Project Management Group

ROGUN HYDROPOWER PROJECT

Appendix A: Gender Action Plan

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1. Gender Action Plan

Acronyms

Acronym	Term
CoC	Code of Conduct
CWFA	Committee on Women and Family Affairs
DLEO	District Livelihood and Engagement Officer
DWFA	Department for Women and Family Affairs
ESCP	Environmental and Social Commitment Plan
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
FGD	Focus Group Discussion
GAP	Gender Action Plan
GBV	Gender-Based Violence
GFP	Gender Focal Point
GoT	Government of Tajikistan
GRP	Gender Referral Pathway
GRM	Grievance Redress Mechanism
HPP	Hydro Power Project
HR	Human Resources
H&S	Health and Safety
KII	Key Informant Interview
LMP	Labor Management Plan
LRP	Livelihood Restoration Plan
MoLMEP	Ministry of Labor, Migration and Employment of Population of the. Republic of Tajikistan
NGO	Non-governmental Organization

Acronym	Term
PAP	Project Affected Person
PIU	Project Implementation Unit
PMG	Project Management Group for Energy Facilities Construction under the President of the Republic of Tajikistan
RAP	Resettlement Action Plan
RLRF	Resettlement and Livelihood Restoration Framework
SEA	Sexual Exploitation and Abuse
SH	Sexual Harassment
STDs	Sexually Transmitted Disease
TA	Technical Assistance
UN	United Nations
UNDHR	Universal Declaration of Human Rights

Introduction

The Gender Action Plan (GAP) has been developed based on the findings outlined in the Gender Gap Assessment. The GAP sets out specific actions to address gender-based violence/sexual exploitation and abuse/sexual harassment (GBV/SEA/SH) related risks and impacts during project construction and operation and enhance women's access to project opportunities and benefits. Responsible parties, resources required to implement the actions and monitoring indicators have also been listed for each of the actions proposed.

The GAP categorizes recommended actions under the following priority areas:

- Addressing GBV/SEA/SH risks at or near the Rogun HPP project site, in the three entities involved in the implementation of the Rogun project[1] and the engineering, procurement and construction (EPC) contractors, and at or near resettlement sites.
- Developing economic and social opportunities for project affected women and girls.
- Creating greater opportunities for women as workers/employees at the Rogun project site and with the three entities involved in the implementation of the Rogun project.

Objectives of the GAP

The objectives of the GAP are to support the effective management of gender related risks and impacts and support the generation of positive outcomes and benefits for women and girls effected by the project in line with international standards.

Roles and Responsibilities for Implementation of the GAP

It is recommended that a third-party, appropriately experienced gender consultant is engaged by the project as a Gender Program Manager and embedded within the Project Management Group (PMG) for Energy Facilities Construction under the President of Tajikistan (PMG) to oversee the implementation of actions recommended within the GAP (see section A 'Additional Staffing' in Table 1-1 below). The diagnostics recommended under component 3 would require hiring specialist firms to help the program set up suitable baselines. This should be overseen by the Gender Program Manager.

The roles and responsibilities of the key parties involved in overseeing delivery of the GAP are described below.

Gender Program Manager (embedded within Open Joint Stock Company OJSC Rogun HPP (Rogun JSC) as the Gender Focal Point)

The roles and responsibilities of the Gender Program Manager are likely to include:

- Implementing tasks for social / gender impact mitigations defined under the GAP, Stakeholder Engagement Plan (SEP), Labor Management Plan (LMP) and other Project management plans.
- Oversee the development and implementation of safeguarding policies.
- Oversee the development of a gender sensitive Grievance Redress Mechanism (GRM) aligned with international standards.

[1] Rogun Open Joint Stock Company (OJSC), Rogun Project Management Group (PMG) and State Enterprise Directorate of the Flooding Zone (DFZ) of the Rogun HPP

- Working with a third-party sensitive grievance officer, oversee the management of sensitive grievances, addressing and confidential reporting on these appropriately.
- Monitor and report on the presence or absence of violation cases in relation to GBV/SEA/SH policies.
- Support or oversee the development of relevant policies and procedures relating to GBV/SEA/SH and non-discrimination.
- Support or oversee the development of induction and training materials relating to GBV/SEA/SH and non-discrimination.
- Work closely with the Committee on Women and Family Affairs (CWFA) / Department for Women and Family Affairs (DWFA), service providers and other relevant stakeholders to coordinate, manage and monitor gender actions.
- Coordinate with gender focal points based within EPC contractors and District Livelihood and Engagement Officers (DLEOs) based within communities to oversee implementation of gender-related actions and monitoring of grievances.
- Oversee procurement of required expertise to provide diagnostic studies, where required, to set baselines.
- Report to the lenders on sensitive grievances in line with the lenders' incident reporting guidelines.

Third party sensitive grievance officer

An independent, third-party sensitive grievance officer experienced in dealing with GBV/SEA/SH issues and with specialized training in safeguarding policies and procedures will be engaged to:

- Work with the Gender Program Manager to support the establishment and implementation of a sensitive GRM as described in the GAP, SEP and LMP.
- Support the Gender Program Manager in the development of GBV/SEA/SH training materials to be delivered to all workers including on the GRM and Gender Referral Pathway (GRP).
- Manage the handling of sensitive grievances, serving as the first point of contact in the sensitive grievance procedure, recording grievances in a separate sensitive grievance log book, appropriately referring survivors to service providers, overseeing investigations where relevant and reporting into the Gender Program Manager / Rogun JSC senior management as appropriate.
- Support in the identification, monitoring and reporting on GBV/SEA/SH risks.
- Ongoing monitoring of the support and safety needs of survivors and any witnesses and/or whistleblowers.

EPC Contractor Gender Focal Points

It is recommended that each of the main EPC contractors (per Lot) assign a member of staff (female where possible) to serve as a Gender Focal Point. Their roles and responsibilities will include:

- Complete training on gender sensitization, gender aspects of the Code of Coduct (CoC), the GRM and GRP and serve as a key contact on gender aspects within each EPC contractor.
- Support with the roll out of communication on gender-related aspects, the GRM, opportunities for women etc. within each contractor.
- Support with the roll out of GBV/SEA/SH training (working with the Gender Program Manager) within each contractor, serving as a key contact point for staff.

- Report sensitive grievances (if raised) to the third-party sensitive grievances officer for addressing.
- Report into the Gender Program Manager on any concerns or opportunities that are identified within the respective contractor workforce.
- Work with the Gender Program Manager to identify opportunities to showcase female employees and the range of roles that they are engaged in.
- Work with the Gender Program Manager to identify and promote employment opportunities (within contractors and sub-contractors) that can be promoted to women in inclusive ways (working with partners as outlined in Table 1-1 below).

Directorate of Flooding Zone of Rogun HPP (DFZ)

DFZ is mandated with two major responsibilities (i) resettlement of the affected population and (ii) provision of the construction of the communal infrastructure. As part of its responsibilities regarding resettlement, it has a key role to play in delivery of the GAP, including the following.

- Overseeing the management of GBV/SEA/SH risks and the development of opportunities for resettled women and girls.
- A gender specialist, ideally a female specialist, will be required within DFZ to support on the economic and social opportunities of women and liaise with the Gender Program Manager at Rogun JSC for the implementation of GAP.
- The DLEOs (below) should be guided by the Gender Specialist of DFZ in Dushanbe on supporting the implementation of GAP, SEP, Resettlement Action Plan (RAP) and Livelihood Restoration Plans (LRPs).

District Livelihood and Engagement officers (DLEOs)

The engagement by DFZ of one DLEO and one assistant DLEO in each district (one female, one male within the impacted districts of Rasht, Rogun City, Nurobod, Faizobod, Tursunzoda, Dangara, and Rudaki) is proposed to serve as key conduits supporting ongoing engagement with communities. In relation to gender, it is proposed that their roles and responsibilities include:

- Work closely with CWFA district representatives and Women's Councils to support the implementation of gender related actions and outcomes.
- Support the dissemination of gender-related information within their districts (e.g. relating to GBV/SEA/SH and the sensitive GRM as well as social and economic opportunities for women and girls).
- Support in the collection of GBV/SEA/SH related sex-disaggregated health and safety data within the districts.
- Support with the communication of employment opportunities (working with partners) targeting women.
- Support with ongoing consultation with women focused on impacts, concerns and opportunities.
- Report / refer any sensitive grievances raised to the sensitive grievances officer.
- It is recommended that DLEOs liaise closely with district DWFA officers on gender-related aspects.

Ministry of Labour, Migration and Employment (MoLMEP)

- The Ministry of Labor, Migration and Employment of the Population (MoLMEP) is responsible for livelihood support and restoration activities. As such, it has a key role to play in delivery of the GAP including the development of social and economic opportunities for women through livelihood restoration processes.

Partners

- Key to successful implementation of the GAP will be effective working relationships with partners, including those already working to support women within the project affected communities, either through the provision of GBV/SEA/SH services and advice or through the delivery of initiatives and programs focused on women's access to social and economic opportunities. Of note at the district and village level are the Department of Women' Affairs (DWFA) district representatives, Women's Councils within villages and the Inter-Agency Working Group on Prevention of Domestic Violence (IAWG).

Table 1-1 - Rogun HPP Gender Action Plan

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
A	**Additional staffing and nomination of gender focal points across different stakeholders.**					
1	Assign an appropriately trained gender focal point (GFP) to be embedded within senior management at Rogun JSC as a Gender Program Manager. They will oversee gender aspects of resettlement and livelihood restoration as well as sensitive grievances.	Appropriate gender focal point engaged. Roles and responsibilities clearly defined including the management and monitoring of GBV/SEA/SH risks in line with lender standards. GFP trained on project Grievance Redress Mechanism (GRM) and Gender Referral Pathway (GRP).	Rogun JSC	Upon project becoming effective / as per ESCP.	Recommended that an expert third party gender specialist is hired to be embedded within the Rogun JSC and work closely with partners including CWFA / DWFA as appropriate.	Specific to this GAP. Anticipated required budget of $25,000 per annum throughout construction and operation.
2	Assign an appropriately trained and experienced third-party sensitive grievances officer to handle sensitive grievances and report into senior	Appropriate third-party sensitive grievances officer engaged and onboarded.	Rogun JSC	No later than 60 days after project becomes effective and as per SEP/ESCP.		SEP Budget allocation of $25,000 per annum proposed within the SEP.

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
	management within Rogun JSC including the GFP. The sensitive grievances officer must have experience dealing with GBV/SEA/SH issues and specialized training in safeguarding policies and procedures.					
3	Assign / train in gender aspects community-based District Livelihood and Engagement officers (DLEO) within DFZ to work closely with partners and serve as gender focal points within the community (two per district, one male and one female).	District Livelihood and Engagement officers (DLEO) assigned and trained within each district. Communication to raise awareness within communities of gender focal point and GRM processes.	DFZ	No later than 60 days after project becomes effective and as per SEP/ESCP.		SEP $20,000 per annum per DLEO proposed within the SEP.
B	**Build capacity to address GBV/SEA/SH risks at or near the Rogun HPP project site, resettlement sites, within the three entities implementing the Rogun HPP project and EPC contractors.**					

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
1	Request each of the main EPC contractors and the three implementing agencies for Rogun HPP to assign a female employee (where possible) to serve as a social specialist / gender focal point. Gender focal points to be trained in gender aspects and serve as a key contact on gender aspects and liaise with the GFP based within Rogun JSC.	Gender focal point assigned in each contractor. GFPs undertaken training on Code of Conduct (CoC), GRM and GRP.	EPC contractors Rogun PMG DFZ Rogun JSC GFP to deliver training	Upon project becoming effective and as per the ESCP.		Specific to this GAP. No additional cost anticipated – responsibility assigned to existing EPC contractor staff.
2	Include appropriate clauses relating to GBV/SEA/SH in a Code of Conduct (CoC) applicable to all project workers and staff including security staff.	CoC developed that meets lender standards and includes GBV/SEA/SH issues.	Rogun JSC DFZ Rogun PMG	No later than 60 days after project becomes effective and as per LMP.	Recommended Code of Conduct including GBV/SEA/SH aspects included in the Labor Management Plan (2023).	LMP No additional cost for gender factors.

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
	Explicitly prohibit sexual interaction of any kind with underage persons in the CoC.					
3	Require contractors, suppliers and service providers to fully comply with the Rogun HPP Code of Conduct.	Contractual agreements that outline provisions and requirements. Records of implementation.	Rogun JSC	No later than 60 days after project becomes effective and as per LMP		LMP No additional cost for gender factors.
4	Develop a gender-sensitive project grievance redress mechanism (GRM) for external stakeholders (including local community) and project workers. Make information on the GRM / GRP publicly available and build awareness.	A GRM developed that includes: • Provisions for anonymous submissions • How GBV/SEA/SH issues will be handled • How severe cases will be referred • Roles and responsibilities for management and monitoring of the GRM. Establish channels for reporting grievances, including: • Email address	Rogun JSC GFP Third party GRM specialist EPC GFPs	No later than 60 days after project becomes effective and as per LMP/ SEP/ Resettlement and Livelihood Restoration Framework (RLRF).	Consider a third party to support / oversee the management of grievances.	LMP (workers). RLRF (community). Additional gender related costs include communication of the sensitive GRM availability and processes. Recommend an estimated allowance of $1,000 USD per

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
		• Online platform for submissions • Phone number / WhatsApp • Written address • Grievance boxes Communication on the GRM. Consider: • Project website • Social media • WhatsApp • Internal news boards • Posters in public places and facilities including medical clinics and community notice boards. • Information distributed via service providers and local jamoats / village heads / women's councils and GBV/SEA/SH service providers including DWFA. • Number of engagement activities to inform stakeholders of the GRM.				annum throughout construction and operation for communication materials. Management of sensitive GRM within allocated resources as per section A above.

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
5	Develop and implement a Gender Referral Pathway (GRP) that includes the process and procedures for reported GBV/SEA/SH cases. Collaborate and explore opportunities to support local GBV/SEA/SH service providers and jamoats / local government working groups to identify opportunities to manage GBV/SEA/SH risk at the project site or within project affected communities.	A project GRP developed. Number of engagements with local GBV/SEA/SH service providers. Actions taken in collaboration with GBV/SEA/SH service providers to reduce and manage GBV/SEA/SH risks. Support provided to increase the capacity of local service providers and better manage GBV/SEA/SH risk.	Rogun JSC GFP	Upon project becoming effective and as per the ESCP	Noting that the capacity and resourcing of service providers is identified as a key gap in the Gender Assessment.	Specific to this GAP. Budget allocation to support the capacity building of service providers involved in addressing GBV/SEA/SH risks is recommended, including and financial support for resourcing. Recommend an estimated allocation of approximately $20,000 USD per annum.
6	Provide training to all staff potentially involved in handling / referring GBV/SEA/SH cases (including senior	Training provided to relevant staff. Frequency of refresher training and training for newly onboarded staff.	Rogun JSC GFP DFZ Contractors Rogun PMG	No later than 60 days after project becomes effective.		Specific to this GAP. Training to be delivered by Gender Program Manager

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
	management, GFPs, DLEOs). Training to cover the GRM and how to manage and refer relevant grievances in line with lender standards and international best practice (anticipate half day workshops).					-anticipated additional costs include training materials and some travel – recommended that Rogun JSC allow a budget of approximately $1,000 USD per annum throughout construction and operation to support this function of the Gender Program Manager.
7	Ensure contractors and suppliers have adopted the Rogun HPP GRM.	Contractual agreements outlining provisions. Grievance records submitted monthly to Rogun JSC.	Rogun JSC DFZ Contractors	No later than 60 days after project becomes effective and as per LMP.		LMP
8	Train contractors and sub-contractors in the delivery of induction training that must be	Training materials and training plan prepared. Training provided to representatives from all contractors	Rogun JSC	No later than 60 days after project becomes	WSP to deliver workshops on this to representatives from key	LMP

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
	rolled out to all project workers. Training to include the Code of Conduct including all provisions relating to GBV/SEA/SH, the GRM and the different avenues available to report GBV/SEA/SH related concerns. Induction and refresher training also to include health awareness training on prevention and treatment of STDs.	on how to deliver induction training for their staff including training on the CoC and the submission of sensitive grievances. Contractors delivering induction and refresher training to all project workers.		effective and as per LMP.	contractors and sub-contractors.	
9	Monitor on-site safeguard measures to improve safety for women including separate, secure accommodation, separate rest areas and separate, well-lit, lockable washroom facilities including adequate privacy and	Gender safeguards and facilities to be included in the monitoring program of a third-party labor monitoring consultant. Regular visits to worker camps to be conducted by Rogun HPP GFP. Include clauses within contracts requiring contractors and sub-contractors to comply.	Rogun JSC / Third party labor monitoring consultant	No later than 60 days after project becomes effective and as per the LMP / ESCP.		LMP

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
	menstrual hygiene management facilities.					
10	Deliver inclusive and sensitive consultation processes to understand and respond to safety concerns of women project-affected persons (PAPs) including those relating to GBV/SEA/SH, paying careful consideration to the consent of the interviewees. Consult also on opportunities to understand and develop the social and economic empowerment opportunities that women seek.	Information disclosed through gender-appropriate channels to reach women. Women participants in consultations. Women only consultation sessions. Recording of data on women's views. Number of vulnerable women participating in consultation (including female heads of household, older women and women with a disability). Actions taken to remove barriers to women's participation in consultation events.	DFZ (management and oversight) MoLMEP (designing, resourcing and funding livelihood restoration programs) Rogun JSC GFP (guidance and reporting)	No later than 60 days after project becomes effective and as per the SEP/ RLRF/ESCP.	Leverage partnerships with others who may have an existing understanding of these areas, such as GBV/SEA/SH service providers and the Department of Labor and Employment of Population (DLEP) (re women's economic empowerment).	SEP (Two women only FGDs annually budgeted @ $200 USD each.) RLRF (Includes commitment to gender-sensitive consultation and information disclosure throughout the resettlement process).

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
11	Develop a monitoring plan and system that tracks GBV/SEA/SH actions in line with gender-based policies and action plans (including actions outlined in this GAP and the monitoring of female headed household's livelihood restoration). Include the collection of GBV/SEA/SH related sex-disaggregated health and safety data.	GBV/SEA/SH monitoring plan and system established. Roles and responsibilities established. Training on monitoring system for relevant staff. Regular monitoring reports prepared on GBV/SEA/SH actions. Share as appropriate with stakeholders.	Rogun JSC GFP EPC Contractor Social Specialist / Gender Focal Points DLEOs	Upon engagement of Gender Program Manager which is linked to Action no.1. No later than 60 days after project becomes effective.		Responsibility for monitoring plan and system to be included in role of Rogun JSC Gender Program Manager. RLRF (Monitoring of livelihood restoration).
12	Communicate disciplinary actions and sanctions for breaches of the Code of Conduct.	Induction training to include disciplinary measures and procedures for breaches in the Code of Conduct. Warnings given. List of trusted / disqualified suppliers.	Rogun JSC Contractors DFZ Rogun PMG	No later than 60 days after project becomes effective, as per the LMP / ESCP.		LMP

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
C	**Developing economic and social opportunities for project affected women and girls.**					
1	Work with partners to identify and continue developing opportunities for women seeking economic and social opportunities as part of resettlement and livelihood restoration processes. This includes access to resources, training and skills development (including technical skills, financial literacy etc.) as well as finance such as small grants programs and zero-interest loans to establish new businesses. Where initiatives exist, evaluate and continue to develop these to	Map and evaluate existing initiatives and their effectiveness. Partners engaged. Initiatives underway / implemented. Women participating in programs and initiatives supported by the project. Development of forward-looking initiatives to develop sustainable economic and social opportunities for women. Number of vulnerable women accessing training and skills development opportunities. Number of vulnerable women accessing employment within resettled communities. Number of women who gain access to finance and set up a new business, supported by Rogun HPP.	DFZ (management and oversight) MoLMEP (designing, resourcing and funding livelihood restoration programs) Rogun JSC GFP (guidance and reporting) CWFA (Presidential Fund grant) NGOs / business associations / consultancies / other potential partners (delivery agents on behalf of Rogun JSC as appropriate)	Upon project becoming effective and as per the RLRF / LRP / ESCP	The partnership section of the Gender Assessment identifies potential partners to support the generation of economic and social opportunities for women and girls. Consideration should be given to local needs and what skills offer tangible opportunities to meet needs. Note that sewing workshops and bakeries are cited by women as options for	RLRF / LRP (Indicative costs - $360 USD per unit for interest-free micro loans for women; training costs of $500 USD per unit for skills training (through MoLMEP or partners) – estimated 500 skills training beneficiaries in 2024 and 2025 of which approximately 40% are anticipated to be women).

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
	maximize the outcomes for women and girls. Include a focus on vulnerable groups including female heads of household and women with disabilities. Identify and develop opportunities for women in tourism / future industries and sectors where demand exists / is forecast.				providing desired job opportunities.	
2	Ensure sufficient childcare is available (such as kindergarten / pre-school) to enable women to access social and economic opportunities.	Engagement to understand childcare needs of women. Establishment of facilities (kindergartens / pre-schools and transportation to access these).	DFZ Rogun JSC GFP (guidance and reporting) Ministry of Education and Science	Upon project becoming effective and ongoing as per the RLRF / ESCP	A lack of access to childcare such as kindergartens was raised by women during consultation as a key barrier to accessing economic opportunities.	RLRF (Includes provision for ongoing engagement of women). Budget to establish childcare services assumed to be included in resettlement budget.

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
3	Continue to work collaboratively with vocational schools to promote the participation of women in Vocational Education and Training (TVET). Consider opportunities to support access to employment opportunities in desired fields of work (including as an industry partner offering employment opportunities for female graduates) for women completing vocational courses.	Vocational schools engaged. Women engaged in vocational school courses with support of Rogun HPP. Communication (including inclusive language) highlighting and encouraging opportunities for unemployed women to undertake TVET. Presentations to school students and prospective students on the opportunities that may be available. Number of female graduates applying for jobs with the project as a result of collaboration with the vocational schools.	DFZ in cooperation with MoLMEP (Implementation) Rogun JSC GFP (oversight, reporting)	Upon project becoming effective and as per the RLRF / ESCP	Consideration should be given to how women can be supported to access employment opportunities, within the project or broader community, on completion of vocational courses.	RLRF (Consider additional budget of approximately $1,000 USD per annum to develop communication materials targeting women and showcasing female role models and encouraging participation and awareness around avenues into employment post-training).
4	Establish safe transportation services as required to enable women to access social and economic opportunities.	Engagement to understand needs. Establishment of transportation services that meet the needs of women and girls – including commuting transportation for female Rogun HPP employees and transportation for women and girls	Rogun PMG (transportation for workers) DFZ (planning within new communities)	As per the LMP/ RLRF / ESCP		LMP (Rogun HPP workers) RLRF

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
		to access training and education opportunities. Grievances logged relating to transportation services or lack of / inadequacy of these.	Jamoats (transportation for children)			
D	**Creating greater opportunities for women as workers/employees at the Rogun project site and in the three entities involved in the implementation of the Rogun project (OJSC, Rogun PMG, DFZ)**					
1	Establish targets for women in management and technical position in corporate strategies.	Gender diagnostic study report prepared, including: (a) assessment of gender-responsiveness of human resource policies and programs (b) proportion of male/female employees (c) data on jobs occupied by male/female employees (d) assessment of training needs of male/female employees (baseline: N/A) Develop sex-disaggregated database of employees.	Rogun JSC Rogun PMG DFZ	Within year 1 of project becoming effective.		Specific to the GAP. Cost of hiring an international firm to do the diagnostics and develop training material could range rom $200k to $500k

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
		Establish a Gender Working Group in all three implementation entities[2]. At least 10% of female management position figures included in the corporate strategies of the three entities. Corporate targets for female employees set. Provide training to at least 50 female graduates or graduating students in science-and engineering related courses trained for technical work related to Rogun HPP by 2028.				
2	Offer flexible working conditions where possible to open opportunities to women. Promote flexible working opportunities among contractors	Incorporated flexible working provisions into HR / recruitment policies. Worker grievance records on flexible working.	Rogun JSC Rogun PMG DFZ Contractors	Upon project becoming effective and as per the ESCP	Noting that the 15-day shifts have been cited by women as a barrier to employment on the project and that certain	Specific to this GAP. No significant cost anticipated; focus is on provision of worker contracts amenable to women's

[2] In all three entities, the Gender Working Group (WG) should be led by a member of the senior management and composed of men and women representatives from different job levels and departments. The WG will provide inputs to the management for: (a) integration of gender in strategic objectives and annual operational plans, (b) the development of gender policies and guidelines for HR operations, (c) facilitate internships and employment of women STEM graduates and (d) support L&D for female staff.

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
	and subcontractors where possible.	Activities to communicate and promote roles offering flexible working conditions to women.			professions are banned for women under Article 216 of the Tajikistan Labor Code.	preferences where possible.
3	Awareness raising in relation to the wide range of jobs available on the Rogun HPP including within OJSC, Rogun PMG and DFZ, including those available to women. Highlight a commitment to gender equality, the availability of childcare services, the availability of safe transportation and the existence of non-shift roles. Use inclusive language in all communication on job opportunities with Rogun HPP.	Continue with regular communication via a range of avenues on jobs available, highlighting where relevant their suitability for women and other vulnerable groups. Collaboration with DLEP to promote gender-inclusive language and presentation of job opportunities. Awareness raising activities promoting and normalizing specific, underrepresented opportunities for women on Rogun HPP. Enlist current female project employees to present to women job seekers, sharing their experiences working on the project, serving as role models and normalizing female employment at Rogun HPP.	Rogun JSC / GFP DFZ Rogun PMG DLEOs Contractors MoLMEP	Upon project becoming effective and as per the ESCP	Noting existing perceptions among women who view Rogun HPP as offering employment opportunities for men only, and among men who view employment opportunities on Rogun HPP as unsuitable for women. Leverage engagement that DLEOs, Village Women's Councils and inter-agency working groups undertake within	Specific to the GAP. Leverage existing activities undertaken to promote jobs on the project and engage with local populations. Small additional budget potentially required for communication materials, production of case studies etc – $1,000 USD per annum.

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
		Communication of case studies (written or video) featuring women working on the project in a wide range of roles. Share through local networks and partners. Number of women applied and employed in roles with the Rogun HPP.			communities to engage women.	
4	Establish a mentoring program for female employees working at Rogun HPP to offer support, attract women to the workplace and encourage ambition and progression among female employees.	Establishment of mentoring program. Communication of mentoring program. Number of women mentees and mentors.	Rogun JSC	Upon project becoming effective and as per the ESCP.		Specific to the GAP. Estimated budget of approximately $500 USD per annum to support communication and delivery of the program.
5	Provide opportunities for childcare benefits and access to childcare facilities as part of contracts to	Employment contracts for women that include childcare benefits. Access to childcare facilities established.	Rogun JSC	Upon project becoming effective and as per the ESCP.		Specific to this GAP.

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
	attract female workers (noting feedback from women who cite childcare as a barrier to employment on the project).	Grievances logged relating to childcare facilities or lack of / inadequacy of these.				Estimated cost for childcare is up to $10 USD / month[3]. Requires access to childcare facilities constructed within resettled communities (see action C2).
6	Ensure Rogun HPP recruitment policy and Code of Conduct include clauses on non-biased, gender anonymous applications and equal rights (to pay, leave, promotion etc.)	Incorporated into HR / recruitment policies and Code of Conduct.	Rogun OJSC Rogun PMG DFZ	No later than 60 days after project becomes effective and as per the LMP / ESCP.	The Labor Audit (2023) found that many contractors do not have non-discrimination clauses in their contracts. Supplier statements have been drafted in the LMP for use including	LMP

[3] https://documents1.worldbank.org/curated/en/566301562824342168/pdf/Early-Childhood-Education-and-Care-A-Focused-Review-of-Preschool-Education-in-Tajikistan.pdf

No.	Action	Indicators / Targets	Responsibility	Timeframe	Notes	Respective ESIA instrument / budget allocation
					non-discrimination clauses.	
7	Ensure gender equality and provisions for non-discrimination, equal treatment, and equal pay for work of equal value are incorporated into supplier tendering documents.	Inclusion of equal opportunity and non-discrimination questions in tenders.	Rogun OJSC Rogun PMG DFZ	No later than 60 days after project becomes effective and as per the LMP / ESCP.		LMP
8	Provide training for managers and contractors in gender inclusion, unconscious bias and equity and inclusion.	Training modules on gender mainstreaming and sexual harassment developed. Training delivered to all staff, management, managers and contractors.	Rogun OJSC	No later than 60 days after project becomes effective and as per the LMP / ESCP	Note - World Bank Training Program currently underway.	LMP



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