



## Stakeholder Engagement Plan (SEP)

### Namibia Sectoral Transformation Plan (s-TIP) Preparation

**January 2026**

Namibia has secured an Investment Plan Preparation Grant (IPPG) to develop a comprehensive Sectoral Transformation Plan (s-TIP) for the Climate Investment Fund (CIF) Industrial Development Programme (IDP) aimed at accelerating green industrialization towards sustainable economic growth and attracting private and public investment in green industries and support infrastructure, thereby addressing key development challenges in the country. The Grant will fund activities including sectoral analysis, feasibility studies, regulatory reviews, and the design of priority investment projects.

The Environmental Investment Fund (EIF) is the implementing partner for the CIF IDP s-TIP. The EIF leans on the Namibia Green Hydrogen Programme (NGH2P) for the technical work required for the s-TIP preparations and has engaged a Transaction Advisor to support the process. In this SEP, the EIF and NGH2P are referred to as the s-TIP Preparation Project Partners.

This Stakeholder Engagement Plan (SEP) outlines how meaningful consultations with affected and other interested communities and stakeholders will be conducted throughout the grant preparation phase. The plan ensures compliance with World Bank's Environmental and Social Standard 10 (ESS10) and promotes transparency, inclusivity, and responsiveness.

## 1. Introduction/Project Description

The SEP aims to support the preparation of the Namibia s-TIP which comprises the following components:

- **Component 1:**

**Inception Phase:** Inception Report confirming methodology, scope, and work plan – mainly to be undertaken from within Windhoek.

- **Component 2:**

**Diagnostic Analysis:** Sectoral mapping, emissions baselines, and investment barriers assessment – mainly to be undertaken from within Windhoek.

- **Component 3:**

**Pipeline Projects Identification:** Pipeline Projects Development Report, identification and prioritization of investable decarbonization projects. This component will include site visits to project clusters in key regions, as they are identified and selected from the submissions under the Expression of Interest for the CIF as run by EIF and the Namibia Green Hydrogen Programme (NGH2P) from November 2025 to January 2026. Projects are expected to include large-scale ammonia production facilities, ammonia bunkering terminals, direct reduced iron (DRI) manufacturing plants, fertilizer demonstration projects, and feedstock production for methanol – key regions to be visited will likely include the //Kharas, Hardap, Erongo and Kunene regions with exact locations to be confirmed once the EOI short-listing is concluded.

- **Component 4:**

**Stakeholder Engagement:** Extensive Stakeholder Consultations. Ensuring inclusive engagement throughout the s-TIP development process is essential to create local ownership of the CIF process and secure the social license to operate. Free, Prior and Informed Consent (FPIC) from affected communities is critical for sustainable development – stakeholder engagements will be conducted in and around the identified project areas, most likely in the //Kharas, Hardap, Erongo and Kunene Regions, and in the administrative capital Windhoek.

- **Component 5:**

**Draft CIF IDP s-TIP:** Draft S-TIP complete with cost estimates, financing models, gender inclusivity measures/approaches, environmental safeguards, and wider social integration/participation – mainly to be undertaken from within Windhoek.

- **Component 6:**

**Final Investment Plan and Validation Report:** Incorporating stakeholder feedback and ready for submission to the CIF Trust Fund Committee (TFC) – mainly to be undertaken from within Windhoek.

The preparation of the Namibia s-TIP follows the World Bank's Environment and Social Framework (ESF). As per Environmental and Social Standard 10 (ESS10) on Stakeholder Engagement and Information Disclosure, the Project Partners will provide stakeholders with timely, relevant, understandable, and accessible information, and consult with stakeholders, including various interested and affected parties in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, or intimidation.

## 2. Objective/Description of SEP

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the way in which the Project Partners will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or submit complaints about project activities or any activities related to the project.

By means of this SEP, the Project Partners seek to:

- Achieve broad-based support for Namibia's s-TIP Preparation and for the overall green industrialisation drive;
- Embed local content, skills development, and socio-economic benefits;
- Strengthen investor confidence;
- Integrate the outcomes of the Strategic Environmental and Social Assessment (SESA) for the Southern Corridor Development Initiative (SCDI) or Southern Green Hydrogen Valley, and possibly early findings of the SESA for the Central Valley, into the s-TIP<sup>1</sup>; and
- Ensure alignment of the s-TIP to Vision 2030, NDP6, and other national priorities.

Objectives of Stakeholder Engagement:

- To inform stakeholders about the objectives, processes, and potential outcomes of the Investment Plan;
- To identify and understand stakeholder interests, concerns, expectations, and local knowledge;

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<sup>1</sup> The SESA SCDI commenced in Q1 of 2025 and is expected to be finalized by Q2 of 2026. The SESA for the Central Valley will be commissioned early in Q1 of 2026.

- To gather inputs to ensure the Investment Plan is relevant, feasible, and addresses national, regional and local priorities;
- To promote inclusivity and equity, with particular attention to vulnerable or historically underserved groups that may be affected by future industrial decarbonization investments;
- To integrate environmental and social considerations, including potential downstream risks and impacts, into the investment planning process through structured stakeholder feedback;
- To foster ownership, build trust, and mitigate potential conflicts early; and
- To establish feedback and grievance redress mechanisms.

### 3. Stakeholder Identification and Analysis

#### 3.1 Methodology

To meet international best practice, the project will apply the following principles for stakeholder engagement:

- *Openness and life-cycle approach:* Public consultations for the project(s) will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.
- *Informed participation and feedback:* Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder feedback, and for analyzing and addressing comments and concerns.
- *Inclusiveness and sensitivity:* Stakeholder identification is undertaken to support better communications and build effective relationships (See Annex 1)
- *Figure 1: Stakeholder Mapping.* The participation process for the projects is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups that may be at risk of being left out of project benefits, particularly women, the elderly, persons with disabilities, displaced persons, and migrant workers and communities, and the cultural sensitivities of diverse ethnic groups. Language barriers must be bridged by multi-lingual staff members and/or translators.

#### 3.2 Affected Parties and other interested Parties<sup>1)</sup>

Affected parties include government agencies, investors, private sector, local communities, local farmers, community members, and other parties that may be subject to direct impacts from the projects.

Stakeholder mapping enables the Project Partners to understand stakeholder influence, interest, potential impact, and associated risks. Stakeholders are grouped across the following categories:

- Government (Executive, Ministries, Parliament);
- Public Enterprises and State-Owned Entities;
- Private Sector and Investors;
- Civil Society Organisations;
- Local and Directly Impacted Communities;
- Youth and Skills Institutions;
- Academia and Research Institutions;
- Media;
- Development Partners and Donor Agencies; and
- International Partners and Markets

### **3.2.1 Government Institutions**

Includes the Office of the President, Office of the Vice-President, Secretary to Cabinet, line ministries, Parliamentary Committees, and Executive Directors. The Bank of Namibia, which reports directly to the Ministry of Finance but has its own establishing Act, is also considered in this category of stakeholders.

Engagement Focus: Policy alignment, regulatory support, inter-ministerial coordination, and political buy-in.

Methods: High-level briefings, Cabinet submissions, technical working groups, policy dialogues, and strategic reports.

Risks of Non-Engagement: Policy misalignment, regulatory and implementation delays, loss of political support.

### **3.2.2 Public Enterprises and State-Owned Entities**

*Includes ECB, NAMWATER, NAMPOWER, NAMPOR, TRANSNAMIB, NIDA, NIPDB, and the Public Enterprises CEO Forum.*

Engagement Focus: Infrastructure coordination, financing, logistics, water and power supply, and industrial development.

Methods: MoUs, technical meetings, joint planning sessions, steering committees.

Risks of Non-Engagement: Infrastructure bottlenecks, silo planning, project implementation delays.

### 3.2.3 Private Sector and Investors

*Includes local and international investors, private equity firms, project developers, financiers, EPC contractors, and industry associations.*

Engagement Focus: Investment confidence, regulatory clarity, risk mitigation, value-chain development, Final Investment Decision (FID).

Methods: Investment fora, bilateral meetings, roadshows, industry roundtables.

Risks of Non-Engagement: Investment withdrawal, reputational risks, stalled projects.

### 3.2.4 Civil Society Organisations (CSOs)

*Includes environmental, socio-economic, community-based and advocacy organisations.*

Engagement Focus: Environmental protection, social acceptance, transparency, accountability.

Methods: Public consultations, stakeholder dialogues, environmental and social impact discussions, newsletters.

Risks of Non-Engagement: Public resistance, protests, loss of social licence to operate, legal action.

### 3.2.5 Youth, Local and Directly Impacted Communities

*Includes youth groups, traditional authorities, regional and local authorities, and communities in project areas.*

Engagement Focus: Employment, skills development, local content/enterprise development, benefit sharing.

Methods: Townhall meetings, community liaison officers, training programmes, radio engagements in local languages.

Risks of Non-Engagement: Community disillusionment, protests, perceived marginalisation.

### 3.2.6 Academia and Skills Institutions<sup>2</sup>

*Includes UNAM, NUST, IUM, NTA, TVET institutions, and research centres.*

Engagement Focus: Skills development, research, curriculum alignment, innovation.

Methods: MoUs, internships, research collaborations, scholarships, innovation challenges.

Risks of Non-Engagement: Skills shortages, limited local capacity, reliance on foreign expertise.

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<sup>2</sup> Namibia has established a National Skills Task Force for the GH2 sector, led by private sector and resourced by the Namibia Green Hydrogen Programme (NGH2P).

### 3.2.7 Media

*Includes print, tv/radio, digital, and community media.*

Engagement Focus: Accurate reporting, public education, narrative management.

Methods: Press briefings, media training, site visits, factual updates.

Risks of Non-Engagement: Sensationalised, biased and/or incorrect reporting, misinformation, reputational damage.

### 3.2.8 International Partners and Donor Agencies

*Includes bilateral partners, multilateral institutions, and development agencies.*

Engagement Focus: Strategic alignment, funding, market access, policy cooperation.

Methods: Structured bilateral meetings, steering committees, donor coordination platforms.

Risks of Non-Engagement: Loss of funding, weakened partnerships, market misalignment.

### 3.2.9 Disadvantaged/vulnerable Individuals or Groups<sup>(2)</sup>

Within the projects' influence, vulnerable or disadvantaged groups may include but are not limited to the following: (a) elderly people, (b) persons with disabilities and their caretakers, (c) women-headed households, (d) sexual and gender minorities, (e) the unemployed, and (f) disadvantaged groups meeting the requirements of ESS7. CSOs and community-based and traditional leaders representing these vulnerable or disadvantaged groups and who can be approached to facilitate the stakeholder engagement are known to the Project Partners due to past and ongoing work assignments in the target communities.

Vulnerable groups within the communities affected by the Project will continue to be identified, confirmed and added to the stakeholders list, and consulted through dedicated means, as appropriate.

## 4. Stakeholder Engagement Program

### 4.1 Summary of stakeholder engagement done during project preparation

Other than amongst the Project Partners, and with the lead MDB and lead Government agency, namely the Ministry of Finance, limited consultations took place prior to the EOI which was submitted in January 2025.

The EOI was resourced by the working relationships of the EIF and NGH2P with the Government agencies, private sector including the Namibia Green Hydrogen Association (NamGHA), civil society organisations, etc.

Consultations were broadened during the CIF/MDBs Scoping Mission in September 2025. A brief summary of these consultations is attached in Annex 2.

## 4.2 Summary of Project Stakeholder Needs and Methods, Tools, and Techniques for Stakeholder Engagement

Different engagement methods are proposed and cover different stakeholder needs as stated below:

Key Stakeholder	Key Issue	Potential Threat	Potential Crisis Action	Proactive Approach
Government Offices (OMAs)	Environmental, regulatory, political	Withdrawal of support, project delays	Direct government engagement	Address concerns upfront
Private Sector/Investors	Financial and reputational risk	Investment withdrawal	Issue factual updates, targeted engagement	Reputational risk management
Environmental Groups	Water and land concerns	Protests, petitions	Transparent engagement	Sustainability measures
Youth & Local Communities	Inequality, unemployment	Community disillusionment	Outreach and training	Community involvement
Media	Sensationalised coverage	Negative publicity	Clear and timely updates	Work with accredited media
International Partners	Partnership integrity	Withdrawal of cooperation	High-level dialogue	Transparent discussions
Direct Impact Communities	Delayed benefits	Protests, resistance	Clarify timelines	Clear benefit communication

## 4.3 Stakeholder engagement plan

Stakeholder Group	Engagement Methods	Frequency
Government & Public Enterprises	Policy dialogues, inter-ministerial groups, workshops	February 2026, May 2026, Sept 2026
Private Sector	Investment fora, dialogues, bilateral meetings, site visits	Monthly / As needed
Higher Education Institutions	Lectures, innovation challenges	Semi-annually
Civil Society Organisations	Roundtables, consultations, newsletters	Monthly / Quarterly

International Partners	Bilateral meetings, donor platforms	Monthly / Quarterly
General Public & Media	Townhalls, radio shows, press briefings	Monthly / As needed
Local communities and vulnerable groups	Community meetings and Focus Groups Discussions, outreach activities, radio programs	Monthly / As needed

#### 4.3.1 Disclosure of Information

Information will be disclosed as follows – directly to key stakeholders and published on a dedicated website page linked to the EIF and NGH2P websites in English:

- SEP will be shared;
- Relevant E&S documents will be shared;
- Grievance Mechanism (GM) procedures will be shared; and
- Project orientation: regular updates on project developments will be shared via various platforms such as websites, newsletters, on TV and Radio programs, FGDs for vulnerable groups.

#### 4.3.2 Reporting back to stakeholders

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and Grievance Mechanism, and on the project's overall implementation progress.

## 5. Resources and Responsibilities for implementing Stakeholder Engagement Activities

### 5.1 Resources

The Project Partners will lead the stakeholder engagement activities.

A Public Consultation Lead will be assigned from the Project Partners' staff complement.

Above-the-line communication related to the preparation of the s-TIP will be covered by the ongoing external communication efforts of the Project Partners.

The budget for this SEP is USD50,000 and is included in Component 4 of the project.

Namibia SEP Proposed Budget:

Budget Category	Quantity	Unit	Unit Costs	Total Costs	Remarks
<b>1. Estimated staff salaries and related expenses</b>					
1a. Travel costs: - Project sites (5 trips) - Consultative Meetings (10)	45	fuel costs, accommodation & DSA, 2 staff per trip, av. 1.5 day trips, total of 12 trips	500	22,500	<i>indicative; use of NGH2P vehicles</i>
<b>2. Events / Meetings</b>					
2a. Consultative Meetings: <i>indicative</i> - Windhoek (2) - Erongo (3) - //Kharas (3) - Hardap (2) - Kunene (2)	12	+/- 50 persons p. meeting @ av. N\$400 p.p. all incl. package	1,250	15,000	<i>indicative</i>
<b>3. Communication campaigns</b>					
3a. Dedicated website page / email / phone number	1	development	1,875	1,875	
3.b Advertisements / Radio Announcements	12	outreach for 12 meetings	625	7,500	
3c. Social media campaign	1	campaign	3,125	3,125	
<b>TOTAL STAKEHOLDER ENGAGEMENT BUDGET:</b>				<b>50,000</b>	

## 5.2 Management functions and responsibilities

The entities responsible for carrying out stakeholder engagement activities are the EIF and the NGH2P, i.e. the Project Partners.

The stakeholder engagement activities will be documented through meetings minutes, event reports, attendance registers, records of TV and radio programs, emails and other communication trails, etc..

## 6. Grievance Mechanism (GM)

The main objective of a GM is to assist to resolve complaints and grievances in a timely, effective, and efficient manner that satisfies all parties involved.

The overall goal of the GM is to provide stakeholders with an accessible and transparent process for submitting grievances and receiving timely responses about any issue related to the project.

Notably this GM is limited to the preparation of the Namibia Sectoral Transformation Plan (s-TIP), and not for the implementation of the s-TIP, should it be approved for CIF (and MDB) funding.

The GM aims to ensure that stakeholders have an accessible means of lodging any grievances and are assured that it will be addressed. It describes the process and roles and responsibilities for registering, investigating, resolving and remedying stakeholder grievances received and its method and activities

The diagram below illustrates the process flow of the GM.



More specifically, the steps in the grievance redress mechanism are as follows:

1. **Receive** – grievances must be submitted to the EIF by letter or by e-mail. If any project team member receives a grievance verbally, they will fill out the ***grievance form*** in front of the person making the complaint and reads it back to the complainant. All grievances received are recorded, filed and submitted to the EIF's CEO. A copy of the completed grievance form will be given to the complainant for their record. Another copy must be submitted to the NGH2P within 7 days. The grievance mechanism allows for lodging complaints or grievances confidentially and anonymously (although it is noted that this may prevent further resolution

of the grievance but allows for whistle blowing). The project will provide contact details to lodge complaints that will include a dedicated e-mail address, dedicated phone number for calls and text messages. This information will be contained on a dedicated website page linked to the EIF and NGH2P websites.

2. **Acknowledge, Assess and Assign** – the Public Consultation Lead establishes if the grievance is related to the project. If the grievance is unrelated, a letter is sent to the complainant indicating why the grievance was rejected. If the grievance is related to the project or project procedure, a letter is sent to the complainant within 7 days, acknowledging receipt of the grievance and proposing a date to start the investigation phase.
3. **Investigate** – during the investigation, the Public Consultation Lead may provide regular status updates to the complainant by letter, telephone, meeting or e-mail. There are three potential pathways:
  - Level 1: Immediate resolution through dialogue
  - Level 2: Solution requiring validation from the EIF
  - Level 3: Solution requiring the intervention of an outside mediator.

If the complainant does not accept the third solution offered, the Public Consultation Lead informs the EIF's legal service that there is a potential risk of legal proceedings. From that point, the grievance is managed by the legal service.

4. **Resolve and respond** – if the complainant accepts the solution offered (level 1, 2 or 3) the first part of the grievance acceptance and ***closure form*** is signed.
5. **Close** – a grievance is considered closed if the solution is effectively implemented. The complainant is requested to sign the second part of the ***grievance acceptance and closure form***. The Public Consultation Lead registers the grievance as closed in the ***database form***.

The grievance mechanism also acts as a feedback mechanism to capture and manage grievances and complaints generated from the public consultations and stakeholder engagement meetings. The grievance redress mechanism seeks to resolve concerns promptly and confidentially, using an understandable and transparent process that culturally appropriate and readily accessible.

It comes at no additional cost and without the risk of retribution to the party that originated the issue or concern. The mechanism does not impede access to judicial or administrative remedies should the complainant wish to.

The GM will provide an appeals process if the complainant is not satisfied with the proposed resolution of the complaint. Once all possible means to resolve the complaint have been proposed and if the complainant is still not satisfied, then they should be advised of their right to legal recourse.

## 7. Monitoring and Reporting

The SEP will be monitored and reported on as follows:

### Monitoring:

The Project Partners will maintain a stakeholder engagement log tracking activities, participants, issues raised, and responses.

The overall SEP implementation will be monitored through:

- Number and type of consultations conducted.
- Participation levels (including vulnerable groups).
- Number and resolution status of grievances.

### Reporting:

While noting that the s-TIP preparation process will be about six (6) months, where necessary this SEP will be revised and/or updated as necessary. Monthly summaries and internal reports on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventive actions, will be collated by responsible staff and referred to the senior management of the project. The monthly summaries will provide a mechanism for assessing both the number and nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information on public engagement activities undertaken during the s-TIP preparation process will be conveyed to directly to selected stakeholders and published on the dedicated page linked to the EIF and NGH2P websites.

A summary of engagement activities and outcomes will be included in regular progress reports to the World Bank, the lead MDB for the s-TIP.

A final SEP Implementation Report will be prepared and included in the submission of the s-TIP to the CIF Trustees Committee, detailing how stakeholder inputs were considered.

## Annex 1: Stakeholder Mapping: January 2026

Anchored within the EIF, the Namibia Green Hydrogen Programme (NGH2P) is a flagship national initiative aimed at positioning Namibia as a global leader in green hydrogen production and green industrialisation. Given the emerging nature, scale, and strategic importance of the green hydrogen sector, effective and structured stakeholder engagement is critical to building trust, securing long-term buy-in, managing expectations, and ensuring inclusive and sustainable development.

This Stakeholder Mapping provides a comprehensive understanding that will guide the Namibia Sectoral Transformation Plan Preparation's interaction with all relevant stakeholders at local, national, regional, and international levels. It is aligned with its SEP, and with international best practices in relation to ESG-driven programmes.

### 1. Stakeholder Mapping Framework

Stakeholders are grouped into:

- **A. Government & Public Institutions**
- **B. Private Sector & Industry**
- **C. Finance & Development Partners**
- **D. Communities & Civil Society**
- **E. Knowledge & Technical Institutions**
- **F. Regional & International Actors**

Each stakeholder is categorized by:

- **Interest Level** (High / Medium / Low)
- **Influence Level** (High / Medium / Low)
- **Role in Green Hydrogen & Industrialisation**

#### A. Government & Public Institutions

Stakeholder	Interest	Influence	Role
Office of the President / Prime Minister	High	High	Strategic direction, national prioritization
Ministry of Industrialisation, Mines & Energy	High	High	Energy policy, hydrogen legislations and regulations

<b>Ministry of Finance</b>	High	High	Fiscal incentives, sovereign guarantees
<b>Ministry of Environment, Forestry &amp; Tourism</b>	High	High	SESA custodianship, ESIA approvals, environmental compliance
<b>Ministry of Justice and Labour Relations</b>	Medium	Medium	Workers right, employment conditions, labour standards
<b>National Planning Commission</b>	High	High	Project alignment with national development plans
<b>National Energy Regulators</b>	High	High	Tariffs, grid access
<b>Port Authority</b>	High	High	Export logistics (ammonia, hydrogen derivatives)
<b>Local Authorities (Regions/Municipalities)</b>	High	Medium	Land use, local permits, community liaison
<b>National Water Authority</b>	High	High	Water allocation, desalination permitting (critical for electrolysis)

## B. Private Sector & Industry

Stakeholder	Interest	Influence	Role
<b>Green Hydrogen Project Developers</b>	High	High	Investment, project implementation
<b>Renewable Energy Developers/Renewable energy IPPs</b>	High	High	Solar & wind supply for electrolysis
<b>EPC Contractors</b>	High	Low	Infrastructure construction
<b>Industrial Off-takers (steel, ammonia, chemicals)</b>	High	High	Demand creation
<b>Logistics &amp; Transport Companies</b>	Medium	Medium	Export value chain
<b>Mining Sector</b>	High	Medium	Potential hydrogen use (decarbonisation)
<b>Manufacturing Sector</b>	Medium	Low	Local industrialisation, equipment assembly
<b>SMEs &amp; Local Suppliers</b>	High	Low	Local content, service provision
<b>Industry Associations (Chambers of Commerce)</b>	High	Medium	Advocacy, policy input

### C. Finance & Development Partners

Stakeholder	Interest	Influence	Role
<b>Multilateral Development Banks (World Bank, IFC, AfDB)</b>	High	High	Technical & financial support
<b>Bilateral Donors (EU, Germany, etc.)</b>	High	High	Grants, concessional finance
<b>Climate Funds (GCF, CIF)</b>	High	High	Climate-linked financing
<b>Private Equity Firms / Unlisted Space (e.g. GIPF)</b>	High	High	Co-investment
<b>Commercial Banks</b>	Medium	Medium	Project finance
<b>Institutional Investors</b>	Medium	Medium	Long-term capital
<b>Export Credit Agencies</b>	High	High	Support for equipment and exports

### D. Communities & Civil Society

Stakeholder	Interest	Influence	Role
<b>Local Communities (project areas)</b>	High	Low	Land access, social license to operate
<b>Traditional Authorities</b>	High	Low	Customary land governance
<b>Youth &amp; Women's Groups</b>	High	Low	Employment, inclusion
<b>Labour Unions</b>	Medium	Low	Workforce protection
<b>Environmental NGOs</b>	High	Medium	Biodiversity, climate advocacy
<b>Community-Based Organisations</b>	Medium	Low	Local participation

### E. Knowledge & Technical Institutions

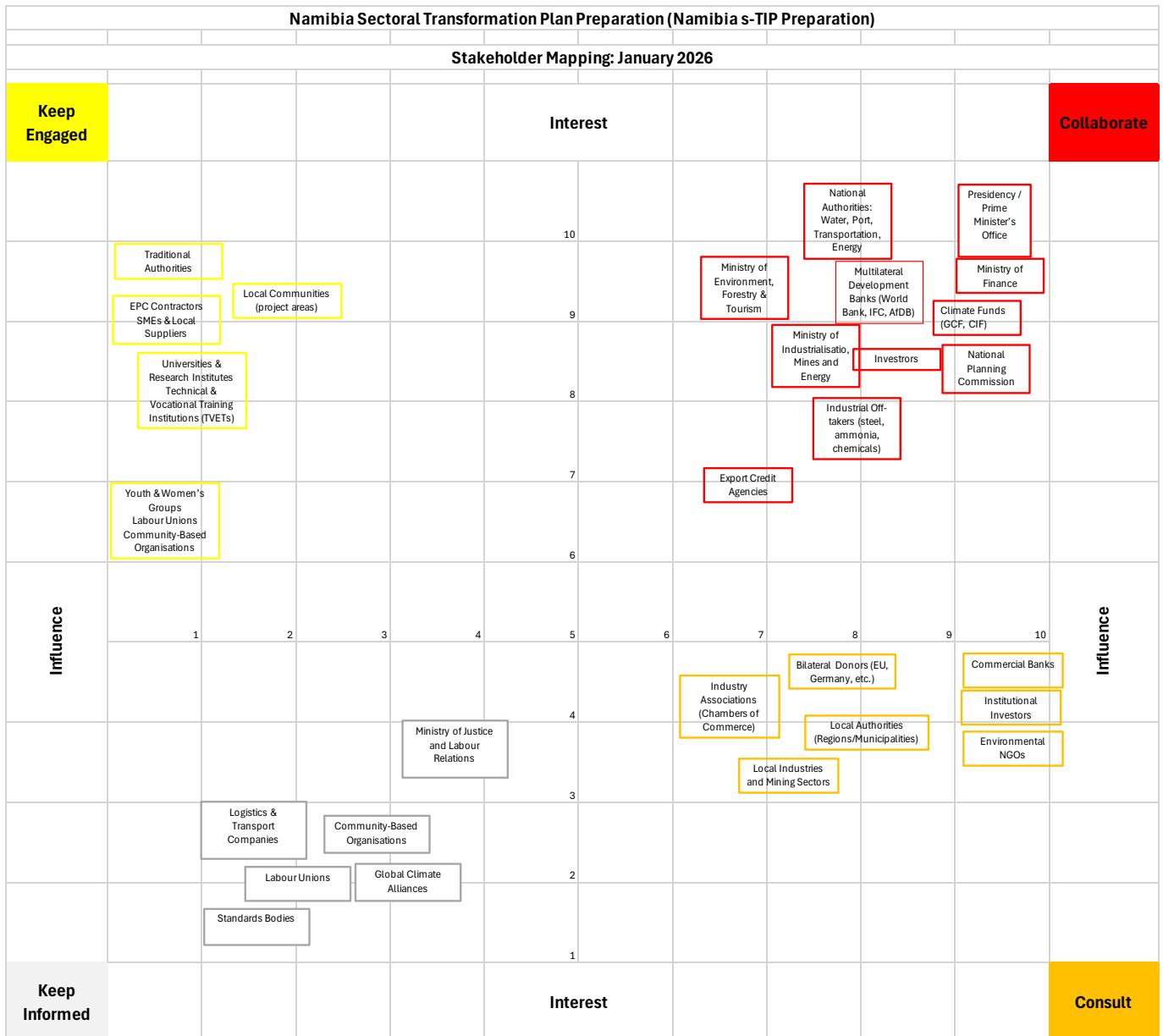
Stakeholder	Interest	Influence	Role
<b>Universities &amp; Research Institutes</b>	High	Low	R&D, innovation, training
<b>Technical &amp; Vocational Training Institutions (TVETs)</b>	High	Low	Skills development
<b>Standards Bodies</b>	Low	Low	Certification, safety standards

### F. Regional & International Actors

Stakeholder	Interest	Influence	Role
<b>Regional Power Pools (e.g., SAPP)</b>	Medium	Medium	Regional energy trade

<b>Hydrogen Import Markets (EU, Japan, South Korea)</b>	High	High	Export demand
<b>International Certification Bodies</b>	High	High	Green hydrogen standards compliance
<b>Global Climate Alliances</b>	Medium	Medium	Policy alignment

## 2. Power–Interest Matrix (Strategic Categorization)



### High Influence – High Interest (Collaborate)

- Presidency / Prime Minister's Office
- Ministry of Finance
- National Planning Commission
- Ministry of Industrialisation, Mines and Energy
- Ministry of Agriculture, Fisheries, Water and Land Reform
- Bank of Namibia
- Multilateral Development Banks (World Bank, IFC, AfDB)
- Climate Funds (GCF, CIF)
- Export Credit Agencies
- Ministry of Environment, Forestry & Tourism
- Electricity Control Board
- Nampower
- Namwater
- Namport
- Green Hydrogen Project Developers
- Namibia Green Hydrogen Association (NamGHA)
- Renewable Energy Developers
- Industrial Off-takers (steel, ammonia, chemicals)

### High Interest – Medium Influence (Consult)

- Local Authorities (Regional Offices/Municipalities/Village Councils, etc.)
- Local Industries and Mining Sectors
- Industry Associations (Chambers of Commerce, Construction Industry Federation, Chamber of Mines, etc.)
- Bilateral Donors (EU, Germany, Japan, etc.)
- Commercial Banks
- Institutional Investors
- Environmental NGOs and national-level CSOs

### High Interest – Low Influence (Keep Engaged)

- EPC Contractors
- SMEs & Local Suppliers
- Local Communities (project areas)
- Traditional Authorities
- Youth & Women's Groups
- Labour Unions
- Community-Based Organisations
- Universities & Research Institutes
- Technical & Vocational Training Institutions (TVETs)

### Medium/Low Interest – Medium/Low Influence (Keep Informed)

- Ministry of Justice and Labour Relations

- Logistics & Transport Companies
- Labour Unions
- Standards Bodies
- Global Climate Alliances

### 3. Sector-Specific Considerations

Critical Stakeholders for GH2 (and derivative) and green industrialisation are:

- Ministry of Environment, Forestry and Tourism (marine and coastal biodiversity impacts, environmental permitting)
- Ministry of Industrialisation, Mines and Energy
- Ministry of Agriculture, Fisheries, Water and Land Reform (water authority)
- Namwater
- Namport and logistics operators
- Electricity/energy regulator
- Renewable energy IPPs
- Local manufacturers & SMEs
- Skills training institutions
- Labour unions

### 4. Key Risks from Stakeholder Perspective

- Not properly tailored blended financing
- Community resistance due to land, water or other concerns
- Delays in environmental approvals
- Misalignment between hydrogen export focus and domestic industrialisation goals
- Skills gaps limiting local value addition
- Weak SME participation

## Annex 2: Brief Summary of early Consultations in Support of the s-TIP Preparations

Stakeholder (Group/Individual)	Date of Consultation	Summary of Feedback	Response of Project Implementation Team	Follow up Action/Next Steps	Timetable / Date to Complete Follow up Action
1. Senior GRN (MIME, MOF, MWT, NGH2P, World Bank, AFDB, IFC, Ninety One	15-Sept 2025	Commitment from GRN to be established for Scoping Mission in alignment with outcomes from Aid Memoire	Briefing Session ahead of technical scoping session	Approach to Executive Director MOF for detailed briefing on s-TIP preparation process and request for establishment of Project Steering Committee	Feb 2026
2. Senior GRN (MIME, MOF, MWT, NGH2P, World Bank, AFDB, IFC, Ninety One, Project Presentors (Daures, Cleanergy, Kelp Blue, SEZs/MAF, Hyiron, Hyphen, Nopal/Oryx, Broadmind)	16-17 Sep 2025	Awaiting the Aide Memoire from World Bank	CIF/MDB Team Briefing Session, Presentation by NGH2P of Annotated Table of Contents for s-TIP, Presentation by selected Project Owners.	Delivery of Aide Memoire by WB	Currently Outstanding
3. Projects Meetings - Hyiron, Cleanergy, NGH2P, World Bank, IFC, AFDB	18-Sept 2025	Project Pipeline Showcasing - no feedback required	Exploratory Visit to Project Sites in Erongo Region, showcasing of Project Pipeline	Delivery of Aide Memoire by WB	Currently Outstanding

## Endnotes

- 1) For the purposes of effective and tailored engagement, stakeholders of the proposed project(s) can be divided into the following core categories:
  - **Affected Parties:** Persons, groups, and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.
  - **Other Interested Parties:** Individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way.
  - **Vulnerable Groups:** Persons who may be disproportionately impacted or further disadvantaged by the project(s) compared with any other groups due to their vulnerable status and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.
  - It is important to note that sometimes projects have different components with very different sets of stakeholders for each component. Those different stakeholders should be considered in preparing the SEP.
- 2) It is particularly important to understand whether project impacts may disproportionately fall on disadvantaged or vulnerable individuals or groups, who often do not have a voice to express their concerns or understand the impacts of a project, and to ensure that awareness raising and stakeholder engagement be adapted to take into account such groups' or individuals' particular sensitivities, concerns, and cultural sensitivities and to ensure a full understanding of project activities and benefits. Engagement with vulnerable groups and individuals often requires the application of specific measures and assistance aimed at the facilitation of their participation in the project-related decision making so that their awareness of and input into the overall process are commensurate with those of other stakeholders.