only 10% of the workforce in spite of being majority of the labour force.</p>	<p>SADC Gender Report Zimbabwe’s Constitution Zimbabwe Women Mining Report</p>

		<p>With the expectations of motherhood and household labour, most women are inclined to take on more flexible and less time-intensive careers.</p> <p>Cultural change has proven slower than institutional reform. The change is perceived as too modern with a strong lenience to uphold tradition as noted in the Gender Report.</p>	Zimstats 2024
	How does the TA address the barriers described in the general analysis in 2.2	The TA promotes gender-responsive capacity building to improve women's access to technical skills relevant to decarbonisation and industrial transformation. Particular attention is given to strengthening skills among women operating within informal and semi-formal economic spaces, while supporting pathways for their transition into more formal technical roles. The TA also provides an entry point for operationalising existing gender policy commitments through targeted training, participation in consultations, and inclusion in roadmap development processes.	<p>UN Women Africa-Economic Empowerment and Resilience</p> <p>ILO-Women in the Informal economy</p>
Participation	Are gender experts involved in all stages of the TA? Or Are consultations with women's and gender rights organisations considered?	Yes, there are gender experts	TA .The Zimbabwe Gender Commission may be consulted as well during the TA.
	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>Encourage stakeholders to nominate female juniors/young professionals in their organisation to join capacity building workshops.</p> <p>Highlight success stories of female engineers by having them facilitate a workshop or meeting.</p>	
Leadership	Do women have leadership positions in climate technology and the specific sector?	<p>Women remain underrepresented in decision-making positions within the cement sector, with leadership roles largely occupied by men.</p> <p>Nevertheless, women hold influential positions across related climate, energy, and environmental sectors,</p>	IOBZ Report on directorial makeup in Zimbabwe

		demonstrating existing leadership capacity that can be further leveraged through the TA. Some of the sectors include Ministry of Environment, Climate and Wildlife, Renewable energies and Agriculture. Examples are Rudo Chasi (ZWICA), Judith Marera (Lanforce Energy) and Rebecca Manzou (MSD)	Aggregate calculation using DHS survey statistics
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 to 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;	Yes there are opportunities of growth for women in different sectors. In banking institutions concessions are made to female led businesses and at a country wide scale there are grants solely focused on women to ensure growth and independence. However, banks lend to businesses that are formally registered and have tax certification with assets to use as collateral. With most women being in the informal sector the resources are not as accessible to offer the assistance they are meant to give to women.	African Development Bank Initiatives report for 2024
	Is the technology easily maintained and operated by local communities.	Yes, they are. The technological solutions are accessible and easily implemented by the local communities.	

Gender Action Plan

i) Outline

Beneficiaries	Women and men, girls and boys
Challenge	Zimbabwe remains characterised by deeply entrenched social and cultural norms that disproportionately affect women's participation in economic and technical sectors. Women carry the primary responsibility for unpaid care work, subsistence activities, and household management, while decision-making structures remain predominantly male. As a result, women are often excluded from industrial, technical, and climate-related discussions, including those relating to resilience-

	<p>building and low-carbon transition processes within the cement sector. These dynamics limit women’s access to skills development, formal employment, and leadership opportunities, and reduce their ability to influence sectoral transformation.</p>
<p>Summary of gender-responsive TA implementation</p>	<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"> • Endeavour to increase women participation in workshops and trainings • Provide gender sensitive technical assistance. • Accountability mechanisms to track gender in policy recommendations
<p>Output statements</p>	<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
<p>Outcome statement</p>	<p>Short term: The participation of women in the development of the roadmap will be emphasised and encouraged to strengthen their involvement and capacities in the operationalization of the roadmap. This will create lasting solutions that are both sustainable and inclusive.</p> <p>Medium term: Capacity building workshops with the correct gender terminology, as well as inclusive data, such as percentage of women who have technical skills at different levels of management would be of utmost importance. This will also allow the development of mentorship programs to retain women in a historically male-dominated field.</p> <p>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 recognized as valuable, barriers to advancement are reduced, and the number of women in skilled, technical, and leadership roles steadily grows.</p>

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

Activities	Indicator	Expected results	Data collection ¹	Comments
Activity2.1 Establishment of project working group	Encourage female attendance and participation during workshop. Female:Male ratio of participants of the project working group.	It is anticipated that having women take part on 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	Disaggregated data from meeting registers Meeting notes and reports	It being a male dominated sector ensuring women participation of all levels of operations of the company would widen the impact of the meetings. 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.
Activity 2.2 Kick off workshop and regular meetings with project working group	Encourage female attendance and participation during workshop Aggregate percentage of women in attendance for the workshops and meetings Identification of female participants in the	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. Recommendations for capacity building that reduce the gaps	Disaggregated attendance data from meeting registers Meeting minutes on the topics of discussions	It is necessary to address the biases that are operated under to better assist in taking inclusive courses of action. Furthermore, supplementary consultations with women in other forums may be necessary.

¹ Ensure data is gender-disaggregated.

	workshops and ensure to retain them throughout the TA	described in the workshop increase knowledge sharing		
Activity 3.2 Analysis of the cement market environment	<p>The number of financial interventions that are tailored for women entrepreneurs</p> <p>Existence of policies that are inclusive and take into account issues for both genders that may limit cooperation</p>	<p>Percentage of women in the industry as engineers or as SHEQ</p> <p>Market value chain which has data aggregated by gender</p>	<p>Aggregate data of women in companies stated in the Annual reports</p> <p>Zimbabwe Gender Commission is championing evidence based actions to the policy of equal representation</p> <p>Quarterly reports by finance institutions on operations</p> <p>Bills passed in legislature that a gender inclusion focused</p>	<p>Workshops for capacity development and trainings</p> <p>Focus group discussions on women in STEM help to get perspective from professionals on the issues on the ground</p> <p>Subject to information / data being readily available.</p>
Activity 4.2 Technology prioritisation workshop	<p>Encourage female attendance and participation during workshop Number of female experts that take part in the workshop</p>	<p>Women are anticipated to take part in the discussion to look at the practicality of technology to the resources that Zimbabwe has.</p> <p>Creating a workforce that is equitable is a desirable effect. The opinions that women in management provide will give perspective to during the Roadmap draft</p>	<p>Meeting disaggregated register and meeting schedule</p>	<p>This workshop is a way form government and the private sector to have discussions on pertinent issues that they are facing and are pertinent to operations.</p>

<p>Activity 5.1 Roadmap and policy development workshop</p>	<p>Adapt policies in the region to suit Zimbabwean ecosystem</p> <p>%of females taking part in the drafting of the policy</p> <p>% of policies that are inline with National gender policies</p>	<p>Formation of business and industry that is concerned with sustainability by increasing employment opportunities and this utilizes women as they are a vital part of the economy.</p> <p>Policies for the country will be aligning with the Zimbabwe Gender Commission which was formed as a result of the Southern African Gender policy</p>	<p>Ministry of industry report with disaggregated data on workforce composition transformation</p> <p>Government documents that entail trainings that are done to support women and, 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>	<p>Heightened level of awareness and importance of sustainability supported by a stronger gender diversity action voice</p>
<p>Activity 5.2 Development of the National Decarbonization roadmap for cement and concrete</p>	<p>Encourage female participation during consultations. Number of consultations of stakeholders with some of them being women</p> <p>Proportion of women who hold decision making roles that have participated in the development of the roadmap</p>	<p>Transformative discussions go beyond the inclusion of women addresses immediate needs and forms the design of the Roadmap</p> <p>Embedding gender diversity in governance ensures resilience planning and accountability between government agencies and cement industry.</p> <p>Recommending methods that the Ministry of Industry and Commerce or Ministry of Environment, Climate and Wildlife may adopt in the monitoring and evaluation stage during Roadmap operationalization</p>	<p>ESG reports in initiatives championed by the cement companies</p> <p>This may include nuances of policies broached during the draft with government adapting policy for effective adoption.</p>	<p>The roadmap is a policy document that caters to various facets of the economy. Economically to provide jobs by improving operations and growing the cement industry. Reduction of CO2 emissions which inadvertently improves air quality</p> <p>Communities participate in these meetings to ensure buy in</p>

<p>Activity 6.1 Development of MV&E Framework</p>	<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>	<p>MV&E Framework</p>	<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>Activity 6.2 Development of Green Climate Fund (GCF) concept note</p>	<p>To be established in line with GCF requirements on matters related to Gender</p>	<p>N/A</p>	<p>Concept note Drafts</p>	<p>Subject to GCF concept requirements</p>
<p>Activity 6.3 Capacity building workshops</p>	<p>Encourage female attendance and participation during workshop Percentage of women participants taking part in the workshop Percentage increase of women participation from inception meeting</p>	<p>Women 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 Zimbabwe to enable CO2 reduction projects to be implemented. Reporting of increase in knowledge gained by participants through the workshop</p>	<p>Pre/post survey Newspaper articles, Government agency reports</p>	<p>Sharing of knowledge increases the understanding on carbon emissions and cement industry by women. This then further improves their ability to put the Roadmap into action. It creates avenues for employment in the climate space.</p>

		Community led initiatives in partnership with private sector and government		
Activity 7.2 Public Consultation process and workshop to endorse draft cement standard	Encourage female attendance and participation during workshop Percentage of women participants taking part in the workshop	<p>The last revision of the standards was done in 1997 and its been over two decades and so much has changed in the cement industry</p> <p>Women are expected to contribute to revising such standards and in so doing contribute to a more sustainable cement and concrete industry</p>	Meeting register and meeting schedule	<p>Industrialization has increased construction in Zimbabwe. As a result, emissions are increasing due to the magnitude of cement and concrete being used.</p> <p>This change in the economy has inadvertently led to the need to amend the cement standards through creating a policy document such as the Roadmap. With women being part of the discussions, recommendations made are inclusive and equitable.</p>

iii) **Post-Implementation Impact Assessment**

Question	Response options	Details/comments
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.]