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GENDER EQUALITY AND SOCIAL INCLUSION FRAMEWORK FOR THE ACCELERATE-TO-DEMONSTRATE FACILITY

A2D FACILITY

Partners



UK Government

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About UNIDO

The United Nations Industrial Development Organization (UNIDO) is a specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. UNIDO’s mandate is fully recognized in SDG-9, which calls to “build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation” but UNIDO’s activities contribute to all SDGs.

UNIDO’s vision is a world without poverty and hunger, where industry drives low emission economies, improves living standards, and preserves the livable environment for present and future generations, leaving no one behind.



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ABBREVIATIONS AND ACRONYMS

A2D Facility	Accelerate-to-Demonstrate Facility
ESS	Environmental and Social Safeguards
ESIA	Environmental and Social Impact Assessment
ESSPP	UNIDO's Environmental and Social Safeguards Policies and Procedures
GENCA	Gender Equality in National Climate Action
GESI	Gender Equality and Social Inclusion
GEDSI	Gender Equality, Diversity and Social Inclusion
ISID	Inclusive and Sustainable Industrial Development
LMICs	Low- and Middle-Income Countries
LDCs	Least Developed Countries
ODA	Official Development Assistance
PPE	Personal Protective Equipment
SDGs	Sustainable Development Goals
STEM	Science, Technology, Engineering, and Mathematics
UNIDO	United Nations Industrial Development Organization

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Introduction

The A2D Facility prioritizes gender equality, diversity and social inclusion, and environmental sustainability through a “Do No Harm” approach both at programme-level and at project-level.



ACCELERATE-TO-DEMONSTRATE (A2D FACILITY) & GENDER EQUALITY AND SOCIAL INCLUSION

The Accelerate-to-Demonstrate (A2D Facility) aims to accelerate the commercialization of innovative climate solutions through implementing demonstration projects in developing countries with an initial focus on four thematic areas: critical minerals, clean hydrogen, smart energy and industrial decarbonization. The A2D Facility focuses on supporting the development of “lighthouse” demonstration projects of innovative climate solutions, which are projects with catalytic potential in leading to transformational impacts, particularly in meeting Sustainable Development Goals (SDGs) 13 (climate action), 1 (no poverty) and 9 (industry, innovation and infrastructure).

The A2D Facility prioritizes gender equality, diversity and social inclusion, and environmental sustainability through a “Do No Harm” approach both at programme-level and at project-level. This ensures that supported demonstration projects promote gender equality and enhance diversity, while minimizing environmental harm and promoting social well-being. These measures aim to create resilient communities, provide equitable opportunities for everyone, and foster sustainable development for both people and the planet.

The A2D Facility is committed to advancing just and inclusive energy transition by ensuring that the shift to a clean energy system is inclusive, equitable, and supportive of those most affected by the transition, particularly marginalized and vulnerable communities.

This means that supported demonstration projects of the A2D Facility sought to actively address social and economic disparities, support workers and communities reliant on traditional energy sectors, and promote skills development and job creation in emerging green industries. By integrating gender-responsive and socially inclusive strategies and action plans, taking into consideration diversity and intersectionality, the A2D Facility is committed to empowering marginalized and vulnerable communities, ensuring that the benefits of the energy transition are widely shared and that no one is left behind.

Gender Equality and Social Inclusion (GESI) is a foundational component of the A2D Facility. While the Facility recognizes that gender equality and social inclusion are interrelated, gender equality is treated as a stand-alone, central goal, reflecting its importance as both a human right and a prerequisite for sustainable development. This means ensuring women’s full, equal, and meaningful participation, preventing the aggravation of existing inequalities, and enhancing the participation of marginalized communities. Demonstration projects must include intentional, systematic, and transformational on-the-ground actions to support groups most impacted by climate change, including women, low-income groups, diverse and traditionally marginalized communities.



1.1 GENDER EQUALITY AND SOCIAL INCLUSION (GESI) BACKGROUND AND PURPOSE OF THE GESI FRAMEWORK

1.1.1 Objectives

This Gender Equality and Social Inclusion (GESI) Framework serves as a guiding document for supported demonstration projects within the A2D Facility. It outlines the roadmap, responsibilities, and actions necessary for demonstration projects to tailor their GESI analysis and action plans tailored to their project’s interventions. By integrating principles of equity, inclusivity, and empowerment, the Framework ensures that all supported demonstration projects actively address the needs of vulnerable populations, including women, youth, marginalized groups, and persons with disabilities.

The A2D Facility is fully committed to embedding GESI principles in all aspects of its supported demonstration projects. This commitment is rooted in the understanding that achieving equitable development outcomes requires both internal cultural shifts and external interventions. By mainstreaming GESI at programme and at project level, the A2D Facility ensures that gender and social inclusion considerations are central to project design, decision-making, and implementation strategies.

The A2D Facility focuses on driving climate innovation solutions through its four thematic areas: critical minerals, clean hydrogen, smart energy, and industrial decarbonization. These sectors are key drivers of the global transition to low-carbon economies, yet they also present significant opportunities and challenges in terms of gender equality and social inclusion. Supported demonstration projects must address these challenges to ensure equitable benefits from climate innovation solutions benefits everyone. For example, in critical minerals, women and marginalized communities are often excluded from high-value roles in processing, refining industries. In the clean hydrogen sector, it is crucial that women and marginalized groups have equal access to technical training and job opportunities.

Similarly, in smart energy, women and marginalized groups are often excluded from accessing or benefiting from clean energy technologies, while in industrial decarbonization the aim is to reach an equitable access to new jobs created by green industries, particularly in communities that have historically been economically disadvantaged.

A GESI approach considers unequal power relations and inequalities experienced by individuals because of their social identities, including gender, location, disability, income, education, age, caste/ethnicity, race, sexuality. While presented separately, gender equality and social inclusion are interrelated. The A2D Facility aims to ensure that demonstration projects are promoting equitable opportunities and co-benefits for diverse groups, applying at minimum a Gender Sensitive approach and, aiming to deliver a GESI Empowering strategy and, when feasible, a Gender Transformative approach.

Importantly, this Framework emphasizes the mutual benefits of inclusive engagement: engaging marginalized groups, including persons with disabilities, from the outset of project design leads to more relevant, innovative, and transformational outcomes. Early and meaningful participation by affected communities enhances the social legitimacy of projects, surfaces context-specific knowledge, and helps identify risks and opportunities that may otherwise be overlooked. For donors and implementers, such inclusive engagement reduces the risk of project delays, reputational damage, and unforeseen financial costs that can arise from social unrest or harm caused by poorly designed interventions. By embedding GESI principles from the outset, projects are better equipped to navigate complex social dynamics and achieve more resilient, scalable, and widely accepted outcomes.

For instance, including persons with disabilities early on ensures that accessibility challenges are identified and addressed proactively, often resulting in universally beneficial design features. This participatory approach is not only a matter of equality and justice but also improves project performance, efficiency, and long-term impact.

ensuring that climate innovation initiatives create lasting, inclusive and transformational benefits. The GESI framework is intended to ensure that GESI principles, strategies and Action Plans are systematically incorporated into the supported demonstration projects in their design, implementation, and evaluation.

This Framework provides demonstration projects with a structured approach to systematically integrate GESI principles into their design and implementation,

The A2D Facility’s GESI Framework will be guided by the following principles:



DO NO HARM PRINCIPLE

The **Do No Harm Principle** is a key foundation of the GESI strategy within the A2D Facility. It mandates that all supported demonstration projects and activities supported by the A2D Facility must avoid creating unintended negative impacts on gender equality and social inclusion as well as on ecosystems and local communities while ensuring that positive outcomes and co-benefits from interventions are shared equitably and reaches everyone. This is particularly important in sectors like energy, where poorly designed or implemented projects can unconsciously worsen gender and social disparities. For instance, energy technologies or infrastructure that are not designed with the specific needs of women or marginalized groups in mind could limit their ability to access or benefit from these resources. The do no harm principle ensures that the projects do not perpetuate existing inequalities, such as excluding women from leadership roles or economic opportunities in the energy sector, and that they do not worsen socio-economic inequalities, especially in rural or underserved communities.



JUST TRANSITION

A **Just and Equitable Transition** to low-carbon economies requires that the energy transition benefits all members of society, especially those who are most vulnerable. The A2D Facility recognizes that marginalized groups, including women, youth, Indigenous peoples and local communities, persons with disabilities, low-income communities and other traditionally marginalized communities, often face higher levels of energy poverty and are disproportionately affected by environmental degradation and climate change. These groups must be prioritized to ensure that they have access to the benefits of clean energy technologies and that they are not left behind in the transition. Ensuring their participation in decision-making and leadership roles is not only fair but also crucial for designing energy systems that are responsive to diverse needs and priorities.



LEAVE NO ONE BEHIND PRINCIPLE

The **Leave No One Behind Principle** embodies the core value of inclusivity and equity, advocating for the active inclusion of those who are traditionally marginalized. In the context of the A2D Facility, this principle ensures that demonstration projects funded under the Facility prioritize the needs of marginalized communities and disadvantaged groups. Whether in access to project’s outcomes, employment opportunities, or capacity-building, this principle guarantees that no one is excluded from the economic, social, or environmental benefits of climate innovation demonstration projects. It also pushes for the active participation of women and marginalized groups in the clean energy transition, ensuring they have equal opportunities to contribute to and benefit from the socio-economic growth created by the energy transition.



GENDER EQUALITY AND SOCIAL INCLUSION (GESI) MAINSTREAMING

GESI mainstreaming is the process of evaluating the potential impacts of planned actions – from supported demonstration projects - on individuals of all gender identities, sexual and gender minorities (SGM), and other marginalized groups, considering various factors like gender, sexual identity, disability status, migration status. It involves integrating the concerns and experiences of women and marginalized groups into the design, implementation, monitoring, and evaluation of demonstration projects across all political, economic, and societal spheres, ensuring that everyone benefits equally and that inequalities are not reinforced. The A2D Facility treats gender equality as a core and stand-alone objective within GESI, ensuring it is not diluted among other inclusion concerns. This means embedding gender considerations, and broader social inclusion factors, into every stage of the project cycle, with the aim of achieving equal outcomes for women and men, alongside broader inclusion goals..



GESI AMBITION MATRIX – CATEGORIZATION: FROM GESI-UNAWARE TO GESI-TRANSFORMATIVE

Gender Equality and Social Inclusion (GESI) actions can be categorized according to their level of ambition and impact, ranging from reinforcing inequality to actively transforming systems. The ICF GESI Ambition Matrix provides a framework to assess and guide interventions based on their influence on gender and social inclusion outcomes. The A2D Facility applies this categorization to assess, design, and monitor the demonstration projects it supports, ensuring that all interventions are intentional in addressing power imbalances and creating inclusive development outcomes.



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GESI TRANSFORMATIVE (Highest Ambition)

GESI-transformative projects aim to fundamentally reshape social and gender norms, dismantle power imbalances, and create systems that promote justice and equity. These projects embed intersectional and inclusive approaches from design to impact evaluation. They aim for equal representation in leadership, equal pay, inclusive policy influence, and systemic change across the value chain. For the A2D Facility, this represents the long-term ambition: to co-create demonstration projects that do not only do no harm, but also **catalyze positive, structural transformation** in the clean energy transition.

GESI EMPOWERING (Critical step toward deeper, long-term change)

Projects at this level go beyond addressing practical needs—they begin to challenge systemic inequalities by supporting the strategic interests of marginalized groups. This includes fostering women's leadership in decision-making, creating enabling environments for persons with disabilities in the energy workforce, and addressing cultural or institutional barriers to inclusion. Empowering projects shift norms and expand the agency of those historically excluded from economic and social opportunities. The A2D Facility encourages demonstration projects to progressively evolve from GESI-sensitive to **GESI-empowering**, recognizing this as a critical step toward deeper, long-term change.

GESI SENSITIVE (Minimum Compliance)

GESI-sensitive projects actively recognize the different roles, needs, and constraints faced by women and marginalized groups. They seek to mitigate adverse impacts and respond to practical needs, such as improving women's access to skills training, employment in clean energy sectors, or cleaner cooking solutions. These projects collect and use disaggregated data (by gender, age, disability, etc.), tailor activities to meet identified needs, and support participation in implementation. However, while GESI-sensitive projects represent minimum compliance, they do not address the root causes of inequality or aim to shift structural barriers. For the A2D Facility, **GESI-sensitive design and implementation is the baseline requirement** for all supported demonstration projects.

GESI UNAWARE (Failure to Meet Minimum Standards)

These actions are either discriminatory or blind to social inequalities and exclusion. They fail to recognize existing gender and social norms, often reinforcing harmful practices and exacerbating exclusion. Projects in this category ignore the power dynamics, structural barriers, and differentiated needs of marginalized groups. As such, they may unintentionally harm women, persons with disabilities, Indigenous Peoples, and other disadvantaged groups. **The A2D Facility does not support GESI-unaware projects** and works to ensure all activities meet at least a minimum standard of GESI sensitivity.

1.1.2 A2D Facility's GESI Commitment

The A2D Facility is committed to embedding GESI considerations across all its activities and requires that all supported demonstration projects meet at least the **GESI Sensitive** standard as a minimum compliance. However, project partners are strongly encouraged to go beyond this baseline and design interventions that are **GESI Empowering**, with the long-term goal of contributing to **GESI Transformative** outcomes.

By supporting women's participation and leadership, expanding access to clean energy for marginalized communities, and promoting inclusive employment opportunities across the value chain, the A2D Facility aims to foster a just and inclusive transition to a low-carbon economy. Through deliberate and progressive implementation of the GESI Ambition Matrix, the Facility seeks to ensure that its clean energy demonstration projects contribute to a more equitable and sustainable future for all.

1.1.3 Inclusivity

Inclusivity ensures that supported demonstration projects actively promote equal participation and benefits across gender and social dimensions. This principle will guide demonstration projects in planning

their actions, making certain that women, youth, and marginalized communities are not only participants but are also prioritized them when possible as beneficiaries of project outcomes.

1.1.4 Intersectionality

Recognizing the overlapping identities and unique experiences of gender, sexual orientation, ethnicity, class, age, socioeconomic status, poverty, migration and disability is essential to addressing the nuanced barriers

faced by different groups. **Intersectionality** will inform project assessments, design, and implementation, ensuring tailored approaches that address multiple forms of inequality and disadvantage.



ALL ACTIVITIES SUPPORTED BY THE A2D FACILITY MUST ADHERE TO THE FOLLOWING:

- 1

GESI dimensions in data collection and assessments: incorporating GESI dimensions in data collection, such as disaggregating data by gender and other factors and organization-level in supported activities, identifying whether outputs and activities are gender-and-social responsive, and including a gender-related output indicator in the program’s monitoring and reporting framework. Proposals will need to outline clearly how they would meet this output indicator and what the milestones would be over the duration of the activities. When possible, GESI-disaggregated data can also be further broken down by age, community status, indigenous status, migration status, disability status and other relevant factors to better track intersectionality in our approach.
- 2

GESI dimensions in decision-making processes are taken into consideration both at the program-level and project supported activities-level.

ADDITIONALLY, AT LEAST ONE OF THE FOLLOWING APPROACHES MUST BE ADHERED TO:

- 1

GESI considerations in recruitment and training, striving for gender and social parity among personnel through a GESI-responsive recruitment process at the program-level and activity-level, and providing training (for example, at the program-level, sharing gender training courses through UNIDO Learning and from other online channels or in person activities) to raise awareness on gender and social issues among staff at the program-level.
- 2

Equal representation striving for equal representation of marginalized communities among beneficiaries where possible and feasible, and promoting GESI-equal participation in supported activities where possible and feasible.
- 3

Knowledge products and promotional materials considering GESI aspects in knowledge products, as well as promotional materials, such as through ensuring the use of gender and social-inclusive language, striving for equal representation of all genders in media content, and reflecting gender and social inclusion related issues in knowledge products and promotional material.
- 4

Collaboration with women’s and marginalized communities’ networks (where relevant) engaging with women’s networks, enterprises, and GESI-focused associations to promote programme funding opportunities and to encourage the submission of a greater number of proposals from women-led innovators and related organizations.
- 5

Institutional Commitment and Accountability, the importance of gender equality and women’s empowerment is at the core of UNIDO’s mandate and governed by the UNIDO policy on Gender Equality and the Empowerment of women (2019) and the UNIDO strategy for Gender Equality and the Empowerment of Women (2024-2027) as well as UNIDO’s Medium-Term Programme Framework (2026-2029) which all highlight the role of women as agents of change. Enhancing the role of women as drivers of poverty reduction and recognizing the link between gender equality and safeguarding the environment all promote inclusive and sustainable industrialization, and directly contribute to SDG 9 on industry, innovation and infrastructure, and to SDG 5 on gender equality (UNIDO, 2020).

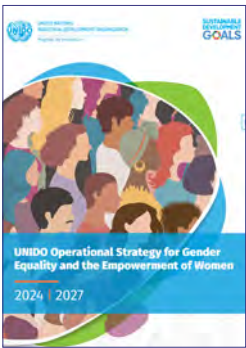
TABLE 1: Gender Equality and Women's Empowerment at the Core of UNIDO's Mandate



UNIDO POLICY ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN (2019) AGREEMENT

This overarching policy reaffirms UNIDO’s commitment to gender equality as a fundamental human right and a necessary foundation for a peaceful, prosperous, and sustainable world. It establishes clear institutional responsibilities for mainstreaming gender across all levels of programming, from design to implementation and evaluation. The policy sets out the expectation that all projects, regardless of technical focus, must actively work to prevent discrimination and contribute to the empowerment of women and girls.

[FURTHER INFORMATION](#)



UNIDO STRATEGY FOR GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN (2024–2027)

This strategy operationalizes the policy through four strategic priorities:

- 1

Strengthening accountability and results-based management for gender equality,.
- 2

Enhancing institutional and technical capacities for gender mainstreaming.
- 3

Fostering partnerships and knowledge exchange on gender equality.
- 4

Promoting the economic empowerment of women in productive and industrial sectors.

The strategy outlines key mechanisms to ensure that gender equality is not only an aspirational goal but an integrated practice in all programmes and projects. It provides technical tools, indicators, and checklists to support implementation teams and country offices in aligning with corporate gender standards. The updated 2024–2027 Strategy builds upon its predecessor by: Strengthening results-based gender accountability, including mandatory gender targets in project approval and implementation; Enhancing institutional capacity, with mandatory gender training for staff and gender focal points embedded in all departments; Driving programmatic gender integration, requiring gender-responsive design in technical sectors like industrial decarbonization and energy transition; Promoting the economic empowerment of women as agents of change, linking gender equality to performance on SDG 5 and SDG 9.

[FURTHER INFORMATION](#)



UNIDO MEDIUM-TERM PROGRAMME FRAMEWORK (MTPF 2026–2029)

The current MTPF reinforces gender equality as a cross-cutting driver of inclusive and sustainable industrial development (ISID). It explicitly promotes the role of women as agents of change in industry and highlights gender-responsive approaches as central to poverty reduction, environmental sustainability, and green industrial transformation. The MTPF mandates the application of gender and social inclusion lenses in priority areas such as circular economy, energy transition, and digital transformation, in alignment with SDG 9 (industry, innovation, and infrastructure) and SDG 5 (gender equality).

[FURTHER INFORMATION](#)

Together, these frameworks provide the foundation for accountability and coherence in applying GESI principles across all UNIDO-supported initiatives. They guide the institutional culture, influence programme design, and establish minimum requirements for integrating gender-responsive and socially inclusive practices at the project level. Demonstration projects under the A2D Facility are expected to fully align with these commitments, drawing on the tools, guidance, and accountability mechanisms developed under these frameworks to ensure that climate innovation is not only technically sound but also inclusive and equitable.

Convened the UNIDO Global Conference in Riyadh: General Conference Resolutions – Reaffirms Member States’ Commitment to GEEW and Proclaims 21 April as International Day of Women in Industry. [UNIDO’s Vision 2050: The Future of Industries For Development](#) envisions an inclusive and sustainable industrial development pathway, where innovation, green technologies, and industrial transformation drive equitable economic growth while addressing climate and social challenges. Central to this vision is the integration of Gender Equality and Social Inclusion (GESI) principles, ensuring that women, marginalized groups, and vulnerable populations benefit from industrial development and have equitable access to opportunities, agency, decision-making, and resources. Embedding GESI into UNIDO’s strategies strengthens social justice while enhancing economic resilience and industrial competitiveness globally.

In line with this vision, UNIDO’s Global Conference convened in Riyadh 2025, brought together stakeholders from industry, government, and international organizations to advance inclusive and sustainable industrial development. A landmark outcome of the Conference was the adoption of General Conference resolutions that reaffirm Member States’ commitment to Gender Equality and the Empowerment of Women (GEEW) in industry and proclaim 21 April as the first UN International Day of Women in Industry, recognizing the vital contributions of women in shaping sustainable and inclusive industrial futures.

The interlinkages between gender and industry are also recognized in Goal 9 and the Lima Declaration on and

sustainable industrial development (ISID), which both emphasized the role industry can play in promoting decent employment, opportunities for social inclusion and gender equality, and the empowerment of women. UNIDO abides by the fundamental principle of non-discrimination on the basis of sex, as established in the United Nations founding Charter of 1945 and the 1948 Universal Declaration on Human Rights and as reconfirmed through inter alia the Convention on the Elimination of All Forms of Discrimination against Women of 1979 the 1995 Beijing Declaration and Platform for Action and the 2030 Agenda commitments relating to gender equality and the empowerment of women and girls.

The UNIDO vision, as laid down in the 2019 Policy on Gender Equality and the Empowerment of Women (DGB/2019/16), is that women and men equally lead, participate in, and benefit from all project interventions. Towards this vision, UNIDO follows a comprehensive approach to gender equality and the empowerment of women, recognizing the interests, needs and priorities of both women and men and the intersecting diversity of different groups.

A robust Gender Equality and Social Inclusion strategy must be grounded in a human rights-centered approach, recognizing the freedom, dignity, and well-being of all individuals as fundamental principles across all project activities. It should be evidence-based, using data-driven insights and GESI-disaggregated results to inform inclusive decision-making. Approaches must be achievable, drawing on lessons learned and best practices to ensure realistic and context-adapted outcomes. Emphasizing participatory processes is key—meaningfully involving excluded groups, such as women and persons with disabilities, not only in GESI-specific efforts but throughout broader project planning and implementation. The strategy should also prioritize knowledge sharing to promote collaborative learning and build capacity in GESI awareness and practice. Transparency and accountability are essential, with regular monitoring and reporting mechanisms to track progress and improve over time. Lastly, all project components must be accessible, meeting minimum standards to ensure inclusion of persons with disabilities.

1.2 GENDER EQUALITY AND SOCIAL INCLUSION ANALYSIS

1.2.1 Overview

The following set of questions (See Table 1) has been developed to assess the baseline situation in developing countries subject to be supported by the A2D Facility and identify potential challenges and drivers to promote gender equality in future project development and implementation. Supported projects will need to answer these questions, tailoring their responses to the specific interventions and the countries where the pilot demonstration projects are taking place. This approach, combined with the analysis of the GESI context in Table 2 and the GESI Analysis Toolkit in Annex 2, will support the implementation of a tailored action plan to effectively address gender equality and social inclusion challenges.

This GESI Context Analysis developed with data to build a baseline situation aims to provide a comprehensive understanding of country-specific gaps and opportunities by leveraging global indexes, including the Global Gender Gap Index (GGGI), the Gender Development Index (GDI), and the Global Cleantech

Innovation Index (GCII). These indexes collectively shed light on the interplay between gender, development, and technological innovation across diverse national contexts.

By examining rankings and scores, Supplier PMTs will be able to develop a gender and social inclusion analysis tailored to their intervention that then sets the foundations of the GESI Action Plans and Frameworks. The GESI Context Analysis highlights gender and social disparities in economic participation, education, and innovation ecosystems, offering critical insights into the socio-economic and technological landscape of each country. Potential demonstration projects will use this context analysis, alongside the questions outlined in Table 1, to design interventions that address these disparities. Tailored action plans will be developed to bridge identified gaps and capitalize on opportunities, ensuring alignment with the unique conditions of the pilot demonstration countries.

TABLE 2: Questions to Assess the Baseline Situation in Developing Countries

No.	Question	Mitigation Measures
Q1	What is the context?	- What are the specific GESI norms and values observed in the eligible Developing Countries for the A2D Facility? - What are the training and education levels among women and men and marginalized communities? - What are the commonly held beliefs, perceptions, and stereotypes relating to GESI?
Q2	Who does what?	What is the division of labor among women, marginalized communities and men in LDCs and Developing Countries (including SIDS) in general and at work in particular?
Q3	Who has what?	- Do women, marginalized communities and men have equal access to resources including finance, technologies, information, and services? - Who has control over these resources?

No.	Question	Mitigation Measures
Q4	Who decides?	▪ What roles do women, marginalized communities and men occupy in the political sphere and how does their participation differ? ▪ Are there barriers or facilitators that impact their ability to engage equally in decision-making processes? ▪ In investment decision making processes and the management of climate finance mechanisms, how do women, marginalized communities and men participate? ▪ What differences exist in their levels of influence, access to resources and decision-making power?
Q5	Who benefits?	▪ Does the project address the different needs and priorities of women, marginalized communities and men? ▪ Will the services and products provided by the project be available and accessible to both women, marginalized communities and men?
Q6	How can the project improve gender equality and social inclusion?	▪ Which outputs/activities of the projects are the most relevant in terms of GESI mainstreaming? Which outputs / activities can be designed to improve GESI? ▪ What GESI-related risks or potentially adverse impacts could arise from the project, and what strategies can be employed to avoid or minimize them? ▪ How do barriers to participation differ among various groups (e.g., gender, age, community status, disability, migration status...) and how can these barriers be identified and addressed through feasibility assessment tailored to the specific context of the intervention? ▪ Which GESI specific targets and/or GESI-disaggregated indicators can be developed to measure performance and impact?



1.2.2 Summary of Key Considerations for Conducting a GESI-Tailored Analysis to Inform GESI Action Plans (Annex 2)

A context-specific, intersectional, and well-informed Gender Equality and Social Inclusion (GESI) analysis is a foundational step in developing meaningful and effective GESI Action Plans under A2D Facility-supported demonstration projects. This analysis helps identify inequality drivers, exclusion risks, and opportunities for inclusive impact. The considerations listed below should guide the process.

TABLE 3: Key Considerations for Conducting a GESI-Tailored Analysis

- 1

Identify Groups at Risk of Being Left Behind
Project teams should assess which individuals or social groups are likely to be affected by or excluded from the intervention. This includes recognizing diversity within and across groups based on gender, age, disability, ethnicity, socio-economic status, and other intersecting characteristics. A nuanced understanding of these factors is essential to ensure inclusive participation and equitable benefit-sharing.
- 2

Understand Root Causes of Inequality and Power Dynamics
GESI analysis must go beyond surface-level issues and explore the structural and systemic causes of exclusion. This includes examining formal and informal institutions, social norms, legal frameworks, and decision-making structures that reinforce unequal access to resources, leadership roles, or services. Understanding who holds power—and who does not—is critical to designing interventions that can shift these dynamics over time.
- 3

Assess Barriers to Participation and Access
The analysis should identify practical and structural barriers faced by marginalized groups in engaging with the project. This includes access to training, employment, finance, technology, infrastructure, and information. It should also consider the gendered division of labor, caregiving responsibilities, mobility constraints, and other socio-cultural or institutional barriers that may limit participation.
- 4

Evaluate Risks of Harm and Exclusion
The process should examine the potential for the project to unintentionally reinforce existing inequalities or expose individuals to harm. This includes risks such as gender-based violence (GBV), discrimination, marginalization, or the exclusion of persons with disabilities. Safeguarding mechanisms should be assessed and integrated to mitigate these risks from the outset.
- 5

Translate Analysis into Targeted and Inclusive Actions
Findings from the GESI analysis should inform the design of specific actions within the GESI Action Plan. These actions should be targeted, measurable, and resourced, with a clear focus on removing barriers, addressing practical needs, and promoting empowerment. Where feasible, actions should aim not only to reduce inequality but to transform the underlying systems that perpetuate it.

Annex 2 of this document provides the GESI Analysis Toolkit for A2D Facility-Supported Demonstration Projects, offering a structured approach and guiding questions to conduct a robust and proportionate GESI analysis. The toolkit can be used at different stages of project development and delivery, ensuring that GESI considerations are embedded across the project cycle.

The A2D Facility encourages all demonstration projects to undertake, at minimum, a **GESI-sensitive analysis** that informs inclusive design and implementation. However, projects are strongly encouraged to adopt a **GESI-empowering approach**, with the long-term aim of contributing to **GESI-transformative outcomes** that advance gender equality and social inclusion across the clean energy transition.

2

GESI Programme Background

Gender Equality and Social Inclusion (GESI) is fundamental to achieving inclusive and equitable development outcomes and is systematically integrated into UNIDO's project cycle through the consistent application of GESI screening, analysis, and responsive planning.



2.1 GESI RISK-BASED AND MITIGATION MEASURES

2.1.1 Overview

Gender Equality and Social Inclusion (GESI) is fundamental to achieving inclusive and equitable development outcomes and is systematically integrated into UNIDO’s project cycle through the consistent application of GESI screening, analysis, and responsive planning.

The A2D Facility is designed to accelerate the commercialization of climate innovation solutions through demonstration projects in developing countries, bridging the critical gap between early-stage innovation and large-scale commercial deployment in four key initial areas: clean hydrogen, critical minerals, smart energy, and industrial decarbonization. As the specific demonstration projects to be supported under the A2D Facility will be selected through competitive calls for proposals, each intervention will require a dedicated GESI analysis and action plan to identify and address

barriers to inclusion, enhance equitable participation and access to benefits, and ensure that project outcomes contribute positively to the empowerment of underrepresented and marginalized groups.

This section provides an overview of the general GESI-related considerations associated with the four thematic focus areas of the A2D Facility. It defines the overall scope of inclusion efforts while emphasizing that each demonstration project will undergo a detailed GESI evaluation prior to implementation. The section also identifies key inclusion gaps, potential risks of exclusion or discrimination, and targeted strategies to promote equitable participation and benefits within the supported activities. The findings presented below are based on an initial screening of GESI opportunities and risks.



2.1.2 GESI Preliminary Considerations related to in-focus Thematic Areas

GESI FOCUS WITHIN THE A2D FACILITY’S THEMATIC AREAS

This section details the A2D Facility Program’s focus on GESI within each thematic area, highlighting specific gaps, barriers, and strategies to prevent unintended negative consequences.



THEMATIC AREA 1
CRITICAL MINERALS - GESI CONSIDERATIONS

This area focuses on Critical Minerals (CM) essential for clean energy technologies such as Lithium, Cobalt, Nickel, Copper, Graphite and Rare Earth Elements (REE). These minerals are necessary for batteries, electric vehicles, wind turbines, and other clean technologies as described below.

Existing analysis on gender equality and social inclusion within the critical minerals theme remains limited due to the emerging nature of the topic, compounded by limited availability of data. Despite a gradual increase in women’s representation in these sectors, structural inequalities endure. Women are underrepresented particularly in technical, STEM-related occupations within critical minerals; however, the widest gender gap exists at the level of leadership. For example, working conditions in the critical minerals clean energy solutions are less conducive to women’s employment, thus hindering women with STEM education from entering the sector. The International Institute for Sustainable Development (IISD, 2023) further underscores this by highlighting that in large-scale critical minerals exploration, women often exhibit higher educational attainment than men. Downstream, in the context of electronic waste (e-waste), the recycling process in the informal sectors of developing countries disproportionately impacts women. For example, Srinivas (2022) emphasizes the unequal burdens on women in e-waste management, involving hazardous practices such as manual dismantling, open burning and acid leaching. Labor-intensive recycling processes are predominantly carried out by women in the informal sector, who face health and environmental hazards. The study stresses the importance of a well-designed e-waste processing system for economic and environmental goals that provides opportunities for women. However, challenges persist, with a disproportionate percentage of women engaged in informal employment, particularly in regions like South Asia, sub-Saharan Africa and Latin America, where over 80 percent of women in non-agricultural jobs are in informal employment (World Economic Forum, 2023). Addressing these disparities is crucial for achieving sustainable and equitable outcomes in the critical minerals and e-waste sectors.

The A2D Facility addresses these GESI issues by encouraging demonstration projects to promoting Gender-Specific employment goals and strategies, for example promoting hiring targets for women and marginalized groups in pilot projects to promote equal employment opportunities. Also, by promoting equitable Compensation and Safeguards, demonstration projects ensure that stakeholders and project developers implement standards to include women and marginalized communities and establish standards to prevent wage gaps and unsafe conditions in value chain and processing activities.

By proactively integrating these types of measures, the A2D Facility’s GESI framework will mitigate the risk of exploitation and environmental degradation. This approach aligns with studies showing that GESI-inclusive projects in critical minerals industries yield better economic outcomes and stronger community relations (World Bank, 2020).



THEMATIC AREA 2

CLEAN HYDROGEN - GESI CONSIDERATIONS IN PRODUCTION AND INFRASTRUCTURE

Clean Hydrogen (CH) represents a pivotal advancement in sustainable energy production, encompassing hydrogen generated with minimal environmental impact. The clean hydrogen sector could support over 5 million jobs globally by 2050, but currently, women hold only about 22% of technical roles, highlighting a significant gender gap (IRENA, 2022). In STEM fields related to hydrogen technology, women hold only 28% of jobs, often in lower-tier roles. Additionally, the capital-intensive nature of hydrogen infrastructure projects often excludes small, minority-owned enterprises from bidding processes (IEA, 2024).

UNIDO is actively dedicating efforts to enhance women's networks in this clean hydrogen industry. For example, it collaborates with the "Women in Green Hydrogen" network to boost the visibility of women working in this thematic area.

The A2D Facility encourages supported demonstration projects to incorporate GESI strategies with clear, proactive, structured and impactful on-the-ground actions in clean hydrogen thematic areas that could include, as illustrative examples:

- **STEM Education and Training for Women and Youth:** Promoting stakeholders to boost scholarships and technical training for women and youth in hydrogen-related STEM fields to bridge the skills gap and encourage workforce diversity.
- **Inclusion of Minority-Owned Enterprises:** Developing inclusive bidding practices and partnerships that prioritize small and minority-owned businesses in hydrogen infrastructure projects.
- **Community Consultations:** Holding public consultations with local communities to assess their needs and mitigate potential negative impacts of hydrogen projects on local economies and ecosystems.

These GESI-focused interventions have the potential to prevent unintended consequences, such as monopolization of clean hydrogen resources and the exclusion of marginalized communities from economic benefits. Research indicates that GESI-inclusive infrastructure projects in climate innovative solutions are more likely to result in equitable growth and community empowerment (Oliver W. Johnson, Jenny Yi-Chen Han, Anne-Louise Knightectr, 2020).



THEMATIC AREA 3

SMART ENERGY - GESI CONSIDERATIONS IN PRODUCTION AND INFRASTRUCTURE

According to the IRENA, renewable energy investments can create significant employment opportunities, generating three times more jobs per dollar invested than fossil fuels, which is crucial in developing economies with high unemployment rates. Despite this potential, financing for climate innovative solutions in developing countries remains low; only 15% of the \$2.8 trillion invested in renewable energy globally from 2013 to 2020 reached these nations, underscoring the need for increased financial flows and supportive policies (IRENA, 2016).

Smart grids and digital energy management systems reduce transmission losses—an issue that affects over 17% of electricity output in some regions, particularly in countries with aging or insufficient infrastructure (World Bank). The International Finance Corporation (IFC) also reports that modernizing the energy sector with smart solutions could yield annual energy savings of 25-30% in some countries, helping to meet rising energy demand sustainably and cost-effectively (IFC, 2024).

Smart energy solutions, including distributed energy systems, microgrids, and energy storage, have the potential to increase energy access in remote and underserved communities. However, barriers such as limited financing, low technical skills, and inadequate gender-sensitive policies hinder women's and marginalized communities' participation and benefit from smart energy systems.

To address these gaps, the A2D Facility encourages that supported demonstration projects to integrate a robust GESI action plan in the smart energy domain that includes, as illustrative examples:

- **Capacity-Building and Technology Training:** Offering technical training on smart energy technologies to women and youth, helping to dismantle gender barriers in this field.
- **Microfinance and Small-Scale Funding Access:** Developing microfinance programs tailored to women entrepreneurs and marginalized communities to support their involvement in smart energy projects.

The A2D Facility's GESI approach in smart energy is designed to enhance GESI-responsive energy access and stimulate local economies. Studies demonstrate that when women and marginalized communities are actively involved in the deployment of distributed energy solutions, there is a significant increase in energy adoption rates and economic development within communities. Women, as one of the groups most impacted by global warming, offer essential perspectives and local solutions to climate challenges. As primary caregivers and providers of food and fuel in many communities, they are deeply invested in finding effective innovative solutions. With an estimated 74 million jobs expected to be created in green industries by 2030, ensuring women's full involvement in energy transition will enhance workplace diversity and promote equality in the home (Economist Impact, 2023).

By addressing these risks and integrating a "Do No Harm" approach, the A2D Facility ensures that all supported demonstration projects promote safe, equitable working conditions and empower women, youth and marginalized communities to take on leadership roles in clean energy transitions. This approach not only improves outcomes for vulnerable populations but also contributes to a fair, inclusive, and sustainable low-carbon transition, ensuring that no one is left behind.



THEMATIC AREA 4
INDUSTRIAL DECARBONIZATION - GESI CONSIDERATIONS IN PRODUCTION AND INFRASTRUCTURE

Developing the technical expertise needed to operate and maintain new low-carbon technologies can help industries remain competitive as they shift towards lower emissions. This can also create jobs and support economic development, providing co-benefits to local communities. Ultimately, with sufficient international cooperation, financial investment, and supportive policy frameworks, developing countries can pursue an industrial growth path that is both sustainable and climate resilient.

The opportunities for implementing innovative solutions to decarbonize industrial sectors continue to expand. Emerging technologies, such as electrification, carbon capture, utilization and storage (CCUS), renewable energy integration, material efficiency and circular economy strategies, are opening new avenues for decarbonizing the hard-to-abate sectors. Industrial decarbonization is particularly critical for larger companies in emissions-intensive industries, as innovative solutions can drive substantial emissions reductions and help to meet both regulatory and corporate sustainability targets. These technologies also offer the potential to enhance operational efficiency, leading to cost savings and greater productivity. In addition, they support governments in fulfilling their industrial commitments, achieving climate targets and advancing the Sustainable Development Goals.

In this context, the A2D Facility plays a key role in fostering demonstration projects for innovative clean energy solutions in industry and manufacturing with strong scalability potential, helping to drive transformational change across these sectors.

Fostering innovation becomes a pivotal strategy to adopt cutting-edge solutions that directly address carbon-intensive industries, facilitating the transition towards more sustainable and low-carbon industrial practices. This transition yields not only environmental advantages but also social, economic and environmental benefits. For example, by leveraging innovative technologies and introducing the principles of industrial symbiosis and green organized industrial zones, conventionally organized industrial areas can undergo a transformation, becoming efficient, competitive and ecologically sustainable green zones (UNECE, 2021). This multifaceted strategy not only advances economic growth but also positions developing countries at the forefront of sustainable industrial development.

Hence, industrial decarbonization, which involves reducing carbon emissions in sectors like manufacturing and heavy industry, is essential for achieving global climate goals. Yet, women and low-income workers often face the risk of job displacement and economic marginalization as industries transition to low-carbon technologies. According to the ILO, women hold only 23% of manufacturing jobs worldwide, with limited access to training programs for green jobs (ILO,2021).

In response, the A2D Facility encourages and ensures that supported demonstration projects are implementing GESI strategies and action plans aim to, as illustrative examples:

- **Ensure Gender-Equal Workforce Transition:** i.e Develop retraining programs for women and marginalized workers affected by the shift to low-carbon technologies, ensuring they gain skills for green jobs.
- **Community-Centered Carbon Reduction Initiatives:** Design decarbonization projects that create local economic benefits, especially in low-income communities, to promote equitable economic growth.

The A2D Facility strategy in industrial decarbonization will help prevent the unintended consequence of economic displacement. Research by the Global Green Growth Institute (GGGI, 2021) indicates that GESI-sensitive industrial strategies in decarbonization yield higher long-term employment rates and social stability.

2.1.3 Mitigation Measures and Compliance Framework

TABLE 4: Potential Risks and Mitigation Strategies through the GESI Action Plan		
Risk	Description	Mitigation
Economic Exclusion	The exclusion of women and marginalized groups from the economic benefits associated with climate innovation demonstration projects	Embedding targeted and transformative measures into its supported activities. Demonstration projects will take proactive steps to promote equitable participation and ensure that economic benefits are distributed inclusively across all projects and initiatives.
Environmental and Social Harm	Environmental harm, particularly for communities living near resource extraction or energy production sites. Women and Indigenous populations are often disproportionately affected by pollution and land degradation.	Environmental and Social impact assessments and undergoes Environmental and Social safeguards engaging local communities to prevent these consequences.
Job Displacement	With the shift towards low-carbon technologies, there is also a risk of job displacement in traditional energy and manufacturing sectors. Without a GESI-focused transition plan, women and marginalized workers are at a higher risk of unemployment.	▪ Demonstration projects implements capacity building training programs and workshops that align with the specific skills needed for roles in pilot demonstration projects or in the operation and maintenance of innovative clean energy technologies. ▪ Collaborative partnerships with universities, technical institutes, and training centers to ensure that reskilling programs are tailored to the needs of transitioning industries.
Local Ownership and Community Benefits	Potential issue of monopolization by large corporations, which may limit local ownership and community benefits	A GESI-inclusive approach encourages community-led projects and the involvement of local entrepreneurs, ensuring that the economic benefits of climate innovation are widely shared.

2.1.4 Gender and Inclusion Impact Assessment by Thematic Area

While this GESI Framework outlines a general approach for the A2D Facility, potential gender equality and social inclusion (GESI) challenges, gaps, and barriers—as well as opportunities—have been identified across the four thematic focus areas: Critical Minerals (CM), Clean Hydrogen (CH), Smart Energy (SE), and Industrial Decarbonization (ID).

By assessing potential GESI-related risks and impacts within each area, specific needs and priorities for women, people with disabilities, and marginalized communities have been identified to inform future project design and implementation.

TABLE 5: Overview of Illustrative GESI Gaps and Barriers A2D Facility Thematic Areas		
Sector of Barrier	Description	Relevant Thematic Areas
Underrepresentation of Women, Youth and other traditionally marginalized communities in Workforce	Across all four thematic areas, women, youth and persons with disabilities are significantly underrepresented, especially in STEM, technical, and leadership roles. Globally, women account for only ~15% in mining and ~32% in renewable energy jobs. Representation in hydrogen and industrial decarbonization is even lower due to the nascency of these fields.	CM, CH, SE, ID
Informal or Low-Quality Employment	In many contexts, women are more likely to work in informal, low-paid, and hazardous roles—especially in artisanal mining or small-scale energy operations—without access to social protections, benefits, or legal recognition.	CM, SE
Gender Pay Gaps and Financial Exclusion	Women and marginalized groups often earn less than men and face barriers to accessing credit, finance, and asset ownership—hindering their ability to invest in cleaner technologies or scale operations	CM, SE, CH
Limited Access to Training and STEM Education	Gaps in access to education and vocational training in technical fields restrict women, youth and people with disabilities from entering skilled jobs in hydrogen production, energy infrastructure, and industrial innovation. Gender-specific training programs remain limited.	CM, CH, SE, ID
Lack of Inclusive Policy and Governance Participation	Women, indigenous peoples, youth, and persons with disabilities are often excluded from decision-making processes in extractives, energy planning, industrial strategies, and clean tech policy development—limiting their influence over local development outcomes.	CM, CH, SE, ID
Health, Safety, Accessibility & Gender-Based Violence (GBV)	Workers in energy sectors—especially women in processing or recycling of minerals—face heightened occupational health risks, exposure to hazardous chemicals, and GBV risks, particularly in poorly regulated or remote areas. Disability-inclusive occupational safety measures are rare. Safety protocols and emergency preparedness plans often do not account for people with disabilities, putting them at higher risk during incidents. In remote or unregulated settings, women also face increased exposure to gender-based violence and harassment, especially in remote mineral areas or male-dominated work camps.	CM, SE

Sector of Barrier	Description	Relevant Thematic Areas
Limited Consideration of Disability and Intersectionality	Few energy and industrial projects integrate accessibility measures, assistive technologies, or consult persons with disabilities during design. Inclusion is often treated as gender-only, leaving other vulnerable groups excluded.	CM, CH, SE, ID
Community Engagement Deficits	A lack of meaningful engagement with women’s groups, indigenous communities, youth, and disabled persons’ organizations limits community ownership and risks exacerbating existing inequalities. Participation often lacks depth and is not representative.	CM, CH, SE, ID
Technology Access and Digital Divide	Barriers to accessing digital tools, clean tech knowledge, and innovation ecosystems particularly affect rural women and marginalized communities, restricting their involvement in new hydrogen or smart grid initiatives.	CH, SE, ID
Data Gaps and Monitoring	Lack of gender-disaggregated and disability-inclusive data across all thematic areas hinders evidence-based policy and inclusive project design.	CM, CH, SE, ID

While these barriers are present to varying degrees across each thematic area, integrated approaches are needed to address their intersectionality—particularly in contexts where communities experience multiple forms of exclusion (e.g., women with disabilities in

rural or indigenous areas). Opportunities also exist to proactively design projects that go beyond “do no harm” by creating economic empowerment, leadership, and capacity-building pathways for marginalized groups.



2.2 POTENTIAL ADVERSE EFFECTS OF THE SUPPORTED PROJECTS ON GESI

2.2.1 GESI-based exclusion and inequality

GESI-based exclusion and inequality remain significant barriers to achieving equitable access to opportunities within the clean energy sector. Despite efforts to bridge gender, social, economic, and disability-related gaps, systemic challenges persist, impacting women's, persons with disabilities and marginalized communities' participation and representation. The following points

highlight critical areas where GESI inequalities are particularly pronounced, including the potential for reinforced gender inequality, marginalization and limited representation in decision-making, barriers to skill acquisition, and the lack of gender, disability, and social equitable representation.



POTENTIAL FOR REINFORCED GESI INEQUALITY

The A2D Facility aims to improve equitable access to opportunities in innovative and clean energy technologies, yet there is a risk that projects may inadvertently reinforce GESI inequalities if they do not account for the specific needs and challenges faced by women, youth, persons with disabilities, and historically marginalized groups. For example, technical training programs and employment opportunities in sectors such as clean hydrogen and industrial decarbonization

may be disproportionately accessed by men and non-disabled persons due to gender biases, ableism, and workplace cultures that are not inclusive or accessible. If specific GESI needs and challenges, including physical, sensory, and cognitive accessibility, are not adequately addressed, women, persons with disabilities, and historically marginalized groups could be excluded from the benefits of these projects.

LIMITED REPRESENTATION IN DECISION-MAKING

Women, youth, persons with disabilities and other traditionally marginalized communities are often underrepresented in decision-making processes, particularly in industries that require technical expertise or involve heavy infrastructure, such as critical minerals and industrial decarbonization. This underrepresentation can lead to decision-making that overlooks GESI impacts, such as how energy efficiency affects women differently due to their roles in household management and community leadership. The lack of accessible meeting spaces, communication

formats (e.g., sign language interpretation, accessible documents), and inclusive consultation processes often excludes persons with disabilities from meaningful participation. If these voices are not actively included, project designs may lack sensitivity to these specific needs, resulting in outcomes that fail to support gender equality, disability inclusion, and social inclusion. If traditionally marginalized voices are not actively included, project designs may lack sensitivity to these specific needs, resulting in outcomes that fail to support gender equality and social inclusion.

BARRIER TO SKILL ACQUISITION

Many women and persons with disabilities in LMICs face limited access to education and training in STEM fields, which is necessary for participation in clean energy sectors. Existing cultural, social, and infrastructural barriers often discourage or prevent persons with disabilities from pursuing careers in science, technology, engineering, and mathematics. These barriers include inaccessible educational facilities, lack of assistive technologies, and societal stigma. Similarly, women often face gender norms and limited role models, compounding exclusion for disabled women. The A2D Facility has an opportunity to actively address these disparities by ensuring accessible training and support

tailored to diverse learners, including reasonable accommodations and disability-inclusive pedagogies, to ensure that women and persons with disabilities are not excluded from the clean energy job market.

Without targeted interventions to bridge this skills gap, women and persons with disabilities will remain marginalized in an industry crucial for economic growth and sustainable development. This underrepresentation also limits the sector's ability to leverage the talent and potential of all population groups, hindering innovation and effective solutions for energy access in underserved communities.

LACK OF GESI REPRESENTATION

In low- and middle-income countries (LMICs), numerous initiatives have sought to incorporate women's empowerment and social inclusion as cross-cutting themes. However, there has been a notable lack of engagement with men and boys in fostering gender-equitable roles. Given that patriarchal ideologies and practices position men as primary decision-makers, it is essential to raise their awareness of the vulnerabilities faced by women and marginalized groups. The A2D Facility and its supported demonstration projects have a strategic opportunity to address these disparities by actively promoting feminist and disability-inclusive

approaches among all stakeholders, empowering women, persons with disabilities, and marginalized populations across its thematic areas.

The A2D Facility's commitment to transitioning sectors away from fossil fuels necessitates a close examination of the potential impacts on workers and communities reliant on carbon-intensive industries. Addressing job losses, economic displacement, and social instability is imperative to ensuring a just and inclusive transition that leaves no one behind.

2.2.2 Economic displacement

JOB LOSS IN CARBON-INTENSIVE INDUSTRIES

Industrial decarbonization projects under the A2D Facility aim to transition sectors away from fossil fuels, while addressing the potential socio-economic impacts, such as job losses for workers in carbon-intensive industries. Workers in LMICs, particularly those in traditional energy sectors such as coal and oil, may face sudden displacement without alternative employment options. This economic instability can be especially harmful to low-income families and communities, amplifying poverty and social inequality. The transition to low-carbon technologies in carbon-intensive industries, such as steel, cement, and chemicals, presents significant challenges related to job displacement as production processes evolve.

The World Economic Forum (WEF) emphasizes that the shift towards more sustainable, low-carbon technologies could result in the loss of up to 1.2 million jobs globally by 2030, particularly in sectors heavily reliant on carbon-intensive production methods (World Economic Forum, 2020). Without appropriate reskilling and upskilling initiatives, these job losses could have severe social and economic consequences, particularly for workers in communities that depend on these industries for livelihoods. Reskilling programs, on the other hand, could mitigate these impacts by providing displaced workers with the necessary skills to transition into emerging green industries, such as renewable energy and energy-efficient manufacturing processes.

INSUFFICIENT RETRAINING PROGRAMS

Decarbonization efforts often require new skills in green technologies and energy-efficient practices. However, many LMICs lack the training infrastructure needed to equip displaced workers with these skills, making

it difficult for them to transition to clean energy jobs. Decarbonization impacts may exacerbate existing inequalities unless accompanied by disability-inclusive reskilling and social safety nets.

LOSS OF LIVELIHOODS IN AFFECTED COMMUNITIES

In addition to direct job losses, decarbonization projects may indirectly affect local economies dependent on carbon-intensive industries. For instance, communities that rely on coal mining may face economic decline as these industries phase out, impacting local businesses, property values, and public services. Without

accessibility considerations, retraining programs risk excluding these groups from the transition to clean energy jobs. The adverse effects on these communities can further exacerbate economic disparities if mitigation measures are not implemented.

POTENTIAL SOCIAL UNREST

Economic displacement without adequate social protection can lead to social unrest, particularly in regions where communities feel excluded from the benefits of clean energy initiatives. This unrest may manifest in resistance to clean energy projects,

undermining the A2D Facility goals and creating further barriers to sustainable development. Ensuring that displaced workers and communities have access to alternative livelihoods is essential for maintaining social cohesion and support for the facility's initiatives.

2.2.3 Limited Access for Marginalized Groups

URBAN-RURAL DISPARITIES

Clean energy projects, particularly in sectors like clean hydrogen and smart energy, may disproportionately benefit urban areas where infrastructure and resources are more readily available, leaving rural persons with disabilities and other marginalized groups at a disadvantage due to accessibility and mobility

challenges This urban-rural divide could widen socio-economic inequalities, as urban populations gain greater access to energy solutions and economic opportunities compared to marginalized rural communities.

TECHNOLOGY ACCESS GAPS

Advanced technologies in clean hydrogen and smart energy require substantial investments in infrastructure, which may not be feasible in low-income, rural areas. This disparity in access to technology creates a gap

where wealthier populations, with better access to resources, benefit from clean energy advancements, while marginalized groups are left reliant on traditional energy sources.

FINANCIAL BARRIERS FOR MARGINALIZED GROUPS

Many clean energy projects require upfront capital investments, which can be prohibitive for low-income individuals and marginalized groups. Without financing mechanisms like subsidies or micro-loans, these groups may struggle to access clean energy solutions.

This financial exclusion could prevent the Facility from achieving its intended impact, as economically disadvantaged populations remain unable to participate in the clean energy transition.

RISK OF EXCLUSION IN EMPLOYMENT OPPORTUNITIES

Employment opportunities in clean hydrogen and smart energy often require specialized skills that marginalized groups, including women, youth and Indigenous people and other marginalized communities, may not have due to systemic barriers in education and training. If these

groups are excluded from employment opportunities in clean energy sectors, the socio-economic benefits of these projects may bypass them entirely, reinforcing existing disparities and social exclusion.

LACK OF INCLUSIVE POLICIES

In many LMICs, policies governing clean energy development are not designed to specifically include marginalized groups, leaving them without adequate representation or access to project benefits. Without targeted inclusion policies, there is a risk that marginalized communities may be excluded

from decision-making and economic opportunities, further widening the socio-economic gap. Ensuring inclusive policy frameworks that prioritize the needs of vulnerable groups is essential to achieving equitable outcomes in clean energy projects.

2.3 PROACTIVE GESI COMPONENTS AND MITIGATION STRATEGIES

To mitigate these potential adverse gender and social impacts, each A2D Facility supported demonstration project is expected to develop and implement atailored GESI Action Plans with targeted strategies. These should include illustrative, context-appropriate activities aligned with the innovative solution being demonstrated. Some of the GESI-related strategies are describe below highlighting the need for demonstration

projects to integrate Communication and Stakeholder Engagement Plans with a clear Grievance Redress Mechanism in place and Capacity Building Plans. While the examples below are not prescriptive or mandatory, they illustrate types of eligible strategies projects may propose in line with their local context, needs, and scope of activities. Further discussion on monitoring and indicators is included in Section 7.



INTEGRATING COMMUNICATION, STAKEHOLDER ENGAGEMENT, AND CAPACITY BUILDING

As part of implementing demonstration projects, it is important to integrate Communication and Stakeholder Engagement Plans that include inclusive consultation processes and a well-functioning Grievance Redress Mechanism (GRM). These should be complemented by Capacity Building Plans tailored to the target communities and project-specific innovative technologies.



PARTNERING WITH EDUCATIONAL INSTITUTIONS TO PROMOTE INCLUSIVE STEM EDUCATION

Demonstration projects may consider partnering with universities and technical institutions to promote STEM education for women, youth, and persons with disabilities. For example, projects could support awareness campaigns or study tours showcasing the innovative solution to encourage participation from underrepresented groups. Projects might also work with local institutions to identify opportunities for internships or outreach programs, ensuring that activities are appropriate to the technical focus and geographic setting of the demonstration. Demonstration projects can bridge the gap between stakeholders to boost initiatives that promote scholarships, mentorship programs, and internships tailored specifically to women, youth and other marginalized communities in clean energy disciplines that provide reasonable accommodations and support accessible learning environment.



COLLABORATION WITH INDUSTRY LEADERS ON INCLUSIVE HIRING

Demonstration projects could explore partnerships with clean energy companies to promote GESI-responsive and disability-inclusive hiring practices that remove physical, attitudinal and systemic barriers for women, youth and persons with disabilities and develop GESI plans. For example, supported projects may facilitate dialogues or workshops with private sector actors to identify strategies for reducing barriers to employment for women and marginalized groups. Projects are encouraged to propose relevant engagement activities that align with the technology being demonstrated.



FACILITATING SKILLS DEVELOPMENT PROGRAMS

Support the creation and scaling of skills development programs for women and youth in the clean energy sector. As part of demonstration activities, projects may support skills development initiatives that align with the technical solution being piloted—such as training on solar PV installation, energy storage, or hydrogen safety. These programs may also integrate soft skills and leadership development, where appropriate. Projects should assess and propose capacity building efforts based on community needs and innovation-specific requirements.



NETWORKING AND KNOWLEDGE-SHARING PLATFORMS

Projects may promote partnerships with existing women-in-energy networks (e.g. Women in Clean Tech or Women in Hydrogen) by facilitating participation in sectoral events or peer learning activities related to the innovative solution being demonstrated. These networking opportunities can support professional development and leadership pathways for underrepresented groups.



RISK OF GENDER WAGE GAP

Clean energy sectors risk reproducing GESI-based wage disparities. Demonstration projects could consider awareness-raising and dialogue with implementing partners to promote equitable pay and opportunities. Where relevant, projects might propose incentive mechanisms, wage audits, or capacity-building workshops for partners to address this risk, in alignment with their technical and operational scope.



FROM MINIMUM COMPLIANCE (GESI-SENSITIVE) TO GESI-EMPOWERING AND AIMING FOR GESI-TRANSFORMATIVE OUTCOMES IN SUPPORTED DEMONSTRATION PROJECTS

Projects are encouraged to adopt, at the level of the GESI Ambition practice (see table below), at least a GESI-sensitive ambition approach as a minimum compliance criterion, with the aim of progressing toward GESI-empowering strategies that can evolve into transformative outcomes over time.

In alignment with the [ICF GESI Ambition Matrix Methodology](#) (see table 6), supported demonstration projects should be grounded in robust gender equality and social inclusion (GESI) analysis. This includes identifying practical barriers faced by women, persons with disabilities, Indigenous Peoples, and other marginalized groups, as well as addressing underlying power imbalances that limit access, participation, and leadership.

Supported demonstration projects should:

- 1 At a minimum, avoid doing harm (GESI-Unaware) and ensure equal participation and safeguards (GESI-Sensitive).
- 2 Ideally, adopt strategies that promote inclusive access to resources, services, and decision-making spaces (GESI Empowering).
- 3 Progressively, seek to challenge discriminatory norms, governance systems, and social structures, catalyzing systemic and institutional change (GESI Transformative).

The ultimate ambition is to shift power relations, enabling all individuals, particularly those traditionally excluded, to exercise agency, voice, and leadership in shaping inclusive, resilient, and equitable climate innovative outcomes.

The GESI Ambition Matrix table provides a practical reference to assess and enhance GESI integration across key aspects of supported demonstration projects, guiding project teams and partners on how to progressively strengthen GESI outcomes in a context-specific and innovation-aligned manner.



TABLE 6: GESI Ambition Matrix Table for Supported Demonstration projects

Integration Area	GESI Unaware (Does not meet standard)	GESI-Sensitive (Minimum compliance)	GESI Empowering	GESI Transformative
Analysis & Design	No GESI analysis; may worsen inequalities.	Basic GESI analysis done to avoid harm and identify risks.	GESI analysis used to design actions that improve access to services, resources, and opportunities.	GESI analysis drives actions to shift power, challenge norms, and enable structural inclusion.
Engagement & Participation	Women and marginalized groups are not consulted.	Some consultation during design and risk management.	Ongoing engagement throughout implementation and evaluation.	Marginalized groups influence decisions; support for collective action and leadership.
Implementation	No GESI strategy or performance tracking.	GESI is considered to avoid harm; strategy and KPIs encouraged.	GESI strategy implemented with regular reviews; goals set for empowering change.	GESI strategy drives structural changes; progress tracked through ambitious KPIs.
Monitoring, Evaluation & Learning (MEL)	MEL does not include GESI; no disaggregated data or learning.	Basic GESI indicators and some disaggregated data included.	MEL includes GESI-focused outcomes, indicators, and continuous learning.	MEL drives systemic learning; GESI central to objectives and adaptive management.
Communication	Messaging may use biased or non-inclusive language.	Inclusive language used in public and stakeholder communications.	Guidelines in place to ensure all communication is GESI-sensitive.	Consistent use of inclusive messaging that challenges stereotypes.
Safeguarding: Risk Identification	No GESI-informed risk assessment; may overlook key risks.	GESI analysis used to identify and monitor safeguarding risks.	Risk management includes detailed GESI-informed safeguards.	Systematic safeguarding through proactive GESI-informed strategies.
Safeguarding: Risk Mitigation	Weak or unclear policies; stakeholders unaware of channels.	Basic safeguarding measures in place; stakeholders informed.	Strong, managed procedures with awareness among all partners.	Fully integrated safeguarding policies; consistently implemented and well-known to all stakeholders.

2.3.1 Some GESI-illustrative strategies for project implementation

TABLE 7: GESI-illustrative strategies for project implementation	
1 Incentivizing GESI-responsive practices in project proposals and funding Encouraging project developers and innovators to adopt GESI-responsive governance structures and disability-inclusive governance and wage equity. This could include requiring evidence that equal pay for equal work is being implemented or providing incentives for projects that show measurable progress toward addressing gender wage disparities. Promoting capacity-building initiatives to help project developers and companies understand how to implement gender-equitable wage practices. By equipping stakeholders with the tools and knowledge to recognize and correct disparities, supported demonstration projects can promote fair compensation practices across all its activities.	
2 Stakeholder Engagement for Inclusive Employment Projects may engage with stakeholders, such as research institutions, private firms, and civil society, to foster inclusive employment standards. These engagements can form part of workshops, public-private dialogues, or institutional MOUs where appropriate. Suggested actions should be adapted to the project’s sector and geographical context.	
3 Monitoring and Reporting on GESI indicators Monitoring progress on GESI is critical. Demonstration projects must include GESI-related indicators in their monitoring and evaluation frameworks. These should be adapted to each project’s context and may include examples such as the percentage of women in technical roles, wage gap assessments, or participation in decision-making bodies. Section 7 further discusses monitoring approaches, and Annex 1 presents sample indicators that projects may adapt for tracking and reporting against the OECD DAC gender equality policy marker. By collecting GESI-disaggregated data, the Suppliers PMTs can track the progress of projects in addressing gender and social project’s disparities. This could include collecting data on wage gaps, job security, and career advancement opportunities for women and men in participating projects.	
4 Encouraging Transparent and Inclusive Recruitment Where appropriate, projects may support partners to adopt transparent recruitment processes and pay scales that are free of gender and social bias. These could include developing or reviewing HR policies or publishing job descriptions that reflect inclusive practices.	
5 Promoting Women and Marginalized Groups in Leadership A significant barrier in the clean energy sector is the underrepresentation of women in leadership roles. Demonstration projects could propose to stakeholders to boost GESI-sensitive leadership training or mentorship opportunities aligned with the project’s innovative focus. For instance, if piloting a green hydrogen solution, the project may work with relevant associations to identify future women leaders for technical and managerial roles.	
6 Inclusive stakeholder engagement Effective stakeholder engagement is essential for ownership and impact. Demonstration projects must ensure that marginalized voices are integrated into planning and decision-making processes through participatory consultations. The Communication and Stakeholder Engagement Plans should outline how the project will	7 operationalize this, including how the GRM will be made accessible. See Section 5 for further guidance on stakeholder engagement processes and grievance redress mechanisms.
	7 Retraining programs for displaced workers In contexts where the clean energy transition may lead to economic displacement, demonstration projects may consider proposing retraining support as part of a just transition strategy. For example, skills development activities may target low-skilled workers from carbon-intensive sectors to facilitate their integration into new green value chains.
	8 Designing Innovation Projects with GESI from the Outset GESI considerations must be embedded from the design phase of demonstration projects. This involves conducting GESI analyses to identify risks and opportunities and ensure project teams have sufficient capacity to deliver inclusive outcomes. Failure to do so risks reinforcing existing inequalities. Section 1.3 and Section 5 discuss this integration process in more detail.
	9 Avoiding GESI-Unaware Project Designs GESI must be integrated from the earliest stages of project design, but also throughout the project lifecycle. Demonstration projects should not treat GESI analysis as a one-off activity but rather as an iterative, learning-based process that evolves alongside the project. This includes: - Regularly revisiting GESI assessments to identify emerging risks and opportunities - Capturing lessons learned on intersectional challenges beyond just representation or recruitment (e.g., issues related to caregiving burdens, mobility, or digital exclusion) - Strengthening the capacity of implementing teams to recognize and respond to complex and overlapping forms of marginalization - Using adaptive management approaches to course-correct based on stakeholder feedback, monitoring results, or shifting contexts Embedding continuous GESI learning reinforces the project’s ability to remain inclusive, context-relevant, and responsive to the needs of the most marginalized, thereby enhancing the overall quality, sustainability, and transformative potential of supported innovation efforts.
	10 Challenge the social norms While challenging social norms is complex, demonstration projects can make contributions by embedding inclusive practices, documenting lessons, and facilitating peer learning. Projects may propose partnerships with civil society or advocacy networks to influence norms over time. Early engagement with GESI stakeholders and capacity-building within project teams are essential to mainstreaming GESI throughout the project lifecycle.

To further strengthen the design and implementation of inclusive strategies, supported demonstration projects are encouraged to make active use of the [Gender Equality, Disability, and Social Inclusion \(GEDSI\) Toolkit](#) developed by the UK Government's Transforming Energy Access (TEA) platform, as well as the [UK International Climate Finance \(ICF\) Guidance Note for Delivery Partners](#). These freely accessible resources provide practical guides, templates, and training materials aimed at promoting socio-economic development, poverty reduction, and equal access to energy. In particular, the TEA GEDSI Toolkit offers step-by-step **guidance** for integrating GEDSI considerations throughout the project lifecycle, from design and stakeholder engagement to monitoring and adaptive implementation.

Additional resources include a white paper on disability-inclusive energy transitions and a briefing note with actionable recommendations for embedding accessibility and inclusion. These tools can support demonstration project teams in refining their project-level GESI Action Plans and strengthening their

capacity to deliver just and inclusive outcomes. All resources are available via the [TEA GEDSI Knowledge Hub](#). The UK ICF Guidance Note for Delivery Partners (see page 33) further reinforces the use of the TEA GEDSI Toolkit and provides complementary guidance for integrating gender equality, disability, and social inclusion principles across ICF-supported initiatives. These tools can support demonstration project teams in refining their project-level GESI Action Plans and strengthening their capacity to deliver just and inclusive outcomes. Furthermore, for communication teams, the UK's central analytical guidance on making publications accessible ("[Making analytical publications accessible – Government Analysis Function](#)") provides practical guidance on ensuring that project outputs, such as reports and figures, are accessible to all audiences, including those with disabilities.



3

Policy, Legal and Administrative Framework

The GESI Action Plan will ensure that projects adhere to applicable international legal frameworks on Gender Equality and Social Inclusion based on a Human-Rights approach, selecting the most protective standard where feasible.



3.1 SUMMARY OF THE NATIONAL LEGAL FRAMEWORK FOR THE PROJECTS

The A2D Facility its supported demonstration projects will be implemented in full compliance with national laws and relevant international standards. The selection criteria for supported demonstration projects will incorporate an assessment of compliance with local and national environmental and social laws. Where national regulations are insufficient or do not align with best practices, the GESI Action Plan will ensure that projects adhere to applicable international legal frameworks on Gender Equality and Social Inclusion based on a Human-Rights approach, selecting the most protective standard where feasible.



COMPLIANCE WITH UNIDO POLICY ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN

All supported demonstration projects must embed their Gender Equality and Social Inclusion (GESI) Plan to UNIDO's Policy on Gender Equality and the Empowerment of Women (2019), the Strategy for Gender Equality and the Empowerment of Women (GEEW, 2024-2027), the Medium-Term Programme Framework (2026-2029), and its Gender Mainstreaming Tools (UNIDO, 2023). In addition, supported demonstration projects must align with UK Government's International Gender Strategy to enhance alignment with global gender equality standards. These frameworks collectively guide the demonstration project commitment to embedding GESI principles throughout its operations and interventions, ensuring that gender equality and social inclusion are prioritized in all activities.

Supported demonstration projects integrates GESI principles at every stage, from planning to implementation. Recognizing that achieving gender equality and social inclusion in climate innovation requires addressing systemic barriers both externally in the sectors it operates and internally within the project's structures, it strives to dismantle inequalities. This ensures that GESI considerations are central to decision-making processes, program designs, and implementation strategies, aligning with both UNIDO's mandates and the UK Government's GESI framework.

Importantly, the GESI strategy is not limited to identifying risks and designing mitigation measures; it is also an active driver of change that directly contributes to the achievement of SDG 5 and UNIDO's vision of Inclusive and Sustainable Industrial Development (ISID)—where women and men equally lead, participate in, and benefit from all interventions. This approach ensures that demonstration projects proactively create enabling environments for gender equality, rather than simply avoiding harm.

Supported demonstration projects addresses the specific needs of vulnerable populations, including women, youth, marginalized groups, and persons with disabilities. It adopts a GESI Empowering approach aiming to achieve a GESI-transformative approach, that ensures positive, lasting changes in gender equality and social inclusion, particularly in the sectors of critical minerals, clean hydrogen, smart energy, and industrial decarbonization. These sectors offer significant opportunities to advance gender equality and social inclusion, but they also present challenges that require focused attention. The project seeks to ensure that women and marginalized groups have equal access to training, job opportunities, and leadership roles in the clean energy transition, ensuring an equitable distribution of benefits.



UNIDO'S INCLUSIVE AND SUSTAINABLE INDUSTRIAL DEVELOPMENT (ISID)

The United Nations Industrial Development Organization (UNIDO) developed the Inclusive and Sustainable Industrial Development (ISID) framework to create an approach to industrialization that supports economic growth, poverty reduction, and environmental sustainability. Established as part of UNIDO's core mission, ISID aims to ensure that the benefits of industrialization are shared across all groups, including marginalized populations, thereby fostering equitable, inclusive, and sustainable development (UNIDO, 2019).

The ISID framework emphasizes that industrial growth should be a tool for improving quality of life and addressing inequality. This approach incorporates policies and practices to ensure that vulnerable populations, such as women and marginalized communities, can access the opportunities generated by industrialization. ISID aligns with broader United Nations Sustainable Development Goals (SDGs), particularly SDG 9, which focuses on building resilient infrastructure, promoting sustainable industrialization, and fostering innovation. ISID's central objectives of inclusive growth and sustainability reflect a commitment to equity and social justice, creating an industrial landscape where everyone benefits.

GENDER AND UNIDO

Institutional Commitment and Accountability: The importance of gender equality and women's empowerment is at the core of UNIDO's mandate and governed by the UNIDO policy on Gender Equality and the Empowerment of women (2019) and the UNIDO strategy for Gender Equality and the Empowerment of Women, 2026-2029. Enhancing the role of women as drivers of poverty reduction and recognizing the link between gender equality and safeguarding the environment all promote inclusive and sustainable industrialization, and directly contribute to SDG 9 on industry, innovation and infrastructure, and to SDG 5 on gender equality.2

The interlinkages between gender and industry are also recognized in Goal 9 and the Lima Declaration on ISID, which both emphasized the role industry can play in promoting decent employment, opportunities for social inclusion and gender equality, and the empowerment of women. UNIDO abides by the fundamental principle of non-discrimination on the basis of sex, as established in the United Nations founding Charter of 1945 and the 1948 Universal Declaration on Human Rights and as reconfirmed through inter alia the Convention on the Elimination of All Forms of Discrimination against Women of 1979 the 1995 Beijing Declaration and Platform for Action and the 2030 Agenda commitments relating to gender equality and the empowerment of women and girls.

The UNIDO vision, as laid down in the 2019 Policy on Gender Equality and the Empowerment of Women (DGB/2019/16), is that women and men equally lead, participate in, and benefit from all project interventions. Towards this vision, UNIDO follows a comprehensive approach to gender equality and the empowerment of women, recognizing the interests, needs and priorities of both women and men and the intersecting diversity of different groups.



3.2 SUMMARY OF APPLICABLE INTERNATIONAL LEGAL FRAMEWORK AND LEGISLATION

The Enhanced Lima Work programme on Gender (LWPG) and its Gender Action Plan (GAP), adopted under the United Nations Framework Convention on Climate Change (UNFCCC), represents a significant commitment by the international community to mainstream gender equality in climate action. Since its inception in 2014, the LWPG has evolved to address the growing recognition that gender considerations are integral to effective climate policies. In 2019, the Enhanced Lima Work programme on Gender and its Gender Action Plan were formalized at COP25, setting specific objectives to promote gender-responsive climate policies and strengthen the participation of women and marginalized groups in climate-related decision-making.

The Enhanced Lima Work programme on Gender was first introduced as part of the broader UNFCCC initiatives to integrate gender considerations within climate change policies and actions. Recognizing the disproportionate impact of climate change on women,

especially in vulnerable communities, the programme emphasizes the necessity of inclusive climate solutions that prioritize gender equality (UNFCCC, 2019). According to the UNFCCC, climate impacts such as resource scarcity, displacement, and health risks often affect women more severely than men due to entrenched social and economic inequalities (UN Women, 2021).

The rationale behind the Enhanced LWPG is that addressing these disparities within climate policies leads to more effective, sustainable outcomes. Women and other marginalized groups bring valuable perspectives to climate action, yet they are often excluded from decision-making processes. The Enhanced LWPG aims to close this gap by fostering policies that not only recognize but actively incorporate these perspectives, thereby contributing to resilient and adaptive communities.

OBJECTIVES OF THE ENHANCED LWPG AND GAP

The objectives of the Enhanced Lima Work programme and the Gender Action Plan are twofold:

- 1

Promoting gender-responsive climate policy: The Enhanced LWPG seeks to embed gender-responsive approaches into all aspects of climate policy and programming. This includes addressing gender disparities in access to resources, building resilience in marginalized communities, and integrating gender equality into Nationally Determined Contributions (NDCs) under the Paris Agreement.
- 2

Increasing participation and leadership of women: The GAP emphasizes the importance of equal participation in climate decision-making, encouraging governments to create pathways for women’s leadership in climate-related sectors. This objective is particularly relevant in fields where women are underrepresented, such as renewable energy and climate science.

The UNFCCC asserts that these objectives are essential for achieving just and inclusive climate action. By addressing gender inequalities, the Enhanced LWPG and GAP contribute to the Sustainable Development Goals (SDGs), particularly SDG 5 (Gender Equality) and SDG 13 (Climate Action) (UNFCCC, 2019).

TABLE 8: International treaties on gender equality



CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN (CEDAW)

The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) (United Nations, 1979) is an international treaty adopted in 1979 by the United Nations General Assembly. As the primary international legal instrument for the promotion and protection of women’s rights, the Convention recognizes gender equality and prohibits discrimination against women in all spheres, including the private and public spheres. To date, 189 states have ratified CEDAW.



INTER-AMERICAN CONVENTION ON THE PREVENTION, PUNISHMENT AND ERADICATION OF VIOLENCE AGAINST WOMEN

The Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women (General Secretariat of the Organization of American States, 1994), or “Convention of Belém do Pará” is an international treaty adopted in 1994 by the member states of the Organization of American States (OAS) to combat violence against women. Considered a legally binding instrument, it has been ratified by most OAS member states (with the exception of Canada and the United States, which have neither signed nor ratified it) and has become a core component of the regional commitment to combat violence against women in the Americas. The Convention sets international standards for the prevention, punishment and elimination of violence against women. It defines violence against women as “any act or conduct, based on gender, that results in death or physical, sexual or psychological harm to women, whether occurring in public or private life”.



PROTOCOL TO THE AFRICAN CHARTER ON HUMAN AND PEOPLES’ RIGHTS ON THE RIGHTS OF WOMEN IN AFRICA

The Protocol to the African Charter on Human and Peoples’ Rights on the Rights of Women in Africa (African Union, 2003) or “Maputo Protocol” is an additional protocol to the African Charter on Human and Peoples’ Rights on the Rights of Women in Africa. Adopted in 2003 by the African Union, it aims to protect women from discrimination and violence, ensure their participation in political life and promote their economic empowerment. To date, 43 African states have signed the protocol and 41 have ratified it. The two states that have not yet ratified are Sudan and Somalia.



DECLARATION ON THE ELIMINATION OF VIOLENCE AGAINST WOMEN IN THE ASSOCIATION OF SOUTHEAST ASIAN NATIONS

The Declaration on the Elimination of Violence against Women in the Association of Southeast Asian Nations (ASEAN) Region is a political declaration made in June 2004 in Jakarta and signed by the ten ASEAN member countries. This declaration reaffirms the commitment of the ten signatory countries to eliminate violence against women, in line with CEDAW and the 1995 Beijing Declaration and Platform for Action, through further regional and bilateral cooperation.



COUNCIL OF EUROPE CONVENTION ON PREVENTING AND COMBATING VIOLENCE AGAINST WOMEN AND DOMESTIC VIOLENCE

The Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence or “Istanbul Convention” is an international treaty signed in 2011 by the member states of the Council of Europe to prevent and combat violence against women and domestic violence. Forty-five states have signed the Convention and 34 have ratified it. These 34 states include all the member states of the European Union, as well as several other European and non-European countries. The Istanbul Convention defines violence against women as a violation of human rights and a form of discrimination against women. It obliges signatory states to put in place coherent and effective legislation and policies to prevent and combat violence, prosecute perpetrators, protect and support victims, and strengthen international cooperation.



International
Labour
Organization

INTERNATIONAL LABOR ORGANIZATION CONVENTION NO. 190 ON VIOLENCE AND HARASSMENT

The International Labor Organization Convention No. 190 on Violence and Harassment (ILO, 2019) is an international convention adopted in June 2019, aimed at eliminating violence and harassment at work. This convention recognizes that violence and harassment can affect all workers, both men and women, and can take many forms, such as physical violence, sexual harassment, gender-based harassment, psychological harassment, etc. It sets out principles and measures to prevent, eliminate and combat workplace violence and harassment, including the establishment of national legislation and policies, the promotion of a culture of zero tolerance, awareness-raising and training for workers and employers, protection of victims and the use of appropriate sanctions. To date, ILO Convention 190 has been ratified by 25 countries.



3.3 INTERNATIONAL BEST PRACTICES

A wide range of gender equality and social inclusion (GESI) frameworks have been developed by multilateral organizations, development finance institutions (DFIs), and implementing agencies to advance inclusive approaches in the clean energy and innovation sectors. These frameworks offer valuable guidance on integrating GESI considerations from project design through implementation and monitoring. While this

document does not single out specific initiatives, the A2D Facility has drawn on lessons and approaches from these diverse institutional experiences to inform its own strategy. This reinforces the Facility’s commitment to aligning with international good practice while adapting approaches to the specific context of demonstration projects.

4

GESI Tools and Procedures

The A2D Facility has established a GESI Framework to support projects in integrating GESI considerations effectively. This framework provides structured guidance for developing Gender Analyses, Gender Assessments, and Gender Action Plans, ensuring alignment with specific timelines, requirements, and monitoring and reporting frameworks.



4.1 PROCEDURES FOR SELECTION AND SCREENING OF DEMONSTRATION PROJECTS

Gender Equality and Social Inclusion: The A2D Facility has established a GESI Framework to support projects in integrating GESI considerations effectively. This framework provides structured guidance for developing Gender Analyses, Gender Assessments, and Gender Action Plans, ensuring alignment with specific timelines, requirements, and monitoring and reporting frameworks. These measures are designed to complement the Environmental and Social Safeguards (ESS) requirements, enhancing gender-responsive and socially inclusive project implementation.

The A2D Facility provides grants through competitive calls-for-proposals and all requirements are published in Call-for-Proposals documents, including requirements for Gender Equality and Social Inclusion.

To be eligible for support from the Facility, and as part of the technical evaluation assessment, all proposals must detail how they meet requirements on Gender Equality and Social Inclusion (GESI). This includes providing detailed and previously conducted GESI Analysis and Assessments or equivalent for the

project accompanied by a summary of the key findings and evidence-based action plans as part of proposal submissions into published calls-for-proposals. Proposals need to ensure that all data are GESI-disaggregated to ensure transparency and to confirm alignment with UNIDO’s Policy on Gender Equality and Empowerment of Women and Guide to the Project Cycle requirements. Proposals need to ensure that they have sufficiently budgeted for all UNIDO monitoring and reporting requirements, including GESI.

Where existing GESI Analysis or GESI Assessments and GESI Action Plans or equivalent are not available, applicants must submit a detailed and evidence-based GESI Action Plan as part of the proposal submission. The GESI Action Plan should outline in detail how the project will incorporate GESI assessments, manage potential risks, mitigation strategies with clear objectives and indicators, defining roles and responsibilities, communication and stakeholder engagement plan and capacity building plan for GESI throughout the project’s lifecycle. All requirements are published in Call-for-Proposals documents when calls-for-proposals are published.

4.2 GENDER ASSESSMENTS REQUIRED FOR SUPPORTED DEMONSTRATION PROJECTS

Once the supported demonstration projects are selected, approved, and under contractual agreement with UNIDO, they will undergo a general Gender Equality and Social Inclusion (GESI) intentionality assessment that will determine the GESI approach so that the Supplier’s Project Management Teams (Supplier

PMTs) will further develop their plans or continue to develop and implement their GESI Action Plans. Proof of sufficient progress on their GESI Action Plans are expected to be submitted within six months of project implementation start date, usually in the Inception Report phase.

TABLE 9: GESI Intentionality	
Risk Categorization	Description
GESI UNAWARE Category NO Project	Projects that do not explicitly consider gender or social inclusion aspects in their design, implementation, or outcomes. These projects risk reinforcing existing inequalities by overlooking the differentiated needs, roles, and barriers faced by marginalized or underrepresented groups, such as women, persons with disabilities, or indigenous peoples. No project without a GESI intentionality can be supported by A2D Facility as it's a requirement on every call-for-proposal criteria.
GESI SENSITIVE Category A	Projects that acknowledge GESI issues and incorporate measures to address them. These projects may include gender- or inclusion-sensitive indicators, stakeholder engagement approaches, or strategies to ensure more equitable participation and access to benefits. However, while responsive, these efforts often remain within the scope of mitigating negative impacts or accommodating diversity rather than addressing systemic barriers.
GESI EMPOWERING Category B	Projects that go beyond responsiveness to actively challenge the root causes of inequality and exclusion. These projects are intentionally designed to empower marginalized groups, shift power dynamics, and promote structural change. They embed inclusive leadership, co-design with underrepresented stakeholders, and foster long-term equitable outcomes across economic, social, and environmental dimensions. Gender equality and social inclusion analysis is conducted to assess the potential effects of interventions on women and men and marginalised groups relevant to the project context. Findings are used to design interventions that address practical barriers and support oopportunities for increased equality in access to assets, resources, capabilities and opportunities, such as inclusive and accessible jobs, markets, services, skills, knowledge and decision-making.
GESI TRANSFORMATIVE Category C	Projects that address unequal power relationships and seek institutional and societal change. Gender equality and social inclusion analysis is conducted to assess the potential effects of interventions on women and men and marginalised groups relevant to the programme context. Findings are used to design interventions that address prevailing power relations and support institutional and societal level change to promote greater gender equality, disability inclusion and inclusivity. This involves challenging social norms and breaking stereotypes and barriers for women, men and all marginalised people, including people with disabilities.

ADVANCING GESI TRANSFORMATIVE POTENTIAL

By systematically analyzing GESI dimensions during project conceptualization, design, and implementation, demonstration projects under the A2D Facility can strengthen their intentionality and progressively shift toward becoming **transformative**. This includes identifying and addressing power imbalances, recognizing intersectional vulnerabilities, and embedding inclusive innovation practices that open pathways for leadership, employment, and benefit-sharing among historically excluded groups. Through continuous learning, GESI-disaggregated data collection, stakeholder engagement, and targeted capacity building, the A2D Facility aims to move projects along the GESI spectrum—from unintentional or merely responsive toward approaches that deliver **lasting, equitable, and systemic change**.

PUBLIC CONSULTATION AND DISCLOSURE

For every category, public consultations are held to gather input from affected communities. The findings and the GESI report are disclosed to ensure transparency.

LOGICAL FRAMEWORK ANALYSIS (LOGFRAME)

All supported projects under A2D Facility must report against a gender output indicator in the project’s Logframe which complies with UNIDO Gender Marker 2 (Criteria 1-7 met, see Annex 3 for Gender Marker Assessment Form Guidelines) requirements and follows the OECD-DAC Gender Equality Policy Marker score 1 throughout the project cycle .

All supported projects under the A2D Facility must report against a disability inclusion output indicator in the project’s Logframe, in alignment with UNIDO’s inclusive development objectives. This requires projects to demonstrate, through their design and implementation, concrete measures that ensure accessibility, enable inclusive consultation processes, and prevent discrimination against persons with disabilities. Progress will be assessed based on the extent to which such measures are documented and applied, reflecting broader social inclusion and contributing to effective GESI implementation—even when disability inclusion is not the primary objective of the project.



PROCEDURES FOR MANAGING GESI IMPACTS

Effective management of GESI impacts associated with the implementation of the A2D Facility ensures sustainable development, minimization of impacts and inclusive outcomes. These procedures are designed to identify, assess, and mitigate potential risks while promoting environmental protection and social equity. By incorporating stakeholder engagement, capacity building, and continuous monitoring, the A2D Facility aims to address challenges proactively and foster long-term benefits for communities and ecosystems.

- A** **GESI Risk Management**

The first step in managing gender equality and social inclusion impacts involves conducting a thorough GESI risk assessment. This process identifies potential risks, evaluates their significance, and recommends appropriate mitigation measures. The assessment aligns with international standards such as UNIDO’s Operational Standards and integrates stakeholder consultations to ensure accurate and inclusive evaluations.
- B** **Implementation of mitigation measures**

Based on GESI assessment outcomes, targeted mitigation measures are implemented to address identified risks. These may include adopting energy-efficient technologies, enhancing waste management practices, and controlling pollution to address environmental risks. Social impact measures may include community health initiatives, equitable benefit-sharing programs, and resettlement planning where necessary.
- C** **Monitoring, Evaluation, Learning and Reporting**

A detailed GESI Action Plan must be developed to guide the implementation of mitigation strategies across all supported demonstration projects. Continuous monitoring frameworks are used to track progress against context-specific GESI indicators, while regular reporting ensures transparency and accountability. Supported demonstration projects are also expected to adopt adaptive management approaches that enable learning and timely course correction in response to emerging risks or unintended consequences.

Crucially, grievance redress mechanisms (GRMs) must be clearly established and accessible to all stakeholders, particularly women, persons with disabilities, and other marginalized groups. These mechanisms provide safe channels for raising concerns and ensure that complaints are addressed promptly and fairly. The existence and accessibility of GRMs should be monitored and reported on, including how feedback is integrated into project decision-making.

Monitoring and evaluation should be understood as part of a broader learning cycle. This includes progressive GESI analysis to identify and respond to evolving intersectional dynamics, beyond initial assessments, throughout the project lifecycle. Supported demonstration projects are therefore encouraged to reflect regularly on what is working, what is not, and why, using gender and other factors - disaggregated data and stakeholder feedback to drive inclusive and evidence-based improvements.
- D** **Communication and Stakeholder Engagement**

Active and ongoing stakeholder engagement is critical to managing impacts. Structured consultation mechanisms, grievance redress systems, and participatory decision-making processes ensure that all concerns are addressed. These engagements foster trust and enhance community acceptance, contributing to the success of the initiative.
- E** **Capacity building and training**

Capacity-building initiatives are essential to ensure effective management of GESI risks. Training programs focus on building awareness of environmental and social management practices, conflict resolution, and compliance with international standards. These programs target both the workforce and key stakeholders to ensure collective responsibility.

5

Institutional Arrangements and Capacity Development

Institutional arrangements define roles, responsibilities, and relationships among various stakeholders involved in the A2D Facility. These arrangements are critical for coordinating efforts, mobilizing resources, and ensuring the smooth execution of decarbonization projects.



The Gender Equality and Social Inclusion (GESI) Framework for the A2D Facility outlines key players involved in its implementation. The outlining and defining of roles and responsibilities of various stakeholders ensure that the supported demonstration projects comply with UNIDO’s Policy on Gender and mitigate potential negative impacts while maximizing access to benefits for all. These roles ensure compliance and the smooth execution of risk mitigation strategies throughout the project lifecycle.

INSTITUTIONAL ARRANGEMENTS

Institutional arrangements define roles, responsibilities, and relationships among various stakeholders involved in the A2D Facility. These arrangements are critical for coordinating efforts, mobilizing resources, and ensuring the smooth execution of decarbonization projects.

5.1 GESI ROLES AND RESPONSIBILITIES

GESI GOVERNANCE STRUCTURE

The A2D Facility operates within a structured management framework to ensure the effective implementation of the GESI Framework.

Each demonstration project is strongly encouraged to appoint or hire a Gender and Social Inclusion (GESI) expert or focal point with proven expertise in integrating gender equality and social inclusion considerations into demonstration projects. This role will be responsible for ensuring that GESI dimensions are embedded across the entire project cycle — from design and implementation to monitoring, evaluation, and knowledge sharing. The GESI expert/focal point will work to deliver the GESI analysis and GESI action plans as to guarantee that all GESI-related activities are directly linked to the project’s objectives on scalability, replication, market development, beneficiary uptake, and job creation.

The following table outlines the key personnel and their designated roles and responsibilities in the application of the GESI Framework.

TABLE 10: Key Personnel and Their Designated Roles and Responsibilities in the Application of the GESI Framework	
Personnel / Entity	Roles and Responsibilities
UNIDO Senior Management	- Ensure alignment with UNIDO’s Policy on Gender Equality and Empowerment of Women. - Allocate necessary resources for GESI requirements towards effective implementation for each supported project integrated in overall costs of call-for-proposals. - Make strategic decisions on significant GESI issues during implementation, such as escalated risks.
Donor	Ensure alignment with donor safeguards and compliance with GESI requirements, GESI frameworks and KPIs (such as KPI 15 on Transformational Change).

Personnel / Entity	Roles and Responsibilities
UNIDO A2D Facility Gender Equality and Social Inclusion (GESI) and Environmental and Social Safeguards (ESS) Lead	- Prepare, update and oversee the GESI Framework and Action Plans. - Ensure compliance with UNIDO’s Policy on Gender Equality and Empowerment of Women as well as with UNIDO’s ESSPP and Operational Standards and international frameworks. - Engage and liaise with relevant UNIDO teams regarding ESS and GESI. - Provide technical guidance on GESI and ESS risk management at the programme-level and the project-level. - Oversee project-level risk assessments, implementation of ESIA/ESMF/ESMPs, Gender Analysis and GESI Action Plans and Frameworks and mitigation strategies, as well as supporting programme-level risk management. - Evaluate project proposals on ESS and GESI criteria and requirements. - Screening and categorization of supported projects. - Review project-level monitoring, reporting and evaluation plans. - Support A2D Facility project leads on monitoring and results collection against the project-level monitoring and reporting tool’s ESS and GESI indicators.
Supplier delivering demonstration project (Supplier - PMTs)	- Integrate GESI Action Plan into project design and implementation. - Adherence to key frameworks: UNIDO’s ESSPP, National laws and international policies and legislation and UNIDO’s Policy on Gender Equality (2019) and Donor’s International Gender Strategy and GESI frameworks. - Develop GESI Analysis and Assessment and a tailored GESI Action Plan ensuring equality and diversity in project outcomes. - Coordinate gender equality and social inclusion teams, ensuring that a clear lead on GESI with sufficient GESI expertise is identified within the project consortium team, with the lead Supplier PMTs coordinating GESI actions across the organizations in the project consortium. - Submission of GESI requirements no later than 6 months after contract signature. First Deliverable (Inception Report) must contain a plan on how the GESI requirement will be developed. - Monitor daily operations to ensure GESI adherence. - Quarterly report on GESI Action Plan updates to A2D Facility ESS-GESI Lead. - All supported projects must report against a gender output indicator in the A2D Facility’s Logframe, which complies with UNIDO Gender Marker 2 requirements and follows the OECD-DAC gender equality policy marker score 1 throughout the project cycle. - All supported projects must report against a disability inclusion output indicator in the A2D Facility’s Logframe, and include documented measures to ensure accessibility, inclusive consultation, and non-discrimination for persons with disabilities and marginalized groups. This ensures that all project beneficiaries, particularly those at risk of exclusion, are meaningfully included throughout the project lifecycle. - Report on GESI implementation quarterly, annually and when requested from UNIDO.
GESI National Consultants/ Specialists/Experts (as part of Supplier PMTs)	- Conduct GESI Analysis and Assessment to inform and develop GESI Action Plan. - Develop and implement mitigation measures. - Provide technical advice on GESI compliance. - Support the Supplier PMTs in achieving GESI standards.
Stakeholder Engagement/ Community Liaison (as part of Supplier PMTs)	- Ensure effective communication with affected communities. - Address stakeholder concerns and integrate feedback. - Maintain transparency and open feedback channels. - Report on stakeholder engagement activities. - Develop and handle Grievance Redress Mechanism (GRM).

Personnel / Entity	Roles and Responsibilities
Monitoring and Evaluation (M&E) Team (as part of Supplier PMTs)	▪ Develop monitoring indicators and tools for GESI effectiveness. ▪ GESI performance. ▪ Report outcomes and propose corrective actions. ▪ Ensure compliance with GESI performance standards.
Grievance Redress Mechanism (GRM) Committee (as part of Supplier PMTs)	▪ Ensure effective operation of the GRM. ▪ Document and track grievances, ensuring resolution. ▪ Align GRM with UNIDO's guidelines. ▪ Report and recommend improvements for grievance resolution.
Third-Party Auditor (as part of Supplier PMTs)	▪ Conduct independent audits on GESI compliance when necessary. ▪ Provide recommendations for improving GESI performance. ▪ Ensure transparency and accountability in mitigation measures.
Engaged Communities (as part of Supplier PMT's work)	▪ Participate in consultations and provide feedback. ▪ Report grievances or concerns to the GRM. ▪ Engage in sustainability and community development activities as per criteria established in each call-for-proposals (i.e: Development of an internationally recognised community of industry stakeholders, investors, and innovators and adopters in its sector, with links to wider existing platforms.



5.2 CAPACITY DEVELOPMENT PLANNING

A robust capacity development strategy that includes thorough assessments, targeted training, and continuous improvement mechanisms is vital for the effective and sustainable implementation of the GESI Action Plan. This approach will empower stakeholders and support long-term project success while promoting GESI Sensitive/Responsive Approach towards the intention to ensure a GESI Transformative approach.

A capacity development strategy, also referred to as capacity building planning, is a systematic approach to strengthening the knowledge, skills, systems, and institutions required for stakeholders to effectively engage in and sustain development initiatives. In the

context of GESI (Gender Equality and Social Inclusion), it focuses on building the competencies and institutional frameworks needed to mainstream GESI principles across all stages of a project.

A robust capacity development strategy that includes thorough assessments, targeted training, and continuous improvement mechanisms is vital for the effective and sustainable implementation of the GESI Action Plan. This approach will empower stakeholders and support long-term project success while promoting a GESI-sensitive or responsive approach, ultimately aiming to move towards a GESI-transformative impact.

- To ensure the effective application of the GESI Action Plans, the Supplier’s Project Management Teams will implement capacity-building initiatives, including:
- 1 Training programmes for project staff on GESI principles, risk assessment, and mitigation strategies.
 - 2 Technical Assistance to enhance the expertise of GESI leads and focal points.
 - 3 Workshops and Stakeholder Engagement Sessions to strengthen collaboration with communities.
 - 3 Third-Party Evaluations to provide external recommendations for improved diversity and inclusivity practices.



By clearly defining roles and responsibilities and reinforcing capacity development, supported demonstration projects aims to uphold UNIDO’s GESI objectives, ensuring compliance and accountability at all levels.

The successful implementation of the GESI Action Plans relies on the capacity of the organizations involved. To ensure effective GESI execution, it is essential to have a structured plan that continuously assesses and improves the capacity of stakeholders. This plan focuses on:

CAPACITY NEEDS ASSESSMENT

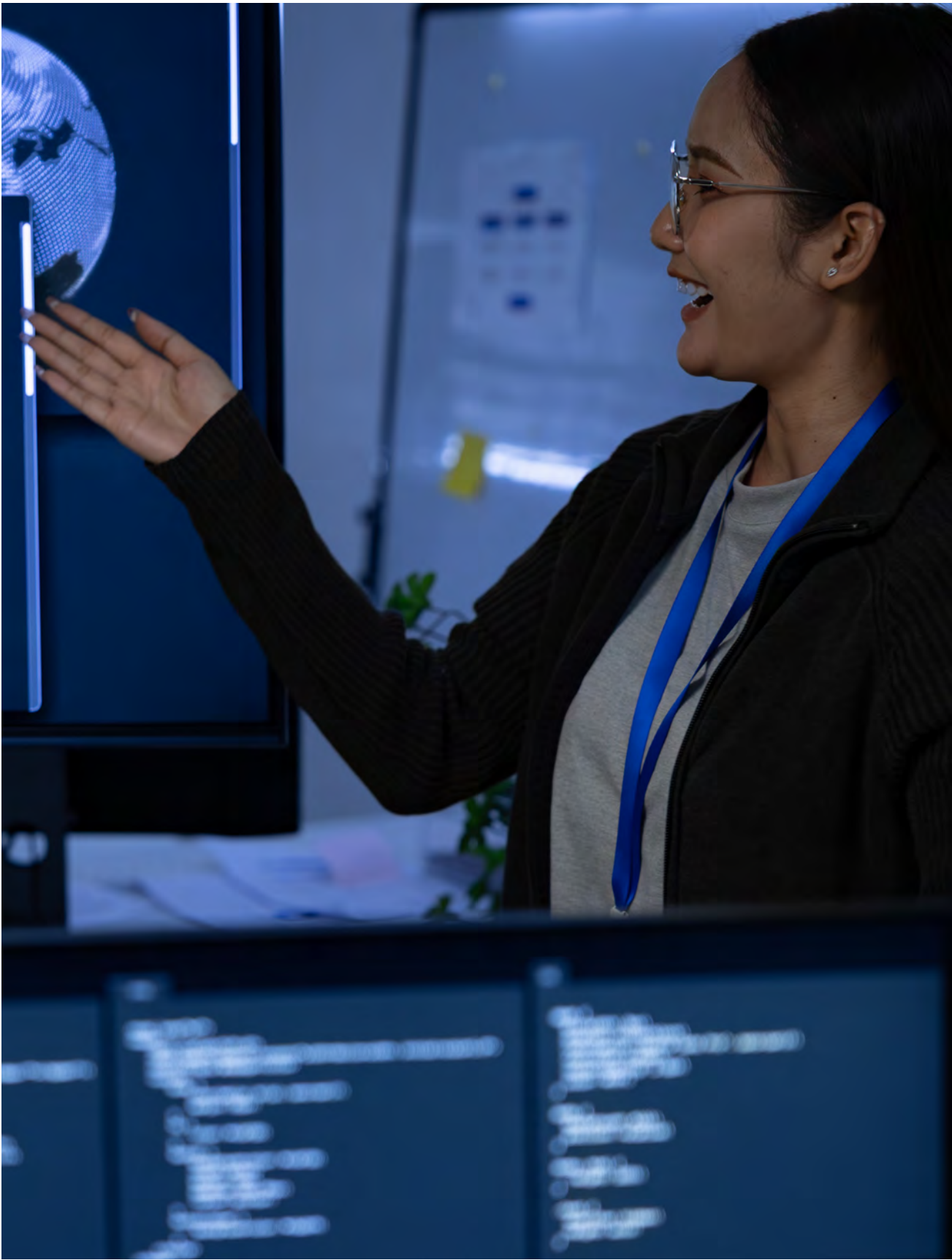
- 1 **Objective:** Identify existing capabilities and knowledge gaps among teams tasked with implementing the GESI Action Plan.
- 2 **Methodology:** Conduct in-depth assessments, context analysis, using surveys, interviews, and skills audits to understand current proficiency levels.
- 3 **Outcome:** Pinpoint areas requiring further development and create a roadmap for targeted capacity-building interventions.

TRAINING AND CAPACITY BUILDING

- 1 **Initial Programs:** Provide workshops on core topics related to GESI and tailored to the four thematic areas of focus.
- 2 **Specialized Modules:** Provide trainings according to the topics defined in the roadmap for each project.
- 3 **Practical Workshops:** Conduct hands-on sessions to enhance the application of knowledge in real project settings.
- 4 **Target persons, timeline, and frequency:** according to the roadmap defined in the previous step (capacity needs assessment).

CONTINUOUS MONITORING AND ADJUSTMENT

- 1 **Performance Indicators:** Track the number of training sessions held, participant engagement levels, and improvements in GESI practices.
- 2 **Evaluations:** Carry out semi-annual evaluations of training effectiveness and adjust programs as necessary to meet evolving project demands.



6

Communication and Stakeholder Engagement Plan

To manage communication and stakeholder engagement effectively, each demonstration project must first map the stakeholders involved, their roles, and responsibilities within the project, and this needs to be included as part of proposals submissions



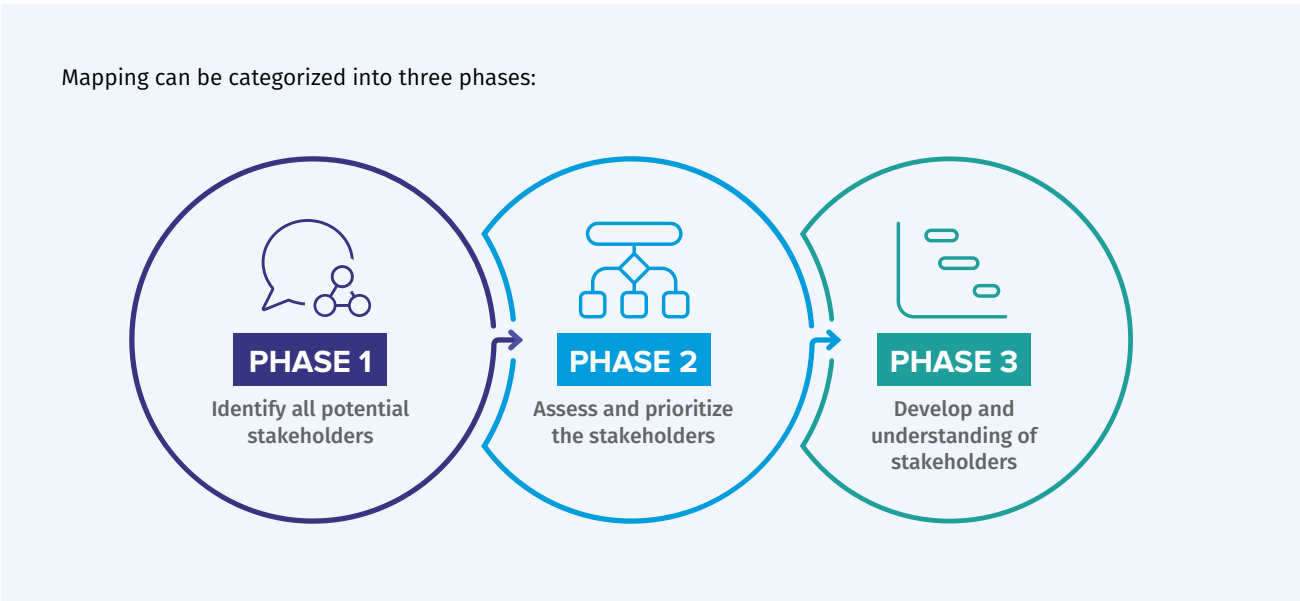
This section outlines proposed guidelines for demonstration projects on managing their communication and stakeholder engagement plans related to GESI. Effective communication and stakeholder engagement are very critical to demonstration project’s success. Inclusivity, transparency and trust-building are key essentials for achieving inclusivity, diversity and equality.

Stakeholder engagement is a continuous process that encompasses several key components, including: (a) identifying and analyzing stakeholders, ensuring data is disaggregated by factors such as sex, age, and other relevant socio-demographic variables; (b) integrating stakeholder engagement throughout the entire project cycle, from planning to monitoring; (c) providing timely access to relevant and easily understandable information about project activities; (d) facilitating meaningful participation and consultation with diverse stakeholders, including both women and men and traditionally marginalized communities; (e) establishing mechanisms to address disputes and grievances effectively; (f) ensuring transparent reporting to stakeholders; and (g) involving vulnerable and marginalized communities in monitoring and evaluation efforts and ensuring all information is GESI-disaggregated.

To manage communication and stakeholder engagement effectively, each demonstration project must first map the stakeholders involved, their roles, and responsibilities within the project, and this needs to be included as part of proposals submissions. This mapping process helps identify key stakeholders that need to be engaged to achieve the project’s objectives. Stakeholder selection should be based on project goals, expected results, the project’s environmental and social impacts, available resources, and the willingness of stakeholders to engage. This will be further enhanced after project selection.

The objectives of their respective strategies should:

- Ensure that all stakeholders understand the purpose, benefits and impacts of the A2D Facility.
- Manage environmental and social risks through communication to relevant stakeholders in an inclusive, transparent and responsive manner.



6.1 PURPOSE AND OBJECTIVES

To facilitate effective collaboration and communication between project stakeholders, including local communities, government agencies, private sector participants, and civil society organizations. The purpose is to ensure that supported demonstration projects achieve their objectives while upholding social inclusion, diversity, gender equality, and long-term community benefits. Key aspects will include those listed below.

- **INCLUSIVE PARTICIPATION**

Promotion of meaningful participation of all stakeholders, particularly vulnerable and marginalized groups, in decision-making processes, ensuring their voices are heard and their needs are addressed.
- **CONFLICT PREVENTION AND RESOLUTION**

Minimizing and resolving potential conflicts that may arise from land use changes, resource competition, or differing stakeholder priorities by providing a transparent and equitable platform for dialogue.
- **ENHANCED AWARENESS AND CAPACITY BUILDING**

Raising awareness about the A2D Facility's goals, benefits, and implementation strategies while strengthening local capacity to support and engage with decarbonization initiatives.
- **TRANSPARENCY AND ACCOUNTABILITY**

Establishing trust among stakeholders by fostering transparent communication and ensuring the accountability of project implementers to the affected communities and partners.
- **ALIGNMENT WITH INTERNATIONAL BEST ENVIRONMENTAL AND SOCIAL PRACTICES**

Aligning the A2D Facility with UNIDO's Operational Standards as the key guide in implementation as well as other best international practices, including the IFC's Performance Standards and UN Sustainable Development Goals, to ensure robust environmental and social outcomes.
- **MONITORING AND FEEDBACK**

Provision of mechanisms for continuous monitoring and evaluation of stakeholder engagement activities, allowing for adaptive management and incorporation of stakeholder feedback into project implementation.
- **EQUITABLE BENEFIT SHARING**

Ensuring that the benefits of industrial decarbonization, such as improved air quality, job creation, and economic opportunities, are equitably shared among all stakeholders.

6.2 DISSEMINATION AND KNOWLEDGE-SHARING EXPECTATIONS

Projects supported under the A2D Facility are required to actively contribute to knowledge-sharing, dissemination, and capacity development, with a focus on Gender Equality and Social Inclusion (GESI). Each project must outline a dedicated strategy to fulfill the A2D Facility’s mandatory requirements, which include:

- ▶ **Knowledge-sharing and dissemination** of project findings, lessons learned, and good practices, particularly in the areas of stakeholder engagement, inclusive innovation, and GESI mainstreaming.
- ▶ **Capacity building** activities targeting key stakeholder groups, including government counterparts, private sector actors, and community representatives.
- ▶ Participation in **study tours**, peer-learning exchanges, and other cross-project learning initiatives.
- ▶ Attendance and active participation in **A2D Facility-organized events**, including regional and global workshops, thematic webinars, and coordination meetings.
- ▶ Development of **communication materials**, such as GESI-sensitive case studies, policy briefs, digital content, and presentations, tailored for dissemination through the A2D Facility’s knowledge platforms and public channels.

Each project must allocate appropriate resources (financial and human) to ensure active engagement in these activities and designate focal points responsible for knowledge management and communications.

To measure the **effectiveness** of knowledge-sharing and related activities, projects will be expected to:

- ▶ Establish **monitoring indicators and targets**, including number and diversity (e.g., gender, stakeholder type) of participants reached, number and type of knowledge products produced, and levels of stakeholder engagement and satisfaction.
- ▶ Use **feedback mechanisms**, such as post-event surveys, reflection sessions, and partner consultations, to assess the relevance and utility of shared knowledge.
- ▶ **Integrate findings and feedback** into project reporting and adaptive management processes.
- ▶ Contribute to the A2D Facility’s **central knowledge repository**, ensuring that all deliverables are aligned with the Facility’s quality standards and accessibility requirements.

This approach aims to strengthen the visibility, replicability, and long-term impact of demonstration projects, while promoting a culture of continuous learning and inclusive innovation within the A2D Facility ecosystem.

All demonstration projects must ensure inclusive and systematic stakeholder engagement. Engagement should pay particular attention to gender, social inclusion, and marginalized groups, ensuring that all relevant voices are represented in planning, implementation, and monitoring.

To guide projects, examples of potential indicators for stakeholder engagement include:

- 1 **Number and diversity of stakeholders consulted** per project phase (e.g., by gender, age group, disability status, and socioeconomic background).
- 2 **Frequency of engagement activities** (workshops, focus groups, consultations) against planned schedule.
- 3 Stakeholder satisfaction rating collected through surveys or feedback forms after engagement events.
- 4 Number of decisions or project adaptations influenced by stakeholder input.
- 5 Existence of formal stakeholder engagement plans and documentation of meetings and outcomes.
- 6 Level of influence of stakeholder engagement on project design, implementation, or decision-making, e.g., percentage of suggestions incorporated, or changes made based on stakeholder feedback.

These are illustrative examples only. Suppliers’ project management teams are responsible for developing their own tailored indicators, aligned with their project

context, objectives, and stakeholders. This ensures that engagement monitoring is relevant, actionable, and meaningful for each specific project.

6.3 GRIEVANCE MECHANISM

6.3.1 Access to Grievance Mechanisms

UNIDO is committed to maintaining an open and transparent dialogue with project stakeholders by providing accessible channels for feedback, concerns, and grievances. As part of this commitment, the A2D Facility will communicate implementation progress annually, with particular attention to issues that pose ongoing risks or impacts to stakeholders. Additionally, concerns raised through the consultation process or grievance mechanism will be systematically addressed to ensure stakeholder engagement remains meaningful, inclusive, and responsive.

To enhance transparency and accountability, the GESI Framework will be made publicly available on the

UNIDO website via the UNIDO Open Data platform. This will enable stakeholders to access key programme-related information and monitor progress on environmental and social safeguards.

At the project level, Project Management Teams (Supplier PMTs), who are responsible for implementing demonstration projects, will be required to develop and operationalize institutional grievance and complaint management plans. These plans are designed to provide all stakeholders, especially vulnerable or marginalized groups, with a clear, accessible, and transparent process through which they can safely raise concerns or complaints related to project activities.

Recognizing the barriers that vulnerable populations may face in navigating formal mechanisms, the grievance process will include intermediate and independent sources of support, such as local civil society partners or community liaison officers, to help individuals understand their rights, articulate their concerns, and access the grievance system. These intermediaries can serve as trusted entry points for people who may lack access, confidence, or capacity to engage directly with formal mechanisms.

The plans will include detailed procedures for receiving, recording, addressing, and resolving grievances, as well as clear timelines and designated contact points. Responsibilities for managing grievances will be clearly assigned within the Supplier PMTs, ensuring prompt review and early communication of cases to the A2D Facility Team Project Leads.

To reinforce accessibility and build trust, the grievance process will be designed to protect the rights of complainants, ensure confidentiality, and prevent retaliation. Regular training and awareness-raising sessions will be carried out to ensure that all project stakeholders, including implementing teams and local communities, understand how to access and use the grievance mechanism effectively. A visual flow diagram illustrating the steps in the grievance process and available support pathways will be included in project communication materials to facilitate understanding and accessibility. The mechanism will be flexible and adaptable, capable of addressing gender and social

inclusion issues, and operational issues throughout the project lifecycle. In addition, monitoring and reporting systems will track grievance resolution, helping to improve responsiveness and accountability over time.

To reinforce accessibility and build trust, the grievance process will be designed to protect the rights of complainants, ensure confidentiality, and prevent retaliation. If a project-specific grievance mechanism is unavailable, or if stakeholders prefer an alternative route—grievances may be submitted through the UNIDO Institutional Grievance Mechanism, managed by the Independent Office of Evaluation and Internal Oversight (IOD), which provides a confidential and independent channel for reporting environmental, social, or ethical concerns. Should grievances not be appropriately handled at the project level, this institutional mechanism serves as a recourse to ensure timely, impartial, and effective resolution. To facilitate access for vulnerable or marginalized groups, local grievance channels and intermediate support mechanisms should also be established. These must be adapted to local languages and contexts to ensure meaningful participation. Regular training and clear visual communication materials, including flow diagrams, will be used to ensure all stakeholders and local communities understand how to access grievance pathways. This two-tiered system reinforces transparency, promotes equitable access to redress, and contributes to continuous learning and improved implementation of A2D Facility-supported demonstration projects.

6.3.2 Access to the UNIDO Institutional Grievance Mechanism

If no project-specific grievance mechanism is available—or if a complainant prefers an alternative route—they may submit a grievance through the UNIDO Institutional Grievance Mechanism, managed by the Independent Office of Evaluation and Internal Oversight (IOD). This mechanism offers a confidential and independent channel for reporting concerns related to UNIDO’s operations, including environmental and social risks, ethical violations, or implementation challenges.

Stakeholders can submit grievances in accordance with UNIDO’s transparency and accountability policies. More information, including submission guidelines and procedures, is available at: [IOD Report | UNIDO](#).

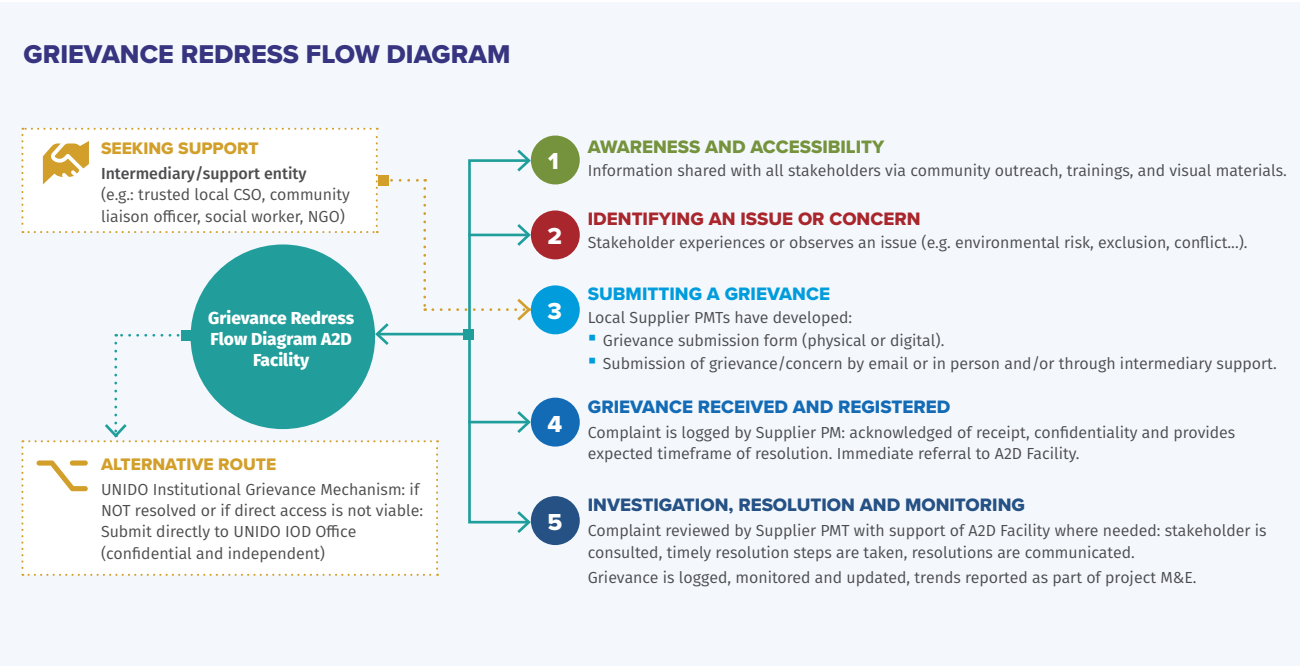
By maintaining responsive grievance mechanisms at both the project and institutional levels—and by addressing the specific needs of vulnerable and marginalized stakeholders—the A2D Facility

promotes equitable access to redress, reinforces transparency, and contributes to continuous learning and improvement in project implementation. UNIDO remains committed to ensuring that all grievances are handled in a timely, impartial, and effective manner, strengthening stakeholder trust and upholding its environmental and social commitments.

UNIDO is committed to maintaining an open and transparent dialogue with project stakeholders by providing accessible channels for feedback, concerns, and grievances. As part of this commitment, A2D Facility will communicate implementation progress annually, particularly on issues that present ongoing risks or impacts to stakeholders. Additionally, any concerns raised through the consultation process or grievance mechanism will be systematically addressed to ensure stakeholder engagement remains meaningful and responsive.

To enhance transparency and accountability, the GESI Framework will be made publicly available on the UNIDO website at the following link: [UNIDO Open Data](#). This will enable stakeholders to access key programme-related information and track progress on inclusive safeguards.

If the UNIDO grievance mechanism is not fully appropriate or sufficiently tailored to address grievances arising from A2D Facility-supported demonstration projects, an intermediate (and independent) source of support may be required to assist stakeholders in submitting their complaints. Local avenues for grievance submission should therefore be established, ensuring accessible and trusted channels are available. The flow diagram below provides a clear example of a possible grievance process, with particular attention to facilitating access for vulnerable or marginalized groups and incorporating the option of intermediate support



7

GESI Implementation Plan

This section outlines how Gender Equality and Social Inclusion (GESI) will be operationalized throughout the lifecycle of A2D Facility-supported demonstration projects.



This section outlines how Gender Equality and Social Inclusion (GESI) will be operationalized throughout the lifecycle of A2D Facility-supported demonstration projects. It provides a structured overview of procedures, responsibilities, and timing for integrating the GESI Management Framework (GESIMF) into project implementation, as well as mechanisms to track and ensure its effectiveness.

The table below summarizes how the GESIMF is applied and mainstreamed into project design and implementation, along with existing mechanisms and responsibilities relevant to the selection and management of demonstration projects:

TABLE 11: GESI Procedures, Roles and Responsibilities			
GESI Framework Procedures	Schedule / Timing in project cycle	Responsible	Budget
Selection of supported projects	Established period for each call-for-proposals.	UNIDO A2D Facility Team Donor.	N/A
Screening & Categorization of supported projects	During UNIDO decision on supported projects.	UNIDO A2D Facility team.	N/A
Determination of Gender Analysis and Gender Action Plan strategy	Kick-off/Project implementation starts.	UNIDO A2D Facility team.	N/A
Submission of GESI Action Plans	No later than six months after contract signature, Assessment needed with a first draft to be submitted with the Deliverable 1: Inception Report. Continuous improvement/evaluation of GESI AP throughout the project duration.	Supplier Project Management Teams (Supplier PMT) with support from UNIDO.	It is encouraged that demonstration project management teams allocate a minimum threshold (e.g., 5%) of the total project budget to GESI-specific outputs and activities.
Stakeholder engagement	Overall Project implementation cycle	Supplier Project Management Teams (Supplier PMT)	Integrated into project-level budgets agreed in each call-for-proposals
Capacity development	Project implementation phase	Supplier Project Management Teams (Supplier PMT)	Integrated into project-level budgets agreed in each call-for-proposals

7.1 GESI MONITORING AND EVALUATION (M&E) PLAN

The GESI Management Framework for the A2D Facility’s operations align with UNIDO’s Policy on Gender Equality and Empowerment of Women and address potential risks identified during the planning phase. This plan outlines monitoring objectives, methodologies, responsibilities, and reporting processes to track

the effectiveness of mitigation measures, ensure compliance with national and international standards, and promote transparency and accountability throughout the Facility’s lifecycle.



MONITORING OBJECTIVES

The key objectives of this GESI Management Framework are to:

- Ensure the A2D Facility’s operations are consistent with UNIDO’s work on GESI and other relevant GESI standards and strategies.
- Monitor the implementation of the GESI Action Plan, identifying areas for improvement.
- Provide regular updates to stakeholders, ensuring that their concerns are addressed and incorporated into decision-making processes.
- Evaluate the effectiveness of the environmental and social strategies and propose corrective actions where necessary.

KEY MONITORING AREAS FOR THE A2D FACILITY

The following areas and indicators are presented as illustrative examples for monitoring within the A2D Facility. They are not mandatory but serve as project-tailored indicators that should be selected and adapted for each action plan based on an initial Gender Equality and Social Inclusion (GESI) analysis. Projects are encouraged to define their specific monitoring priorities in a context-relevant manner that aligns with both the OECD gender and disability markers. This flexible, bottom-up approach ensures that reporting reflects the unique circumstances and needs of each project.

Gender Equality and Diversity Indicators

- 1 **Gender balance in employment:** Proportion of women and individuals from underrepresented groups employed in A2D-supported projects, including in technical and leadership roles.
- 2 **Equal pay and working conditions:** Existence of policies and practices ensuring equal pay for equal work and fair, inclusive working conditions across genders and social groups.
- 3 **Participation in decision-making:** Percentage of women and marginalized groups meaningfully participating in stakeholder consultations, project governance structures, and community engagement processes.
- 4 **Capacity-building and skills development:** Number of women and underrepresented individuals trained through project-supported initiatives, particularly in STEM, clean energy, and innovation fields.
- 5 **Access to services and benefits:** Disaggregated data on who benefits from the project’s outputs (e.g., access to energy, technologies, financing), ensuring equitable access across gender, age, disability, and other diversity dimensions.
- 6 **Safeguarding and zero tolerance for discrimination:** Mechanisms in place to prevent and respond to gender-based violence, harassment, and discrimination in project implementation contexts.

Social indicators

- 1 **Local employment creation** by monitoring the number of jobs created within host communities and the provision of skill-building opportunities, with attention to the inclusion of persons with disabilities, as well as other protected characteristics.

- 2 **Community health and safety** by assessing risks to community health and implementing safety measures to minimize accidents and health impacts, including those that may disproportionately affect persons with disabilities, as well as other protected characteristics.
- 3 **Gender equality in the workforce** by tracking the participation of women, marginalized groups, differently able people and other protected characteristics with goals to increase representation and inclusion.
- 4 **Accessibility of infrastructure and services** monitoring the extent to which project-related infrastructure, technologies and services are accessible and usable by everyone, including persons with disabilities, as well as other protected characteristics.
- 5 **Community engagement and stakeholder feedback** by valuing the effectiveness of consultation processes and grievance mechanisms to ensure meaningful community involvement. While community participation in the project is encouraged as good practice, it will depend on the nature of the specific project’s in-country context.
- 6 **Access to social services** by monitoring the delivery of benefits such as improved infrastructure, healthcare, and education to local communities.
- 7 **Disability-specific awareness and capacity-building:** Tracking initiatives aimed at raising awareness and building capacity on disability inclusion within project teams and local communities.

MONITORING METHODOLOGY

The following methodologies are illustrative examples of approaches that supported demonstration projects could consider achieving effective monitoring. It is encouraged that demonstration project management teams allocate a minimum threshold (e.g., 5%) of the total project budget to GESI-specific outputs and activities. This allocation should directly support the delivery of measurable gender equality and social inclusion results, such as capacity building for underrepresented groups, targeted outreach to women’s associations, or activities that address barriers to participation and benefit-sharing. These activities should be directly linked to scalability, replication, market development, beneficiary uptake, and job creation through the demonstration project. Suppliers are encouraged to clearly reflect this budget allocation in their financial planning and reporting. Supplier Project Management Teams (Supplier PMTs) are responsible for building the necessary budget for monitoring into their project plans accordingly:

- Data collection by Supplier PMTs to monitor compliance with the GESI Action Plan and regulatory requirements.
- Continuous data collection on key equality and diversity indicators (i.e: participation of women and underrepresented groups in decision-making, access to project benefits disaggregated by gender and diversity, and safeguarding against gender-based violence and discrimination) and social impacts (community feedback, labor conditions) through surveys, sensor systems, and other monitoring tools.
- Surveys and stakeholder consultations through regular engagement with local communities, stakeholders, and workers to understand the social impacts of supported project operations and collect feedback.
- Third-party audits to validate the A2D Facility’s compliance with GESI principles, ensuring transparency and accountability.
- Feedback mechanisms by utilizing grievance redress mechanisms (GRM) for affected communities to raise concerns, which will be tracked and addressed by the project team.

ROLES AND RESPONSIBILITIES

The successful implementation of the GESI Framework for the A2D Facility will involve key stakeholders:

- 1
- A2D Facility senior management ensures alignment with UNIDO’s policy work on GESI, allocates resources for monitoring activities, and makes strategic decisions when inclusion and diversity issues arise.
- 2
- A2D Facility GESI-ESS lead leads the implementation and management of the GESI Management Framework, ensuring compliance with relevant GESI principles, at Facility-level and at project-level.
- 3
- Supplier Project Management Team (Supplier PMT) coordinates and integrates the monitoring plan into daily operations, ensuring the alignment of GESI objectives with project goals.
- 4
- GESI leads within Supplier PMTs conduct technical assessments, guide mitigation actions, and support the project team in addressing identified risks.
- 6
- Monitoring and evaluation (M&E) team develops monitoring indicators and tools to track performance, assesses the effectiveness of mitigation measures, and reports on progress.
- 5
- Stakeholders, local authorities, and regulators ensure compliance with national regulations and assist in addressing local concerns and challenges.
- 7
- Independent auditors/consultants provide external validation of the Facility’s environmental and social performance, ensuring objectivity and transparency.

REPORTING AND DOCUMENTATION

Monitoring activities will be documented through detailed reports, which will include:

- **Data on gender equality and social inclusion (GESI) indicators**, such as participation of women and marginalized groups in project activities, access to benefits and services disaggregated by gender and diversity, equitable employment and decision-making opportunities, and community concerns related to inclusion, safety, and social well-being.
- **Assessment of the implementation** of mitigation measures and recommendations for corrective actions.
- **Reports on stakeholder engagement** activities, including consultations, feedback, and grievance resolution.
- **Compliance reports** for regulatory authorities and international standards.
- In addition, GESI considerations will be integrated into **quarterly progress reporting** during meetings with supported projects to ensure continuous dialogue and monitoring. Annual reporting will also include specific analysis and updates on GESI performance against the Logframe indicators.

CORRECTIVE ACTIONS AND CONTINUOUS IMPROVEMENT

The identification or realization of discrepancies or non-compliance will initiate corrective actions to be taken. These may include:

- **Adjusting operational procedures** to minimize GESI risks.
- **Providing additional training** for staff or contractors on GESI best practices.
- **Enhancing the Stakeholder Engagement Plan** based on community feedback and concerns.
- **Regularly reviewing and updating** the GESI Framework to integrate lessons learned and improve future operations.

7.2 GESI REPORTING AND ACCOUNTABILITY FRAMEWORK

All A2D Facility demonstration projects are required to comply with a robust Gender Equality and Social Inclusion (GESI) accountability system, which is structured around three mandatory reporting markers.

These markers ensure that each project integrates inclusive safeguards and contributes meaningfully to gender equality, disability inclusion, and broader social inclusion.

7.2.1 GESI Output Indicators for A2D Facility Demonstration Projects

OUTPUT INDICATOR 1: GENDER EQUALITY (OECD DAC GENDER EQUALITY POLICY MARKER)

▶ **ALL A2D FACILITY DEMONSTRATION PROJECTS MUST SCORE 1 (SIGNIFICANT OBJECTIVE) UNDER THE OECD DAC GENDER EQUALITY MARKER**

This ensures that gender equality is intentionally and explicitly integrated into the project’s design and implementation, even if it is not the primary objective.

TABLE 12: OECD DAC Gender Equality Marker: Scoring System		
	Score	Definition
2	Principal Objective	Gender equality is the main objective of the project.
1	Significant Objective	Gender equality is an important and deliberate objective, although not the primary one.
0	Not Targeted	Gender equality is not an objective, though a “do no harm” approach is applied.

CRITERIA TO ACHIEVE SCORE 1 (SIGNIFICANT OBJECTIVE)

To achieve a score of 1, the following criteria must be met:

- ▶ **Intentional focus:** The project includes deliberate activities, outputs or strategies that promote gender equality.
- ▶ **Gender analysis:** A gender analysis or context-specific understanding informs project design.
- ▶ **Gender-responsive outcomes:** Clear outcomes or benefits for gender equality are included in the results framework.
- ▶ **Monitoring mechanisms:** Gender equality results are tracked using appropriate indicators and sex-/gender-disaggregated data.
- ▶ **Do no harm approach:** The project avoids reinforcing existing gender inequalities.
- ▶ **Gender integration throughout the project cycle:** Gender considerations are included in design, implementation and evaluation.
- ▶ **Implementing capacity or commitment:** The project shows evidence of institutional or partner capacity to apply gender-responsive approaches.

OUTPUT INDICATOR 2: UNIDO GENDER MARKER 2

▶ ALL A2D FACILITY DEMONSTRATION PROJECTS MUST SCORE 2 (SIGNIFICANT CONTRIBUTION) UNDER THE UNIDO GENDER MARKER

This ensures that gender equality and women’s empowerment are meaningfully integrated across all elements of project design and implementation.

TABLE 13: UNIDO Gender Marker: Scoring System		
	Score	Definition
3	GEEW is the Main Objective	Gender equality and women’s empowerment (GEEW) is the central aim (criteria 1–8 met).
2	Significant Contribution	Gender is fully mainstreamed across the project (criteria 1–7 met).
1	Limited Contribution	Gender is partially addressed (criteria 1–4 met).
0	Not Applicable	No gender relevance; justification required and “do no harm” approach applied.

CRITERIA TO ACHIEVE SCORE 2 (SIGNIFICANT CONTRIBUTION)

To achieve a score of 1, the following criteria must be met:

- ▶ **Gender analysis:** Conducted and documented, resulting in a gender action plan.
- ▶ **Design informed by gender analysis:** Findings are reflected in the project design.
- ▶ **Sex-/gender-disaggregated data and indicators:** Data are disaggregated and gender gaps are identified.
- ▶ **Panel parity:** Events comply with UNIDO’s panel parity policy.
- ▶ **Results framework:** Includes GEEW-related outcomes, indicators, baselines, and targets.
- ▶ **Objectives, budget and staffing:** GEEW is reflected in outputs and activities, with specific budget allocations and human resources.
- ▶ **Monitoring and evaluation:** M&E framework tracks gender equality and women’s empowerment outcomes.



OUTPUT INDICATOR 3: DISABILITY INCLUSION AND BROADER SOCIAL INCLUSION

▶ ALL A2D FACILITY DEMONSTRATION PROJECTS MUST INCLUDE DOCUMENTED MEASURES TO ENSURE ACCESSIBILITY, INCLUSIVE CONSULTATION, AND NON-DISCRIMINATION FOR PERSONS WITH DISABILITIES AND MARGINALIZED GROUPS

This ensures that all project beneficiaries, particularly those at risk of exclusion, are meaningfully included throughout the project lifecycle.

EXPECTED MEASURES TO DEMONSTRATE COMPLIANCE

- ▶ **Accessibility:** Physical or digital infrastructure is adapted for all users.
- ▶ **Inclusive consultation:** Persons with disabilities and other marginalized groups are meaningfully consulted.
- ▶ **Non-discrimination safeguards:** Project avoids discriminatory practices and explicitly promotes inclusion.
- ▶ **Disaggregated data collection:** Disability status and other markers of social identity (age, ethnicity, etc.) are included in data systems.
- ▶ **Inclusive materials and communication:** Information is available in accessible formats and languages.

This reporting aligns with the **UN Disability Inclusion Strategy**, **UNIDO’s social inclusion policies**, and supports delivery on SDG 10 (Reduced Inequalities).

7.2.2 Conclusion

By adhering to these three mandatory GESI output indicators, A2D Facility demonstration projects will:

- 1 Ensure alignment with international gender and inclusion frameworks.
- 2 Promote accountability and transparency.
- 3 Drive real, measurable progress in advancing gender equality and social inclusion.

Please for further information see Annex 3 for GENDER Marker Assessment Form.

TABLE 14: GESI Monitoring Plan					
Monitoring activity	Description	Frequency / Timeframe	Expected Action	Roles and Responsibilities	Cost
Track progress of GESI Framework implementation	Implementation of GESIMF reported back to UNIDO GEEW team.	Quarterly until supported demonstration projects GESI Aps are in place.	Required GESI MF steps are completed in timely manner.	UNIDO A2D Facility Team.	N/A
Monitoring of potential impacts identified in subsequent supported project level GESI Action Plans	Fill out GESI Action Plan monitoring template for each demonstration project as required and update quarterly.	Continuous monitoring with updating of monitoring template every quarter.	Implementation of GESI Action Plans; monitoring of GESI indicators, monitoring of mitigation measures.	Supplier PMTs in collaboration with UNIDO A2D Facility team.	N/A
Report GESIMF monitoring progress to UNIDO GEEW team	Share GESIMF monitoring template with UNIDO GEEW team.	Annually.	GESIMF implementation progress is communicated to UNIDO GEEW team.	UNIDO A2D Facility Team.	N/A
GESI monitoring by Supplier Project Teams	Selected sites will be determined based on GESI strategies.	On-going.	On-the-ground data collection and reporting in-line with the GESI Action Plans and the Logframe.	Supplier PMTs.	Integrated into project level budgets agreed in each call-for-proposals.
Learning	Knowledge, good practices and lessons learned regarding GESI management will be captured regularly, communicated to UNIDO GEEW team and integrated back into the project.	At least annually.	Relevant lessons are captured by the project teams and used to inform management decisions.	Supplier PMTs.	Integrated into project-level budgets agreed in each call-for-proposals.
Review and make course corrections	The Supplier Project Management Teams shall review data from GESI monitoring actions to inform decision making.	Quarterly to A2D Facility and Annually depending on Donor requirements.	GESI performance data, risks, lessons and quality will be used to make course corrections by project steering committee.	Supplier PMTs.	Integrated into project level budgets agreed in each call-for-proposals.

Aside from the progress of the GESI implementation, the effectiveness of the mitigation measures under the GESI Action Plans developed will also need to be monitored. The following template provides a simple format and may be adopted by the programme team as necessary.

For each measure it should be signalled whether implementation is on schedule (or ahead of schedule or completed), slightly delayed or delayed - using the suggested colour coding. Where delays are encountered the reasons need to be explained and solutions

suggested. The measures included should reflect the GESI expected outcomes, risks, impacts outlined in the respective Action Plan mitigation and monitoring tables.

Annual monitoring should also identify any additional GESI risks that may have emerged since the project

started and establish appropriate mitigation measures for any significant new risk. These additional risks and their mitigating measures should be added to the GESI Action Plan and reported on as part of annual monitoring.

Note: The progress of implementing mitigation measures should be color-coded:

Green: On Schedule / Ahead of Schedule / Completed

Orange: Slightly Delayed

Red: Delayed

On Schedule / Ahead of Schedule / Completed

Slightly Delayed

Major delays / Issues

TABLE 15: GESI Monitoring Template				
Period covered by the report:				
Describe the progress of implementing the GESI AP:				
GESI related activities/ objectives	Strategy / mitigation measure	Color coding	Describe status of completion, suggest solutions where problems are encountered	Early judgement: Does this measure seem effective? How could this measure be adapted?
New GESI related objectives or risks that have emerged				
GESI monitoring - main findings:				Date/Name of reviewer:
				Status GESI AP On Schedule Slightly Delayed Major delays / Issues

7.3 SUMMARY

A Gender Equality and Social Inclusion Action Plan has been developed to guide the implementation of projects under the Accelerate-to-Demonstrate (A2D) Facility, with the aim to accelerate the demonstration of scalable, innovative climate solutions, bridging the gap between early-stage innovation and large-scale deployment in key sectors such as clean hydrogen, critical minerals, smart energy, and industrial decarbonization, whilst promoting fairer outcomes for all historically marginalized communities.

In alignment with this framework, Supplier Project Management Teams (PMTs) are required to develop and submit their own project-specific GESI Action Plan based on a thorough GESI analysis serving as the baseline. The documents must be based on both this overarching GESI Management Framework and any specific guidance provided by UNIDO during the implementation process. This ensures that each project reflects context-relevant priorities while adhering to the shared principles of gender equality and social inclusion across the A2D Facility.

Given that specific projects have not yet been identified, the framework provides a structured, generic approach aligned with UNIDO’s Gender Equality and Empowerment of Women Strategy (2019) UNIDO’S Gender Mainstreaming Tools in the Project Cycle and international best practices. It ensures that demonstration activities adhere to gender equality and to social inclusion principles while contributing to climate innovation. The GESI Action Plan establishes systematic data collection and decision-making processes, allowing for transparent evaluation of Gender Equality and Social Inclusion Strategies for a transformative impact.

The framework also incorporates structured templates and methodologies to assess the feasibility of demonstration projects, ensuring compliance with the A2D Facility’s mandate to support demonstration projects of innovative solutions. By focusing on real-world implementation and knowledge dissemination, the A2D Facility enhances the commercialization of breakthrough clean energy solutions while safeguarding inclusivity, diversity, gender equality and social integrity.



8

Gender Equality and Social Inclusion (GESI) Illustrative Action Plan

The full version of the GESI Illustrative Action Plan for the A2D Facility, including a list of potential illustrative indicators relevant to future supported demonstration projects, is available in Annex 4. This document serves as a guiding framework for future projects, which will then need to tailor their GESI requirements, action plans, strategies, indicators, timelines and responsibilities to align with their specific scope.



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ANNEX 1

Screening for GESI Impact Potential

TABLE A1-1: Screening for GESI Impact Potential				
NUMBER OF WOMEN AND INTERSECTIONAL MARGINALIZED GROUP	YES/ NO	DESCRIPTION/ COMMENT	SUPPORTING DOCUMENTS PROVIDED/REQUESTED TO THE COMPANY	GUIDANCE
1 Do you have company policies or initiatives on any of these subjects? If so, please explain in detail.				
a. Diversity				
b. Social inclusion (including people with disabilities and other minority groups)				
c. Gender equality				
d. Women’s empowerment				
e. Social Inclusion				
f. Sexual harassment				
g. Women’s leadership/mentoring programs				
2 Has the staff ever received training on any of the following subjects? If so, please explain in detail (when, which topics were covered, who led the training, etc.)?				
a. Implicit bias				
b. Diversity				
c. Social inclusion (including people with disabilities and other minority groups)				
d. Gender equality				
e. Women’s empowerment				
f. Sexual harassment				
g. Women’s leadership /mentoring programs				
h. Youth engagement				

NUMBER OF WOMEN AND INTERSECTIONAL MARGINALIZED GROUP	YES/ NO	DESCRIPTION/ COMMENT	SUPPORTING DOCUMENTS PROVIDED/REQUESTED TO THE COMPANY	GUIDANCE
3 In your current budget, are there any line items dedicated to any of the following subject? If so, please explain in detail. This can include funding for trainings, salary of staff who are responsible for activities related to these topics, etc.?				
a. Diversity				
b. Social inclusion (including people with disabilities and other minority groups)				
c. Gender equality				
d. Women’s empowerment				
e. Social Inclusion				
f. Sexual harassment				
g. Women’s leadership/mentoring programs				
h. Youth engagement				
4 Please list staff names and job titles if related to any of these topics.				
5 Are gender or social inclusion factors in your existing analyses (e.g., market analysis, labor market assessment, client mapping, needs assessment, risk assessment, other)? If so, please explain in detail.				
6 Does the company collect sex- and age-disaggregated data on its own staff (C-suite, supervisory board, managing board, managers, other staff to monitor gender balance and youth engagement? On its stakeholders (e.g., suppliers, distributors, processors, other, etc.)? Please explain and provide data if available.				

NUMBER OF WOMEN AND INTERSECTIONAL MARGINALIZED GROUP	YES/ NO	DESCRIPTION/ COMMENT	SUPPORTING DOCUMENTS PROVIDED/REQUESTED TO THE COMPANY	GUIDANCE
7 Does the company have any corporate social responsibility or community development programs related to women's empowerment, youth engagement, other?				
IF ANSWERED 'YES' TO QUESTION 6				
8 How does the company measure success in women and youth empowerment in its programs?				
9 What are some success stories about empowering women and youth through the company's programs?				
10 What are some lessons learned and areas for improvement related to women and youth empowerment?				

ANNEX 2

GESI Analysis Toolkit

The A2D Facility is committed to contributing to inclusive climate and industrial transformation, ensuring that no one is left behind. As such, **Gender Equality and Social Inclusion (GESI) analysis** must be conducted for all new and ongoing A2D Facility-supported demonstration projects that directly or indirectly impact people. GESI analysis is a critical tool to identify and address inequalities and exclusionary dynamics, remove barriers, and foster inclusive participation and benefit-sharing.

GESI analysis helps ensure projects **do not perpetuate or reinforce discrimination** and instead contribute to equitable outcomes across gender, age, disability, ethnicity, and other identity dimensions. This analysis should be complemented by risk and impact assessments, such as environmental and social due diligence and safeguarding assessments.

A2.1 Purpose of GESI Analysis

GESI analysis seeks to:

- ▶ Understand who may be excluded or disadvantaged by a project.
- ▶ Identify barriers to equitable access, participation, and benefits.
- ▶ Highlight root causes of inequality.
- ▶ Inform inclusive project design, implementation, and monitoring.
- ▶ Embed mitigation measures that reduce harm and advance GESI outcome.

A2.2 Proportionality and Methods

GESI analysis may be:

- ▶ **Comprehensive**, involving stakeholder workshops, field visits, focus groups, and consultation with local actors such as women's groups, Indigenous Peoples, LGBTQI+ organizations, or Organizations of Persons with Disabilities (OPDs).
- ▶ **Light-touch**, involving desk-based reviews of literature and pre-existing data.

The scope and depth should be proportionate to the scale, location, and potential impact of the demonstration project. Costs for analysis, including consultations, must be budgeted from the outset.

A2.3 Recommended Approaches and Tools

GESI analysis may be standalone or integrated into other assessments such as:

- ▶ Political Economy Analysis (PEA).
- ▶ PESTLE Analysis (Political, Economic, Social, Technological, Legal, Environmental).
- ▶ Environmental and Social Impact Assessments (ESIAs).

A2.4 Guiding Questions for GESI Analysis

The following non-exhaustive list supports A2D project teams in conducting effective GESI analysis throughout the project lifecycle:

A

WHO MAY BE LEFT BEHIND?

- ▶ Who is likely to be excluded, disadvantaged, or harmed by the project?
- ▶ Who are the poor, and what social groups hold or lack power and recognition?
- ▶ What do national data or indices reveal about gender inequality and marginalized groups?
- ▶ Which intersecting characteristics (e.g. age, disability, ethnicity, gender identity) may amplify exclusion?

Example: An Indigenous woman with a disability may face multiple, overlapping forms of discrimination.

Consider whether any group may:

- ▶ Be disadvantaged directly or indirectly by project activities or design.
- ▶ Receive unwanted attention or be exposed to harm, stigma, or violence.

B

WHY? (BARRIERS, POWER, AND ROOT CAUSES)

- ▶ Who holds decision-making power at community, household, and institutional levels?
- ▶ Are women, Indigenous Peoples, or persons with disabilities included in governance or project planning?
- ▶ What roles are socially prescribed to different groups? Are they paid fairly or relegated to informal labor?
- ▶ What access do different groups have to energy, land, finance, training, or information?
- ▶ Do any laws, policies, or customary norms restrict participation or rights?

Example: Customary land rights may exclude women from owning land even where legal frameworks allow it.

C

WHAT HARM COULD THE PROJECT CAUSE IF THESE ARE NOT ADDRESSED?

- ▶ Could the project inadvertently reinforce exclusion or inequalities?
- ▶ Are any groups likely to be exposed to increased risk of violence, exploitation, or discrimination (e.g., GBV, SEA/SH)?
- ▶ Are the services or activities physically or socially inaccessible (e.g., to persons with disabilities or rural women)?

D

HOW WILL THE PROJECT RESPOND AND MITIGATE THESE RISKS?

Projects must define how GESI findings will be incorporated into design, risk management, and implementation:

- ▶ Remove or mitigate discriminatory practices and barriers to participation.
- ▶ Advance equality of opportunity for diverse and historically excluded groups.
- ▶ Ensure meaningful participation in decision-making at all stages of the project.
- ▶ Embed inclusive feedback and grievance mechanisms.
- ▶ Establish safeguarding protocols, including for sexual exploitation, abuse, and harassment (SEA/SH).
- ▶ Ensure accessibility and reasonable accommodation for persons with disabilities (e.g., conduct accessibility audits with OPDs).

A2.5 Intersectionality

Projects must recognize that social groups are not homogenous. Different identity dimensions intersect and may exacerbate exclusion.

Example: Not all women experience discrimination equally; age, caste, or displacement status may intensify marginalization.

A2.6 Safeguarding and Accountability

GESI analysis should assess whether all project partners:

- ▶ Have safeguarding policies in place and understand them.
- ▶ Provide accessible channels for raising concerns.
- ▶ Consider accessibility, safety, and inclusivity in project planning and service delivery.
- ▶ Monitor and report on any risks of harm, and have clear mechanisms to respond.

A2.7 Conclusion

All A2D Facility-supported demonstration projects must integrate GESI considerations from the outset. GESI analysis is a foundational step to ensure that projects:

- ▶ Achieve **minimum GESI-sensitive standards**.
- ▶ Aspire to be **GESI-empowering** in practice.
- ▶ Contribute to **GESI-transformative** outcomes over the long term.

By applying this toolkit, demonstration projects can support a just energy and industrial transition that is not only green, but inclusive and equitable for all.

ANNEX 3

OECD Gender Marker 1 Assessment Form

The Gender Marker assessment can be revised during project/programme inception or implementation

Good practice:

- Mainstream gender and social inclusion considerations throughout the project implementation from the outset, ensuring that GESI perspectives are integrated into objectives, components, activities, indicators, budget, risk assessment, monitoring and evaluation, communication and implementation arrangement.
- Consider women and girls as agents of change.
- Apply an intersectional approach, i.e. considering other elements of social identity, such as e.g. economic status, education, ethnicity, age, religion.

Project name		
Gender Marker ¹		Minimum Requirements
0	Not Targeted	Gender equality is not an objective, though a “do no harm” approach is applied
1	Significant Objective.	Gender equality is an important and deliberate objective, although not the primary one. Criteria 1 to 7
2	Gender equality and the empowerment of women (GEEW) is the main objective.	Gender equality is the main objective of the project.

#	Demonstration Project Criteria to be met (1-7)	YES	Evidence from the project Mandatory where box is checked
1	Intentional Focus The project includes deliberate activities, outputs or strategies that promote gender equality.	☐	
2	Gender Analysis A gender analysis or context-specific understanding informs project design.	☐	
3	Gender Responsive Outcomes Clear outcomes or benefits for gender equality are included in the results framework.	☐	

#	Demonstration Project Criteria to be met (1-7)	YES	Evidence from the project Mandatory where box is checked
4	Monitoring Mechanisms Gender equality results are tracked using appropriate indicators and sex-/gender-disaggregated data.	☐	
5	Do No Harm Approach The project avoids reinforcing existing gender inequalities.	☐	
6	Gender Integration Throughout the Project Cycle Gender considerations are included in design, implementation and evaluation.	☐	
7	Implementing Capacity or Commitment The project shows evidence of institutional or partner capacity to apply gender-responsive approaches.	☐	

TO BE COMPLETED BY GESI FOCAL POINT			
GENDER EQUALITY MARKER ASSESSMENT SCORING	0	1	2

Please refer to the [Handbook on the OECD DAC Gender Equality Policy Marker](#) for more information.

ANNEX 4

UNIDO Gender Marker 2 Assessment Form



The Gender Marker assessment can be revised during project/programme inception or implementation

Good practice:

- Mainstream gender and social inclusion considerations throughout the project implementation from the outset, ensuring that GESI perspectives are integrated into objectives, components, activities, indicators, budget, risk assessment, monitoring and evaluation, communication and implementation arrangement.
- Consider women and girls as agents of change.
- Apply an intersectional approach, i.e. considering other elements of social identity, such as e.g. economic status, education, ethnicity, age, religion.

Project name		
Gender Marker ²		Minimum Requirements
0	No expected contribution to gender equality.	Criteria 1-2 met, and Well-founded justification for excluding gender considerations, and demonstrated application of a “do-no-harm” approach ²
1	Limited expected contribution to gender equality.	Criteria 1-4 met
2	Significant expected contribution to gender equality.	Criteria 1-7 met
3	Gender equality and the empowerment of women (GEEW) is the main objective.	Criteria 1-8 met

#	Demonstration Project Criteria to be met (1-7)	YES	Evidence from the project Mandatory where box is checked
1	Gender analysis A gender analysis ⁴ relevant to the project context is conducted, resulting in a gender action plan.	☐	
2	Design informed by the gender analysis Recommendations from the gender analysis and the gender action plan are fully reflected in the project.	☐	
3	Data and indicators Data and indicators are sex/gender-disaggregated where applicable. ⁵ Gender data gaps are addressed in the inception phase.	☐	

#	Demonstration Project Criteria to be met (1-7)	YES	Evidence from the project Mandatory where box is checked
4	Panel parity Events (co-)organized under the project will comply with UNIDO AI/2020/03 “Equal representation of women: UNIDO’s policy on panel parity”.	☐	
5	Theory of change / results framework / logframe All results-based management tools of the project/ programme include elements and expected results (e.g. output, outcome, impact) on GEEW, including gender-specific indicators, baselines and targets to track results.	☐	
6	Objectives, budget and human resources There is either at least one output (for programmes: components) that mainly aims to advance GEEW, or GEEW is mainstreamed across outputs (for programmes: components), with specific budget allocations ³ , gender-specific activities and indicators. This is backed by sufficient human resources (gender expert) in the project implementation team.	☐	
7	Monitoring and evaluation The project/programme M&E framework is designed and commits to track, report and assess gender equality and women’s empowerment results both quantitatively and qualitatively.	☐	
8	Project/programme objective The main objective of the project/programme is to advance GEEW (for normative projects: to advance policy development or knowledge generation on GEEW).	☐	

TO BE COMPLETED BY GESI FOCAL POINT				
GENDER EQUALITY MARKER ASSESSMENT SCORING	0	1	2	3

Notes:

1) A2D Facility-supported demonstration projects are required to achieve and report a minimum Gender Marker score of 2 under UNIDO's Gender Marker Assessment. This means the project is expected to make a significant contribution to gender equality and the empowerment of women by meeting at least the first seven gender integration criteria outlined in this form.

2) A “Do-no-harm” approach inter alia requires that the project does not perpetuate or exacerbate existing gender and broader social inequalities. Principles of a do-no-harm-approach include:

- Understand the context, especially existing conflict dynamics, social divisions, and vulnerability.
- Assess unintended consequences such as social, political, environmental, or gender-related harms.
- Identify and address risks of programming activities that could reinforce gender, socioeconomic, or ethnic relations.
- Promote safety and dignity, particularly for marginalized or at-risk groups, including women, girls, and minorities.
- Ensure participation by including voices from women and women's groups, in design, implementation, and review processes.

Examples of a potential unintended harm:

- An updated database or classification framework (e.g., a national food registry) does not collect or disaggregate data by sex, missing opportunities to identify participation gaps or address structural inequalities.
- Technical manuals and training materials on a new ICT data system includes only case studies and images with men.

3) Examples of outputs or budget allocations with the main objective of advancing GESI:

- **Human Resources:**
 - Salary for a GESI expert;
 - Percentage of salary for professional personnel with gender-specific responsibilities and deliverables in their JD/ToR, commensurate with the percentage of time allocated to these responsibilities and deliverables.
- **Specific capacity buildingknowledge product activities and initiatives in-scope:**
 - Capacity development linked to scalability and market uptake: Training for industrial stakeholders, supply chain actors, or SMEs on GESI-responsive operational practices directly applicable to scaling or replicating the demonstration project technology/service.
 - Targeted events to unlock market opportunities: Sector-focused events showcasing women's technical and entrepreneurial project's roles in the demonstration project's value chain, designed to attract investors, partners, or buyers.
 - Expanding beneficiary participation through outreach to women's business associations, youth networks, and underrepresented groups, alongside vocational and technical skills training tied to concrete employment or contracting opportunities within demonstration projects (e.g. in supply chains, procurement, service delivery, equipment installation, maintenance, or quality control)
 - Specific Examples of Outputs (Main Objective: Advancing GEEW and Demonstration Project Uptake)
 - Education and Training:
 - On-site technical training for women (e.g. in clean hydrogen equipment operation) linked to project scale-up phases, complemented by capacity-building workshops for women-owned SMEs to enhance participation in supply chains and service contracts of the demonstration project.
 - Support to Women Entrepreneurs:
 - Matchmaking sessions organized directly by the demonstration project to help the scalability within women's led enterprises and investors.

Note A: If initiatives are embedded in a broader component, the allocated budget should be commensurate with the percentage of gender-specific initiatives included therein.

Note B: Merely stating that beneficiaries are “from all genders”, “women and men”, or that they are “...including women” does not suffice to label a component gender-specific, gender-responsive or gender-mainstreamed.

Calculation Example: A project (component) on SME upgrading and access to finance in a region where only 15% of SMEs in the manufacturing sector are women-led.

- Total project (component) budget: EUR 2,000,000
- Project (component) beneficiary target of at least 40% of women-led SMEs
- Output: Pitch event for gender-lens investors: EUR 30,000
- Output: Capacity building for policymakers on enhancing representation of SMEs in the value chain includes a session on gender or mainstreams gender, commensurate to approx. 10% of the entire training: EUR 15,000.

Item	Calculation	Amount
Gender-specific overall beneficiary share: 40% - 15% = 25%	25% of project (component) budget of 2,000,000	500,000
Gender-specific pitch event	100% of pitch event budget of EUR 30,000	30,000
Gender-mainstreamed capacity building	10% of capacity building session budget of 15,000	1,500
TOTAL		531,500

4) Please see the [UNIDO Gender Mainstreaming Guide](#) for further information on how to conduct a gender analysis, as well as for examples and guidance on how to design gender- responsive and gender-transformative projects and programmes.

5) Please refer to the brief [Guide on Gender Disaggregation of IRPF Indicators](#) for further information.

GENDER EQUALITY & SOCIAL INCLUSION (GESI) ILLUSTRATIVE ACTION PLAN

This chapter outlines an illustrative **Gender Equality and Social Inclusion (GESI) Action Plan** for A2D Facility supported demonstration projects, focusing on its core GESI components. This proposed GESI Action Plan is intended as a reference and inspiration for Supplier Project Management Teams (Supplier PMTs) to support the development of project-specific GESI Strategies and tailored indicators. The Action Plan provides optional tools and approaches for identifying and addressing gender and social inclusion risks, while promoting equitable opportunities and inclusive development outcomes.

Key components of the plan include strategies to minimize gender disparities, enhance social inclusion, and address the barriers faced by marginalized groups – including women, youth, persons with disabilities, Indigenous Peoples, Migrants - in accessing benefits, resources, and opportunities. The plan also outlines measures to safeguard the health, safety, and well-being of all community members throughout the project lifecycle.

A detailed list of measures with corresponding examples of indicators is provided below for reference and illustration, in a table format. Indicators are illustrative and should be tailored by Supplier PMTs based on GESI and disability assessments during project design.

A sample list of suggested GESI measures and illustrative indicators is presented below in table format. These indicators are non-prescriptive and are provided as examples that Supplier PMTs can draw from and adapt to their specific project contexts, based on findings from their Gender Equality and Social Inclusion Analysis (GESIA) and any disability inclusion assessments. The indicators are not mandatory but should inform each project’s efforts to mainstream GESI and disability inclusion across all phases.

Each demonstration project supported under the A2D Facility will be required to conduct a GESIA and develop its own GESI Action Plan (GESI AP), tailored to its unique context, scope, and intent. The selection of specific GESI indicators should be grounded in project-level analysis, enabling the establishment of realistic and relevant baselines, targets, and benchmarks, to be agreed upon in coordination with the A2D Facility team.

Generally, projects supported under the A2D Facility will have a six-month time frame from the start of project implementation to submit their respective GESI requirements. Projects will report annually and quarterly upon agreement with Project Management Teams.

All supported projects must report against a gender output indicator included in the project’s Logframe and in their Action Plans. This indicator must comply with UNIDO Gender Marker 2 requirements and align with the OECD-DAC Gender Equality Policy Marker Score 1 throughout the project cycle.

Likewise, all supported projects are required to incorporate at least one disability-inclusive output indicator in their Logframe and Action Plans. This indicator should align with the OECD-DAC Disability Inclusion Policy Marker Score 1, ensuring that disability inclusion is intentionally mainstreamed across the project cycle in a context-relevant manner.

TABLE A4-1: GESI Illustrative Action Plan							
THEMATIC AREA	GESI RISKS / IMPACT	PROPOSED MITIGATION GESI ACTION / MEASURES	RESPONSIBILITY ▼		Timeline, including frequency, start and end date* tailored to each project	Suggested Indicators	Targets * to be designed by each Project
			▪ Implementation	▪ Supervision			
 CROSS CUTTING THE FOUR THEMATIC AREAS	GESI Gap in different projects in institutional & participants level	1. Screening Phase During the Screening Phase, the focus is on identifying potential investment opportunities and conducting initial screenings for GESI considerations of potential demonstration projects to be supported. Key Actions in the screening Stage: ▪ GESI Screening Checklist: Use a checklist to assess whether potential interventions align with GESI principles.	A2D Facility (Each Project Lead, Monitoring, Evaluation and Reporting Project Administrator and GESI – ESS Project Administrator).	A2D Facility (Monitoring, Evaluation and Reporting Project Lead and GESI – ESS Project Lead).	Evaluation of Proposals.	▪ Number of project proposals received with GESI action plans. ▪ Number of GESI screenings held towards GESI evaluation criteria. ▪ Scoring threshold. ▪ Number of potential interventions selected for the next steps.	
		2. Designing Phase In the Designing Phase, the focus shifts to conducting detailed GESI assessments and developing action plans that address identified gaps. ▪ Initial Stakeholder Mapping: Identify key stakeholders, including marginalized and vulnerable groups, who may be impacted by the investment. ▪ GESI Assessment: Evaluate potential risks related to gender inequality or social exclusion that could arise from the intervention. ▪ GESI Terms of Reference: Conduct a comprehensive assessment to identify specific gender and social inclusion issues associated with the intervention. Gender-responsive Terms of References (TORs) will be used to mainstream gender when hiring consultants or involving experts, when necessary.	Supplier Project Management Teams.	A2D Facility GESI-ESS Lead.	Generally at Deliverable 1: Inception Report. No later than 6 months for project implementation starts.	▪ Number of key stakeholders identify. ▪ Number of assessments held. ▪ Number of reports submitted. ▪ Number of consultants hired. ▪ Number of stakeholders mapped that represent persons with disabilities or organizations of persons with disabilities (OPDs). ▪ Number of disability-inclusive GESI risk assessments conducted. ▪ Number of disability-aware Terms of Reference (ToRs) drafted (e.g. requiring experience in inclusive participation).	
		3. Development Stage The Development Phase involves the implementation, monitoring, and evaluation of the GESI Action Plan. Key Actions in the Development Phase: ▪ GESI Analysis and GESI Action Plan: Based on the assessment findings, develop a detailed action plan that outlines specific measures to address GESI gaps. ▪ Stakeholder Engagement Plan: Engage with local communities, civil society organizations, and other stakeholders to ensure their input is reflected in the action plan. This could take the form of targeted consultations e.g. Focus Group Discussions.	Supplier Project Management Teams.	A2D Facility GESI – ESS Project Lead.	As per agreed in contracts and reporting quarterly and annually.	▪ Number of GESI Action Plan developed. ▪ Number of Stakeholder engagement workshops held. ▪ Number of consultations held that include participants with disabilities. ▪ Percentage of accessibility accommodations made in consultation processes (e.g., sign language, accessible venues, materials in braille or large print). ▪ Number of measures in the GESI Action Plan that specifically address access and participation of persons with disabilities.	
		4. Implementation Stage Following the selection and screening of intervention after going through the above 3-stages of de-risking activities there is opportunity for GESI extant impact enhancement through the following action items. ▪ Implementation of GESI Action Plan: Ensure that the actions outlined in the GESI Action Plan are carried out effectively. ▪ Monitoring and Evaluation: Track the progress of GESI initiatives using predefined indicators and metrics. Regularly assess the impact of the investment on gender equality and social inclusion. ▪ Reporting and Learning: Document the outcomes and lessons learned from the GESI implementation process. Share knowledge and best practices with other stakeholders. Document the outcomes and lessons learned from the GESI implementation process. Share knowledge and best practices with other stakeholders.	Supplier Project Management Team.	A2D Facility GESI – ESS Project Lead.	As per agreed in contracts and reporting quarterly and annually.	▪ Number of GESI Action Plan implemented. ▪ Number of good examples created regarding GESI. ▪ Number of GESI KPIs evaluated in interventions. ▪ Number of knowledge dissemination results and lessons learned shared with stakeholders. ▪ Number of barriers identified that were addressed to improve access/participation? ▪ Number of GESI Action Plan measures implemented that include persons with disabilities.	

TABLE A4-1: GESI Illustrative Action Plan							
THEMATIC AREA	GESI RISKS / IMPACT	PROPOSED MITIGATION GESI ACTION / MEASURES	RESPONSIBILITY ▼		Timeline, including frequency, start and end date* tailored to each project	Suggested Indicators	Targets * to be designed by each Project
			▪ Implementation	▪ Supervision			
 CROSS CUTTING THE FOUR THEMATIC AREAS	GESI Gap in different projects in institutional & participants level					▪ Number of barriers identified and removed to improve access/participation of persons with disabilities (e.g., physical access, communication formats, employment practices). ▪ Number of community engagement processes that actively include OPDs and disability advocates. ▪ Percentage of project benefits accessed by persons with disabilities (tracked disaggregated by disability, gender, age). ▪ Number of feedback/grievance cases submitted by or involving persons with disabilities.	
	GESI irresponsible culture & environment workplace	Consideration of GESI dimensions in all decision-making processes (e.g., efforts to achieve gender balance/representation in such processes). These includes. ▪ GESI-Sensitive Recruitment. ▪ Gender Equitable Provisions (Maternity Leave/ paternity leave), • Obligation to ensure hiring women and other intersectional groups. ▪ Obligation to ensure a percentage of women and other intersectional group in senior management level. ▪ Sexual harassment grievance mechanism. ▪ Establish a GESI technical unit to oversee e-flow strategy, that will maintain communication/interaction with all major stakeholder groups affected by the project, including those representing communities and biodiversity conservation interests, and importantly including those within the project affected area.	Supplier Project Management Team.	A2D Facility GESI – ESS Project Lead.	As per agreed in contracts and reporting quarterly and annually.	▪ YES/NO a GESI Consultant is hired. ▪ Percentage of women & other intersectional group recruited. ▪ Number of cases reported in grievance mechanism. ▪ GESI related indicator in PMS of every staffs. ▪ GESI related questions & personal in interview panel. ▪ Percentage of staff trained on disability-inclusive GESI practices. ▪ Existence of a workplace reasonable accommodation policy for staff with disabilities. ▪ Number of recruitment campaigns with targeted outreach to persons with disabilities. ▪ Existence of zero-discrimination and disability-sensitive grievance mechanisms. ▪ Representation of persons with disabilities in project governance/oversight bodies.	
	Lack of knowledge & capacity in regards of GESI	The A2D Facility mandate capacity building training for all A2D Facility & project staff's, contractor & other stakeholder on GESI. Striving for gender parity among personnel through a gender-responsive recruitment process at the program-level and activity-level, and providing training (for example, at the program-level, sharing GESI training courses through UNIDO Learning and from other online channels) to raise awareness on gender issues among staff at the program-level.	Supplier Project Management Teams and for A2D Facility Project Teams UNIDO and GESI – ESS Project Lead.	A2D Facility GESI – ESS Project Lead.	As per agreed in contracts and reporting quarterly and annually.	▪ Number of modules & manual developed. ▪ Number of participants in the training session and/or thematic events (sex, age-, race-, ethnicity- disability- and geographical disaggregated). ▪ YES/NO and number of events that include discussion on innovation for gender equality and social inclusion aspects of the climate innovation interventions, as well as the discussion of gender, youth and IPLCs issues. ▪ Number of participants at virtual meetings (sex, age-, race-, ethnicity- disability- and geographical disaggregated).	

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 CROSS CUTTING THE FOUR THEMATIC AREAS	Lack of knowledge & capacity in regards of GESI					▪ Gender sensitization during trainings for M&E system; an alternative is to use the “I know gender” UN course or similar course. ▪ Percentage of women, youth, persons with disability and other marginalized groups participating in training programs, project activities, and employment opportunities within A2D Facility.	
	GESI blind project impact on the total gender equitable result	Gender transformative project designing The Overall GTA shall entail. ▪ A Gender Analysis in thematic area tailored to the country’s intervention; and try to identify who does what, when & where; who has access to what & control on what; what influences the division of labour& the access of control. ▪ A gender gap analysis in value chain mapping. ▪ Identify and address the different needs of women, men and other marginalized intersectional group ▪ Integrate gender into project components (objective, outcomes, outputs) and reflect this in the log frame. ▪ Develop gender specific targets and/or sex disaggregated indicators that measure performance and impact. ▪ Identify and consult with women’s and other marginalizes groups associations or stakeholders concerned with gender and social issues. ▪ Allocate sufficient financial resources for activities that promoted gender equality and the empowerment of women and social inclusion. ▪ Identify any gender related risks or adverse impacts and provide measures to avoid or minimize them. ▪ Designing tools in sectors (Individual, household, community & structure). ▪ Ensure engaging Men & Boys approaches. ▪ Project Outcome, output, activities and Result Framework should include gender dimension. ▪ For accountable everyone a matrix management will be ensured For transformative change GESI have to be owned to alto ensure this GESI related performance indicator have to for all the management people. ▪ Implementation of high-impact innovation inclusive initiatives (through A2D Facility projects).		A2D Facility GESI – ESS Project Lead.		▪ Number of GESI Analysis Assessment reports tailored to the intervention context. ▪ Number of programme participants by intersectional group (sex, age, ethnicity, disability etc.) are gender sensitive. ▪ Percentage of women & other marginalized intersectional. ▪ group get opportunity to IGA (Income Generating Activity). ▪ Percentage of men & boys perform gender equitable behavior. ▪ Number of project components integrating GESI. ▪ Number of GESI specific indicators. ▪ Number of consultations held. ▪ GESI responsive budget. ▪ Number of identified GESI related risks. ▪ Number of mitigation measures identified. ▪ Number of designed tools. ▪ Number of GESI IRPF indicators. ▪ Number of high impact and innovative inclusive initiatives being expected to impact on women, youth, persons with disability and marginalized communities.	
	Gender Irresponsive Monitoring system	A2D Facility will incorporate gender dimensions in data collection, such as disaggregating data by gender and organization-level in supported activities, identifying whether outputs and activities are gender-responsive, and including a gender-related output indicator in the program’s monitoring and reporting framework provide additional details and refine the Project’s approach on biodiversity offset design. It includes: ▪ Disaggregated data (Gender, Age, Disability). ▪ Gender Indicator in M&E Framework & Result Framework. ▪ Quantitative & Qualitative both indictors and assessment tools.	Supplier Project Management Teams.	A2D Facility GESI – ESS Project Lead.	As per agreed in contracts and reporting quarterly and annually.	▪ Number of GESI responsive Indicator developed. ▪ Number of GESI Disaggregated data developed.	

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			▪ Implementation	▪ Supervision			
 CROSS CUTTING THE FOUR THEMATIC AREAS	GESI blind communication & stakeholder engagement plan impact on the whole process	The Supplier Project Management Team’s Communication and Stakeholder Engagement Strategy will incorporate GESI principles, ensuring that communication materials, campaigns, and engagement processes are accessible, inclusive, and reflective of diverse audiences.	Supplier Project Management Teams.	A2D Facility GESI – ESS Project Lead.	As per agreed & context base.	▪ Number of GESI responsive material developed. ▪ Number of marginalized people engaged in the consultation workshop. ▪ Number of women, youth, persons with disability lead agency have networked. ▪ (Yes/No) Webpage includes a dedicated section specifically focused on the intersection of GESI and clean energy innovation projects.	

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 CROSS CUTTING THE FOUR THEMATIC AREAS	Lack of intersectional group in labor Force Participation, Access to Employment.	A2D Facility will ensure Gender-responsive work environment by promoting adherence to hiring targets for women and marginalized groups in pilot projects to promote equal employment opportunities. ▪ Equitable Compensation and Safeguards: Promoting adherence to standards to prevent wage gaps and unsafe conditions for marginalized groups in mining and processing activities. ▪ Implementation of high-impact innovation inclusive initiatives (through A2D Facility projects).	Supplier Project Management Teams.	A2D Facility GESI – ESS Project Lead.	As per agreed & context base.	▪ Number of women, youth, persons with disabilities & marginalized intersectional group have employed in this sector. ▪ Percentage of participation increased in decision making process of women, youth, persons with disabilities. ▪ The percentage of people who have equal pay. ▪ Number of high impact and innovative inclusive initiatives being expected to impact on women, youth, persons with disabilities. ▪ Number of grievance mechanisms established and accessed by marginalized groups for workplace rights and safety. ▪ Number of community outreach activities targeting disabled persons and marginalized groups on labor rights and employment opportunities. ▪ Percentage of suppliers meeting inclusive procurement criteria related to marginalized groups.	

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			▪ Implementation	▪ Supervision			
 CLEAN HYDROGENS	GESI Underrepresentation of Women in Energy and Hydrogen Sectors, Lack of policy supporting women in Clean Hydrogen, lack of women's access to training	A2D Facility will promote and connect stakeholders in order to boost: ▪ STEM Education and Training for Women and Marginalized groups: promoting scholarships and technical training for women and youth in hydrogen-related STEM fields to bridge the skills gap and encourage workforce diversity. ▪ Inclusion of Minority-Owned Enterprises: Developing inclusive bidding practices and partnerships that prioritize small and minority-owned businesses in hydrogen infrastructure projects. ▪ Community Consultations: Holding public consultations with local communities to assess their needs and mitigate potential negative impacts of hydrogen projects on local economies and ecosystems. ▪ Guide the companies to cross check the inbuild energy policies to mainstream gender. Incorporating gender perspectives into energy policy development can help ensure that women benefit equally from the clean hydrogen economy. This includes promoting women in leadership roles, improving access to training and mentorship, and ensuring women have access to the economic opportunities provided by the clean energy transition. ▪ Implementation of high-impact innovation inclusive initiatives (through A2D Facility projects).	Supplier Project Management Teams.	A2D Facility GESI – ESS Project Lead.	As per agreed & context base.	▪ Number of women, youth, persons with disabilities & marginalized intersectional group have employed in this sector. ▪ Percentage of participation increased in decision making process of women, youth, persons with disabilities. ▪ The percentage of people who have equal pay. ▪ Number of high impact and innovative inclusive initiatives being expected to impact on women, youth, persons with disabilities. ▪ Number of grievance mechanisms established and accessed by marginalized groups for workplace rights and safety. ▪ Number of community outreach activities targeting disabled persons and marginalized groups on labor rights and employment opportunities. ▪ Percentage of suppliers meeting inclusive procurement criteria related to marginalized groups.	

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			▪ Implementation	▪ Supervision			
 SMART ENERGY	Underrepresentation of Women in Smart Energy Sectors, Lack of policy supporting women in smart energy sector, lack of access to training	A2D Facility will promote when possible: ▪ Microfinance and Small-Scale Funding Access: Developing microfinance programs tailored to women entrepreneurs and marginalized communities to support their involvement in smart energy projects. ▪ Capacity-Building and Technology Training: Offering technical training on smart energy technologies to women and youth, helping to dismantle gender barriers in this field. ▪ Regional Initiatives: Some regional organizations are focusing on addressing gender disparities in energy access and technology deployment. For example, the African Development Bank has launched initiatives aimed at empowering women in renewable energy, including projects related to energy storage and smart grids. ▪ Smart Energy and Gender Equality: Opportunities for Change. ▪ Empowering Women through Smart Technologies: The deployment of smart energy technologies offers a unique opportunity to reduce gender inequalities, particularly in areas like access to energy and data. For example, smart meters and energy management systems can be designed to cater to women's specific energy needs, improving energy access for households where women are the primary energy users.	Supplier Project Management Teams.	A2D Facility GESI – ESS Project Lead.	A2D Facility Project Administrator.	▪ Number of women, youth, persons with disabilities & marginalized intersectional group have employed in this sector. ▪ Percentage of participation increased in decision making process of women, youth, persons with disabilities. ▪ The percentage of people who have equal pay. ▪ Number of high impact and innovative inclusive initiatives being expected to impact on women, youth, persons with disabilities. ▪ Number of grievance mechanisms established and accessed by marginalized groups for workplace rights and safety. ▪ Number of community outreach activities targeting disabled persons and marginalized groups on labor rights and employment opportunities. ▪ Percentage of suppliers meeting inclusive procurement criteria related to marginalized groups.	

CROSS CUTTINGCRITICAL MINERALSCLEAN HYDROGENSMART ENERGYINDUSTRIAL DECARBONIZATION

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			▪ Implementation	▪ Supervision			
 SMART ENERGY	Underrepresentation of Women in Smart Energy Sectors, Lack of policy supporting women in smart energy sector, lack of access to training	▪ Decentralized Energy Solutions: Smart energy technologies can empower women in off-grid or rural areas by providing affordable, decentralized energy solutions such as solar home systems, mini-grids, and smart appliances that improve energy efficiency and reliable energy systems that can lead to more equitable energy outcomes, improving both access and affordability. This includes ensuring women are involved in planning and decision-making processes for smart energy systems and policies. ▪ Implementation of high-impact innovation inclusive initiatives (through A2D Facility projects).					

CROSS CUTTINGCRITICAL MINERALSCLEAN HYDROGENSMART ENERGYINDUSTRIAL DECARBONIZATION

TABLE A4-1: GESI Illustrative Action Plan							
THEMATIC AREA	GESI RISKS /IMPACT	PROPOSED MITIGATION GESI ACTION / MEASURES	RESPONSIBILITY ▼		Timeline, including frequency, start and end date* tailored to each project	Suggested Indicators	Targets * to be designed by each Project
			▪ Implementation	▪ Supervision			
 INDUSTRIAL DECARBONIZATION	Underrepresentation of Women in industrial Decarbonization Sectors, Lack of policy supporting women in this sector, lack of access to training	▪ Promote STEM Education for Women: Increasing access to education and training for women, especially in clean technologies, energy efficiency, and clean manufacturing, will be crucial in closing the gender gap in industrial decarbonization. ▪ Inclusive Workforce Transition: As industries decarbonize, it is essential to ensure that women have equal access to new job opportunities through reskilling programs, mentorship opportunities, and gender-sensitive job creation strategies in green industries. ▪ Data Collection and Monitoring: To effectively address gender disparities, developing countries should prioritize the collection of gender-disaggregated data on industrial decarbonization initiatives to better understand the gendered impacts of policies and technologies. ▪ Development and adoption of frameworks to measure inclusivity benefits of the supported interventions adherent to GESI methodologies ▪ Implementation of high-impact innovation inclusive initiatives (through A2D Facility projects).	Supplier Project Management teams.	A2D Facility GESI – ESS Project Lead.	As per agreed & context base.	▪ Number of women, youth, persons with disabilities & marginalized intersectional group have employed in this sector. ▪ Percentage of participation increased in decision making process of women, youth, persons with disabilities. ▪ The percentage of people who have equal pay. ▪ Number of high impact and innovative inclusive initiatives being expected to impact on women, youth, persons with disabilities. ▪ Number of grievance mechanisms established and accessed by marginalized groups for workplace rights and safety. ▪ Number of community outreach activities targeting disabled persons and marginalized groups on labor rights and employment opportunities. ▪ Percentage of suppliers meeting inclusive procurement criteria related to marginalized groups.	

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