

# Mainstreaming Gender in Energy Projects

## A Practical Handbook



ENERGIA International Network on  
Gender & Sustainable Energy



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Elizabeth Cecelski  
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ENERGIA International Network on  
Gender & Sustainable Energy

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## FOREWORD

Considerable evidence exists that mainstreaming gender makes projects more effective, and results in more benefits for women as well as men. In the energy sector, projects ranging from cooking energy and energy access, to electricity and petroleum infrastructure construction, to energy policy and planning, are starting to demonstrate how operationalising gender approaches can improve performance and increase benefits for both women and men.

*Gender Mainstreaming in Energy Projects: A Practical Handbook* has been developed by the ENERGIA International Network on Gender and Sustainable Energy. ENERGIA was launched in 1996 as an initiative of committed individuals working on gender and energy research and advocacy. The ENERGIA network is hosted by the ETC Foundation in the Netherlands. Today the ENERGIA network connects more than 3000 members across the world, and has an active presence in 22 countries in Africa and Asia. After starting with building awareness about gender and energy issues in the international development agenda, ENERGIA's focus in recent years has been on supporting national and regional efforts to mainstream gender in energy policies, projects and markets.

This Handbook on mainstreaming gender in energy projects seeks to provide guidance, practical tools and examples for energy projects that show how to undertake gender mainstreaming systematically. The

Handbook is a product of an ENERGIA initiative on Gender in Energy Projects, which was supported by the Swedish International Development Agency (Sida) and the Netherlands Directorate General for International Cooperation (DGIS), and implemented between 2007 and 2011.

The Handbook is based on ENERGIA's work on gender mainstreaming since the 1990s, including gender and energy training tools, experience with coaching energy projects in Asia, and gender audits carried out under the Turning Information Into Empowerment (TIE-ENERGIA) project in Africa as well as, most recently, experience under a Swedish and Dutch-supported activity on Gender in Energy Projects in Africa and Asia. Institutional partners included non-governmental organisations (including SCODE in Kenya, SIBAT in the Philippines, TaTEDO in Tanzania, and Practical Action in Sri Lanka), bi-lateral and multi-lateral projects and governments (such as the GIZ-Government of Senegal PERACOD programme, and the National Biogas Programme in Pakistan), and electricity utilities (including the Botswana Power Corporation). In addition, ENERGIA has developed a guidebook on gender mainstreaming in biogas projects, in collaboration with Hivos, for use by the six country programmes in its Africa Biogas Partnership Programme. ENERGIA has also assisted Kenya Power and Lighting Company (Kenya Power) in developing a gender strategy for its electrification programme, and provided guidance

on mainstreaming gender into environment and energy portfolio projects for the UNDP Cambodia office, as well as the Clean Energy and Oil for Development programmes of the Norwegian government in Asia and Africa.

A key feature of ENERGIA's energy project assistance is that it has been specifically requested by project management. Managers and staff of the energy projects have participated actively throughout the process and have made commitments to implement their agreed Gender Action Plans.

ENERGIA's practical experiences have enriched this Handbook and provided useful examples and tools. There is a plan to produce a set of

case studies on some of the project experiences, which will be published on the ENERGIA website. Some first findings have already been published in ENERGIA News<sup>1</sup>. In addition, a complementary Resource Pack is included as a separate CD with the Handbook.

ENERGIA hopes that this Handbook will 'demystify' gender mainstreaming for energy projects and practitioners, and that continued monitoring of these processes will provide additional evidence for the positive impacts on energy project performance of gender mainstreaming activities.

**Sheila Oparaocha**  
**International Coordinator, ENERGIA**

# ACKNOWLEDGEMENTS

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Kitchen in Pakistan with biogas stove in use and project posters on the wall

# INTRODUCTION

Attention to gender<sup>1</sup> has emerged as a recurrent issue in global development discourse and occupies an important position today, with two of the eight Millennium Development Goals (MDGs) focussing on women and issues that concern them<sup>2</sup>. Concurrently, energy is being increasingly referred to as the 'missing MDG', with recognition that energy availability is a crosscutting theme that affects how countries perform on *all* the MDGs.

Access to affordable energy services is an essential prerequisite for achieving economic growth and poverty reduction. Energy is also a critical input in the daily lives of women<sup>3</sup>, who need energy for their household chores, such as cooking; for productive uses that enable them to contribute to household income; and for rural industry needs, such as milling grains. In developing countries, women play a vital role as energy producers and as managers of energy security for the household. Yet, relative to men, they have less access to productive assets such as land and technology, and to services such as financing and agricultural extension programmes.

There is a growing body of evidence that increasing access to modern energy services can make a significant difference in women's lives in terms of their health, time use, education and income generation. Given the opportunity, women have demonstrated that they can be producers and suppliers of energy products, as well as energy service providers. Unfortunately,

however, most such experiences have been as pilot projects, and have not been scaled up, so women continue to represent an *unrealised potential* asset for the development of the energy sector. In most settings, a variety of constraints impinge upon women's ability to participate in energy markets as producers and operators, as well as in collective action as members of energy producer cooperatives or user associations.

In the majority of energy access projects and programmes, addressing gender issues continues to be done in a piecemeal manner. Few energy projects include gender mainstreaming in project frameworks, or disaggregate, analyse, or interrelate data by sex, or use this sort of data to adjust project planning and evaluate project outputs and impacts.

## **Gender mainstreaming can be defined as:**

*"...the process of assessing the implications for women and men of any planned actions, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally and inequality is not perpetuated."*

Source: UNECOSOC, 1997

## What is this Handbook about?

*Mainstreaming Gender in Energy Projects: A Practical Handbook* was developed by ENERGIA<sup>4</sup> to provide guidance on how to integrate gender concerns in energy projects:

- How to assess the gender situation in an energy project
- What gender interventions can be undertaken as part of project activities
- How to build capacities and institutionalise gender mainstreaming practices within implementing organisations and partners
- How to measure and monitor the progress made on gender aspects of energy projects.

Specifically, it helps energy projects to develop a concrete gender strategy, or a **Gender Action Plan (GAP)** for the project. Developing a GAP involves:

- Agreeing on a gender goal or objective (deciding what the project aims to achieve from a gender standpoint)
- Planning specific outcomes and activities to meet these gender goals, which can be of two types:
  - o Implementation actions
  - o Institutionalisation of gender mainstreaming in the project or organisation, to create the long-term capacity to implement the GAP activities
- Designing a monitoring and evaluation framework to track the performance of gender activities
- Including gender in project documents, such as logical frameworks and annual work plans.

The primary thrust of this Handbook is on how mainstreaming gender

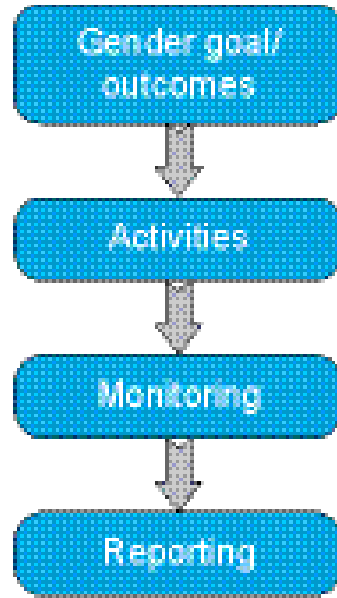


Figure 1.

*The Gender Action Plan*

concerns can help energy projects ensure that men and women both can take advantage of existing opportunities, and benefit equally from energy access.

## Who is it for?

The Handbook is aimed at both energy project managers and staff, as well as gender experts who are tasked with mainstreaming gender by their organisations, and will:

- Demystify gender concepts
- Help them recognise gender issues in energy sector work
- Clarify what gender mainstreaming means for energy projects, and why it makes sense to implement 'gender-sensitive energy projects'
- Provide pointers on how to mainstream gender and track its performance.

In our experience, gender mainstreaming in projects works best when a team within the energy project



(rather than a single gender expert) is responsible for gender mainstreaming. The team is best led formally by the project manager, with an internal gender expert or external gender consultant playing a key role.

This team could also include a monitoring and evaluation officer, as well as socio-economic, community mobilisation and marketing experts.

This Handbook will also be useful for anyone concerned with gender mainstreaming in energy projects, including:

- Donor staff, who can use it as a guide for gender mainstreaming in energy projects and programme management
- Energy project designers and planners
- Non-governmental organisations

**For systematic gender mainstreaming in energy projects, a project needs:**

- A project manager who is responsible for gender mainstreaming in the project
- A gender expert or consultant (external or internal) with experience in gender, energy and poverty issues
- A 3 to 4 member team within the project to carry out the work
- Explicit support for gender mainstreaming activity from the senior management
- Budget and resources for the gender expert, fieldwork, workshops, gender training for staff, and possible new activities identified through gender mainstreaming.

(NGOs) and advocacy groups supporting energy projects led by their governments and international organisations.

## How is the Handbook structured?

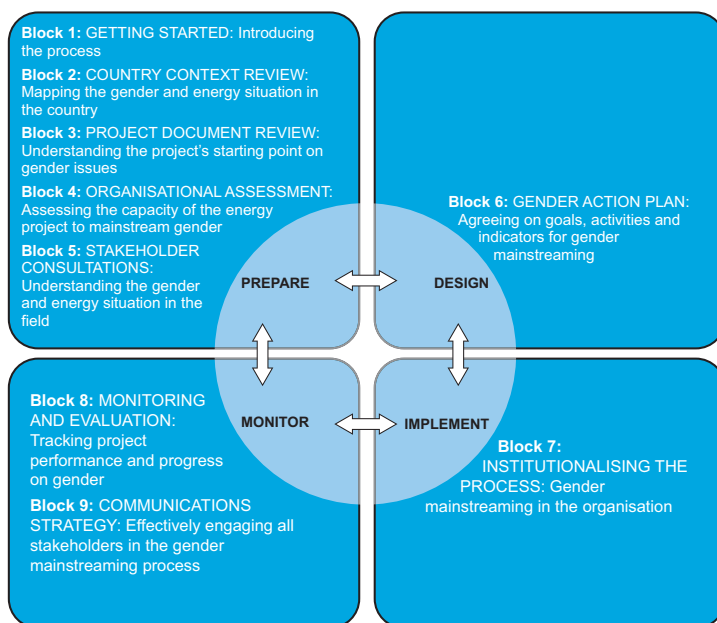
The Handbook consists of two parts:

- The Practical Handbook shows how gender concerns can be systematically integrated within energy access projects and programmes. It visualises the process as consisting of four major stages - preparation, design, implementation, and monitoring and evaluation - each of which is broken down into blocks.
- A Resource Pack in a CD, with tools, questionnaires, guidelines and examples for each of the nine blocks.

This introductory chapter outlines the Handbook and presents the rationale and need for gender mainstreaming in energy projects. Each of the blocks that follow outlines one step, explaining its objectives and how to carry it out, and identifying key resources that the reader can refer to. These resources are included in the companion Resource Pack.

The blocks in the Handbook can be adapted for use at any stage of the project cycle: project preparation, design, implementation, and monitoring and evaluation. The blocks should be contextualised and integrated into project processes.

Each step builds on and reinforces the previous ones, but can also be carried out as a separate activity. Clearly, a project that is at the initial



**Figure 2.**

*Stages in mainstreaming gender concerns in energy projects*

design stage is likely to approach these steps differently from a project mid-way through or near completion. For example, a project already in the implementation stage can be 'retrofitted' to make the ongoing activities more gender-responsive by using the tools suggested in Block 3 to review its project documents and identify gender-focussed activities for implementation. Similarly, a project planning an end-of-project evaluation can use Block 8 to mainstream gender into its Terms of Reference for evaluation. A project developing an annual plan can go through Block 7 for ideas on how to engender planning frameworks, including the Logical Framework Approach (LFA).

**What is ENERGIА's approach to mainstreaming gender?**

Mainstreaming gender concerns in energy projects makes the gender dimension explicit in all phases of the project cycle. A gender mainstreaming

approach does not look at women in isolation, but looks at women and men together – both as actors in the energy sector, and as its beneficiaries. ENERGIА's approach to mainstreaming gender in energy projects involves a process of helping energy projects and their stakeholders:

- *To identify gender issues* in their energy projects, through the use of practical tools
- *To agree on gender goals* that the project wants to achieve
- *To develop a strategy and action plan* on how these gender goals can be met
- *To successfully implement gender-focussed activities* in their projects
- *To institutionalise gender mainstreaming capacity* within the project and its partners
- *To track the performance* of the project in implementation, impacts and institutionalisation of gender issues.

This process ensures that both women and men will be able to benefit from energy projects, and gender inequality in project activities and outcomes will be reduced or eliminated.

Energy and gender issues differ by country, region, and concrete situation. Systematic gender-sensitive analysis invariably reveals gender-differentiated energy needs and priorities (see Box 1), as well as gender inequalities in terms of opportunities and outcomes. Mainstreaming gender concerns in energy projects seeks to redress these problems within the context of energy project goals.

Mainstreaming gender also involves examining the organisational, institutional, and corporate environment in which energy projects are situated, developing a strategy to assess and build organisational capacity for addressing gender concerns, and undertaking a participatory process to create consensus among stakeholders and partners on a Gender Action Plan.

### **Gender mainstreaming: Does it focus on women only?**

Gender analysis looks at differences in the experiences and opportunities of women and men, and gender mainstreaming seeks to overcome gender inequalities. There is overwhelming evidence that women and girls are more disadvantaged than men and boys, both across societies and at all income levels. Hence, in order to promote gender equality, interventions often attempt to strengthen women's positions and therefore focus on women. Gender mainstreaming can include interventions aimed at men and boys as well, with the realisation that they are an important target group if gender relations are to be transformed. In some cases men can also be in a disadvantaged position, e.g. when an organisation's labour conditions does not include paternity leave.

### **Box 1: Electrification: Women and men in developing countries use electricity differently**

Some documented impacts of electrification on women:

- Electricity supports home industries like basket making, net weaving and tailoring, and also eases tedious tasks (such as grain milling, and oil and food processing), thereby reducing women's workloads
- Women cite the benefits of enhanced safety for children (compared to using flammable lamps), improvements in children's schoolwork, and increased leisure, more than men do
- Women in electrified households read more
- Women can save time in avoided journeys (collecting fuel, taking batteries to be charged, going to the city to buy kerosene, etc.)
- Girls benefit from improved homework and school performance, fewer eye problems, and increased enrolment in school
- Women have increased opportunities for employment in electrified households and greater control over their income.

*Source: Compiled from UNDP 2007, Masse and Samaranayake 2002, Khan 2001, Barnes and Sen 2004.*

## What is the Handbook based on?

ENERGIA has been working in the gender and energy sector since the 1990s. In 1999, UNDP, with support from Sida, focussed on women's economic empowerment in the energy sector and gathered case study examples, to ask what lessons have been learned about gender and energy from project-level experiences. UNDP's global project entitled 'Energy and Women: Generating Opportunities for Development' looked at critical policy and programme design options to improve women's access to affordable and reliable energy services. The project's findings and recommendations included suggestions from ENERGIA members, and were presented in the book, 'Generating Opportunities: Case Studies on Energy and Women' (UNDP, 2001), which

was offered as an input to the 2001 session of the UN Commission on Sustainable Development dealing with energy. In 2004, building on this initiative, UNDP, in partnership with ENERGIA, published 'Gender and Energy for Sustainable Development: A Toolkit and Resource Guide'. This toolkit was designed specifically to assist development planners and practitioners in integrating gender and energy concerns into development programmes, through practical suggestions and resource materials (see Box 2).

ENERGIA, in collaboration with the University of Twente, also developed a comprehensive gender training programme in the energy sector, with six training module packages in English and French (ENERGIA, 2007), on a range of topics including basic

### Box 2: Good practices in gender and energy from projects

- Women empowered through involving them in project activities, and through additional education about energy options and technologies
- Supportive policies that reflect and address the distinct energy needs and conditions faced by men and women
- Well formulated energy needs assessments, undertaken prior to project design, to ensure that the approach is grounded in the reality of the people involved and takes into account gender differences
- Full participation of intended beneficiaries, including women, in all aspects of energy project identification, design, financing, community mobilisation and implementation
- Energy projects that address women's energy needs and take into account the types of value-added productive activities typically undertaken by women
- Marketing strategies that evaluate marketability of products in terms of quality, affordability and competing alternatives
- Decentralised, gender-sensitive credit mechanisms, where appropriate, to distribute the financial costs of improved energy services over extended timeframes
- Capacity building and training, to strengthen women at all levels of energy policymaking and planning.

Source: UNDP and ENERGIA, 2004

gender and energy concepts, gender mainstreaming in energy projects, engendering energy policy, and gender advocacy in energy. An online training module drawn from this programme is widely used by development and energy practitioners<sup>5</sup>.

In 2007, ENERGIA, in collaboration with UNDP, initiated a capacity building programme, Gender Mainstreaming in Energy Projects in Asia. As a follow-up to this, ENERGIA provided gender mainstreaming support to several projects in Asia, including: the Biogas Pilot Program, Lao PDR; the Biogas Support Program, Nepal; micro-hydro projects being implemented by Energy Forum and the Central Provincial Council of Sri Lanka; and a micro-hydro project being implemented by TIDE in India. In addition, since 2008, ENERGIA has gathered rich experience and documentation as

part of its Gender in Energy Projects initiative, supported by the Swedish International Development Agency (Sida). Details of these projects are presented in Annex 1. Since 2010, ENERGIA has been providing gender mainstreaming support to the Africa Biogas Partnership Programme, which is being implemented in six African countries (ENERGIA and Hivos, 2010), and to the Clean Energy and Oil for Development programmes of the Norwegian government in Asia and Africa. During the same period, ENERGIA has also been working with UNDP Cambodia to systematically mainstream gender concerns into its environment and energy project portfolio.

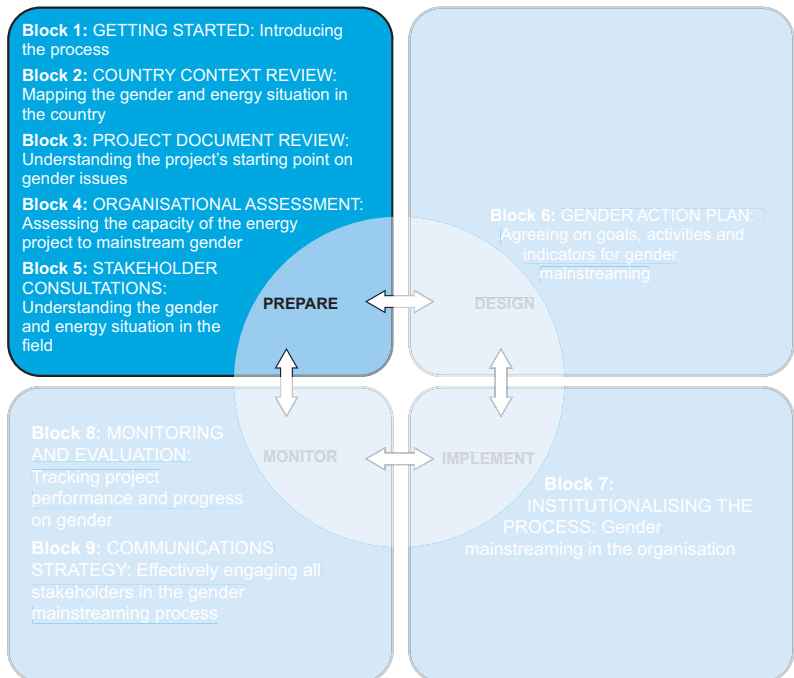
This Handbook draws on all these experiences related to gender mainstreaming in the energy sector worldwide, and it is expected to evolve further as we go along and learn more.





Female entrepreneur in Kenya sells an improved charcoal stove to a customer

# PREPARE





In Sri Lanka the EREO project ensured that women participated in the installation of a pico hydro unit



# Block 1: GETTING STARTED

## Introducing the process

### 1.1 Objectives

- Engage the project staff early on in the project cycle. It is important that they see the potential benefits and get interested in the process
- Introduce the basics of 'why' and 'how to' of mainstreaming gender to project staff
- Expose staff to possible approaches, good practices and lessons learned.

### 1.2 Orientation workshops for project staff and partners

An initial orientation workshop for project staff can begin the process of ownership of the gender strategy or Gender Action Plan (GAP) to be developed by the project staff and management. Assistance can be obtained from relevant gender experts. Developing and agreeing on a gender strategy for the project is an iterative and interactive process: early workshops are also a form of learning for the staff and the team tasked with mainstreaming gender. Early deliberations through an introductory workshop on gender mainstreaming can help to:

- Carry out a preliminary assessment of staff perceptions, including the challenges and opportunities seen by staff
- Raise awareness on basic concepts of gender and energy, as well as on good practices and

lessons from within and outside the energy sector

- Seed initial ideas on mainstreaming gender, and help project staff identify opportunities and gaps to address gender concerns in the project
- Support projects to think through the process and understand the steps (to be carried out later)
- Identify the partners/possible partners who should be involved later
- And most importantly, build a buy-in for the process, right from the beginning.

#### What is gender equality?

Gender equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognising the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women.

*Source: UN Women, 2010*



Orientation workshop held in Philippines

A draft agenda for an introductory gender mainstreaming workshop is included as Resource 1.1 in the Resource Pack.

The participants at the orientation workshop should include all members of the team that are responsible for mainstreaming gender, as well as other operational staff from all levels. In the ENERGIA-assisted country projects, these teams were as small as three people and as large as ten. Staff from outside the energy project, such as monitoring and evaluation or communications staff, should participate as well.

Consultative workshops with key stakeholders, including government representatives, can also provide the project staff with opportunities to share their experiences, learn from their partners, and get inputs on what is feasible and desirable.

In introductory meetings, gender experts can share experiences on gender mainstreaming in other ENERGIA-assisted projects, and give ideas about the kinds of actions that have been identified by other energy

projects in sub-sectors such as rural electrification, cooking energy, and energy entrepreneurship. Actions from seven projects that ENERGIA has assisted are listed in the table in Annex 1. Block 6 on Gender Action Plans also has lists of possible gender actions, by energy sub-sector, which can usefully be shared with project staff, to give ideas and stimulate discussion.

### 1.3 Why aim for gender equality in energy projects and programmes?

Gender inequality limits choices for women and men, and puts a brake on human development. The case for gender equality, though often viewed as a human rights or social justice argument, also includes good economics. Gender equality promotes prosperity and enhances the well-being of societies.

*Source: UNDP, 2010b*

In orientation workshops, project staff and partners can begin to discuss the reasons for gender mainstreaming in their project, and the gender goals of the project and the sector. There can be different gender goals for different energy projects, and these will imply choosing different activities later in the process of developing a Gender Action Plan. Common reasons for gender mainstreaming include:

**On grounds of social justice.** In development, women, with limited control over productive resources and assets, have persistently lagged behind in terms of capabilities as well as opportunities. As a consequence, women represent up to 70 percent of the rural poor today, they earn only 10 percent of the world's income and own

only 1 percent of the world's property. They also account for 2/3 of the total number of illiterate people.

Women are the ones who are worst affected by energy scarcities. The number of people suffering from energy scarcities is staggering:

- 2.7 billion people – about 40 percent of the world's population – use wood, plant residues and animal dung as fuels for cooking and heating. Women use up their time and labour collecting and managing these fuels, and smoke from inefficient stoves in poorly ventilated homes kills 2 million people each year, mostly women and children.
- 1.4 billion people - around 20 percent of world's population - do not have access to electricity: 40 percent of these are in South Asia. In Sub-Saharan Africa, the electrification rate is 31 percent. Access to electricity would make enormous differences in women's household work, and would help them to shift from being mostly informal traders to larger-scale business operators and entrepreneurs.

**For more efficient projects and programmes.** Women are responsible for nearly every aspect of the domestic energy system, especially in rural areas. Involving them in energy projects and programmes means better targeting of development assistance, more sharply focussed interventions and hence, better programme sustainability.

**Economic grounds.** All across developing countries, women play major roles in the survival strategies



Pakistani woman lighting her biogas stove

and economic conditions of poor households. Energy services can help empower women, economically and socially. Thus, mainstreaming gender concerns in the energy sector can help promote prosperity and enhance the well-being of societies.

**International commitments.** Finally, as a community, we have made international commitments to promote human rights, respect for diversity, and equality for all, men and women. And we need to fulfil them, through actions in all sectors.

### **1.3.1 Gender mainstreaming experience in other sectors**

While the energy sector has only recently begun to operationalise gender, other development sectors such as forestry, agriculture, transport, and water and sanitation have longer-term experience in mainstreaming gender into their projects. Many of these lessons can be applied in the energy sector as well. A study of over 100 rural water supply projects indicated that project effectiveness is influenced by women's participation, among other variables (Narayan, 1993). In the agricultural sector,

### Box 3: Increased development effectiveness through mainstreaming gender

In the agricultural sector, the International Fund for Agricultural Development-Asia identifies the following strategic interventions with maximum 'ripple effects' for women:

- Sub-budgets within community projects earmarked for planning and implementation by women's groups/organisations
- Separate women-only groups implementing key (mainstream) portions of the project
- Women's unions as non-bank financial intermediaries in providing credit
- Women's ownership of productive assets
- Sharing and social provision of child care/domestic work
- Increased recruitment of women at professional levels in decision-making positions.

In infrastructure projects, a review of World Bank projects showed that:

- Women's participation in design and decision-making in water users' associations or rural electrification cooperatives improves governance, management, cost recovery and production
- Women's participation increases the effectiveness, quality and sustainability of infrastructure rehabilitation and maintenance; provides a high economic rate of return (31 percent); and creates an improved work environment, with less violence and drinking in project sites.

In extractive industries, addressing women's issues can improve a company's bottom line: by increasing productivity and reducing costs, because women do some jobs better than men; by improving community-company relations; and by producing greater payoffs from community related projects through gender-inclusive consultations.

*Sources: World Bank, 2009; Kelkar and Nathan, 2005; Nilufar Ahmad, 2008; World Bank, IFC and MIGA, (web accessed 2011).*

for example, improvements in rural women's access to and control over resources lead to increased household productivity and benefits for the wider economy.

Approaches for the design of agriculture policies, programmes, and projects that have been shown to work well include design interventions that:

- Explicitly target women
- Do not exclude men
- Promote collective action among women
- Cultivate women's profit orientation
- Protect women's rights and control over economic gains
- Take necessary measures to ensure women's voice and representation
- Recruit and train women as service providers
- Involve rural women in the design of innovative products and services
- Strengthen investment in research and sound impact assessment.

## Resources you can use:

- Resource 1.1: A sample agenda for a gender mainstreaming workshop

### **Workshop reports**

- Resource 1.2: Workshop report on “Gender Mainstreaming in the Environment and Energy Portfolio of UNDP Cambodia, 9-11 March 2011” (available at [www.energia.org/what-we-do/news/article/?tx\\_ttnews\[tt\\_news\]=51&dcHash=72045053ec](http://www.energia.org/what-we-do/news/article/?tx_ttnews[tt_news]=51&dcHash=72045053ec))
- Resource 1.3: Report of ENERGIA Africa Regional Workshop on Gender in Energy Projects, 12-16 October 2009
- Resource 1.4: Report of ENERGIA Asia Regional Workshop on Gender in Energy Projects, 13-16 July 2009

### **Useful literature on gender and energy**

- Resource 1.5: E-learning on basic concepts of gender and energy (can be found at [www.moodle.energia.org](http://www.moodle.energia.org))
- Resource 1.6: UNDP and ENERGIA 2004. Gender and Energy for Sustainable Development: A Toolkit and Resource Guide





Female stove entrepreneurs in Senegal are moulding clay to produce ceramic stove inserts

# Block 2: COUNTRY CONTEXT REVIEW

## Mapping the gender and energy situation in the country

### 2.1 Objectives

A Country Context Review is an important starting point for gender mainstreaming in an energy project. Before developing a Gender Action Plan, an overview of key gender issues in the country and in the specific energy sub-sector<sup>1</sup> needs to be developed, to see whether the project is addressing these issues, or could engage with them.

- What is the context (national policy/organisational policy) that the project is operating within?
- What are the key country-level gender and energy issues that the project must be aware of, and could possibly deal with?
- Who are the current - and potential - stakeholders that the project can partner with on gender issues? What resources exist that can be used for gender mainstreaming?
- What are the existing experiences and opportunities for gender mainstreaming in the energy sub-sector?

### 2.2 How to carry out a country context review on gender and energy

The Country Context Review<sup>2</sup> can be carried out by an external consultant, with inputs from the project staff. The Country Context Review report is an empirical document; therefore, it is important to have supporting findings,

facts, and/or quantitative data for all statements made. In many countries, key gender issues, major energy issues and critical development issues have already been identified separately in national or regional reports and workshops; these reviews can be drawn upon, as authoritative sources, to save time.

Information on the background situation and the national context can also be gathered from stakeholders through interviews. An interview guide for

#### Where to look:

- Internet search for key words (e.g. country + gender + energy)
- National policy documents on poverty, gender and energy
- Major government reports such as census and MDG reports
- Interviews with experts, and project and government staff to help identify key documents and issues
- Reports and documents by regional banks, the World Bank and regional institutions, such as AFREPREN and SADCC in Africa, or ESCAP and ICIMOD in Asia
- ENERGIA publications database
- Sub-regional energy access planning documents, such as the EAC Energy Access Strategy in East Africa.

partners used in a project in Senegal is included in the Resource Pack (Resource 2.1).

## 2.3 Documenting the Country Context Review

The current mandates and experiences on gender and energy in the country can provide legitimacy and entry points for gender mainstreaming in the energy project. The Country Context Review can be compiled into a short report following the outline given below. This report can be presented at a staff meeting or workshop, so that project staff can discuss the implications of the findings, and identify gaps in information that are relevant to the project and need to be filled.

### a. Introduction

To give the review exercise credibility, the introduction should outline how the review was carried out, by whom, what kind of resources were used, the time period, and how the Country Context Review fits into the process.



Health centre in Mali without electricity

### b. The situation of women and men in the country

Basic data on gender and poverty, female-headed households, the differential situation of women and men vis-à-vis MDG indicators (such as literacy, water and sanitation, land access, workloads, political participation), and the different roles of women and men in households, agriculture and the informal sector should be outlined. This can provide ideas for possible actions for addressing gender issues in the energy sector.

### c. Policy and institutional framework for gender issues

- National and international mandates on gender that have been adopted by the government
- Energy sector policies or master plans that include references to women or gender, and the status of their implementation.

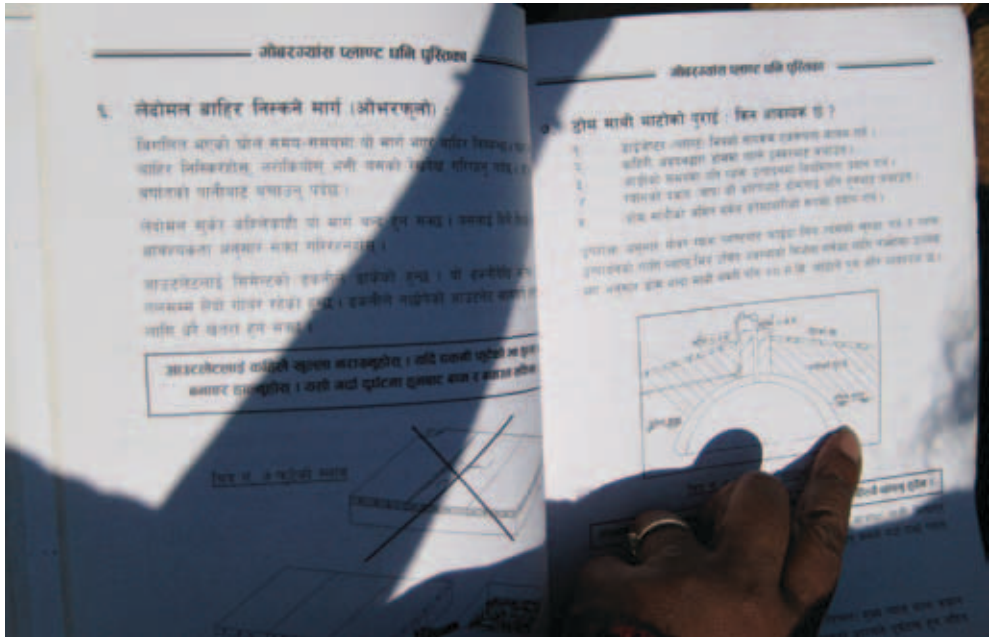
### d. Gender and energy situation in the country/region

- Major energy issues, policies and institutions, especially for the sub-sector (e.g. household energy, rural electrification) where the energy project is working. World Bank or regional bank reports or national plans are often a good source for a short summary
- Gender issues specific to the energy technology/area the project is dealing with, such as domestic energy, access to electricity, productive uses of energy, etc.

### e. Current and potential partner organisations

- Gender policies and practices of current project partners





Reviewing existing background documentation

- Good practices and lessons learned by other projects in working with women and men in energy projects and programmes, as well as in other sectors such as agriculture and water
  - One way of gathering such experiences is to hold a one-day meeting in which organisations with gender experience present their best practices. This meeting could be used to initiate partnerships that could be useful in implementing the energy project
  - Potential new partners, such as national and local organisations with relevant expertise of working with women. It is not possible/necessary for the energy project to carry out all gender activities.
- in the energy project. Based on the information collected, some possible entry points or opportunities to address gender and energy challenges in the energy project can be put forward for further examination. These could be:
- Questions that need further examination (possibly through interaction with communities)
  - Immediate actions that are not controversial and can be undertaken right away at low cost by the energy project, for example, including gender considerations in an ongoing project survey
  - Possible ideas for the Gender Action Plan that is developed later.

**f. Possible entry points to address gender and energy challenges**

All of the above provide legitimacy and entry points for gender mainstreaming

**g. Bibliography**

The end of the report should document the major relevant sources that have been consulted.

#### Box 4: Country Context Review: First ideas towards a gender strategy in energy projects in Botswana, Senegal and Pakistan

- In Botswana, the Botswana Power Corporation (BPC) management was surprised to learn from the Country Context Review that 52 percent of all rural households in Botswana are female-headed, and that an Energy Department survey showed that female-headed households connected to the grid at only half the rate of male-headed households. Here was a large missed market that could be exploited to increase connections and load - a major government objective in the electricity sector.
- In Senegal, polygamy is widespread in rural areas. An integrated household energy project noted in its initial review that solar photovoltaic (PV) connections often had to be shared among wives, and that labour was shared in stove-producing households - with the wives producing pottery inserts, and men producing the metal covers. The gender team decided, "We need to know more about how labour and benefits are distributed in the energy project under polygamy."
- In Pakistan, one of the issues highlighted in the gender literature was restricted mobility of women. The Pakistan biogas programme decided to explore this issue further through a baseline survey in the project areas, as women's mobility would have direct implications for including them in 'non-traditional roles' in supply and demand side activities, and in training programmes for masons, supervisors, managers of Biogas Construction Enterprises (BCEs), village extension workers, trainers and credit officers.



Women's group in Senegal producing efficient stoves

### Resources you can use:

- Resource 2.1: An interview guide (by category of actors) for the German-Senegalese Programme for Support to Decentralisation and Local Development
- Resource 2.2: "Gender Mainstreaming into the Pakistan Domestic Biogas Support Programme. A brief review of the gender and energy situation in Pakistan"
- Resource 2.3: Summary of Literature Review: "Gender and Energy in Lao PDR"

# Block 3: PROJECT DOCUMENT REVIEW

## Understanding the project's starting point on gender issues

### 3.1 Objectives

As mainstreaming gender may often happen after a project has begun or is already planned, understanding where the project stands in relation to gender is important. Many project proposals include statements about women or gender, but lack specific activities to operationalise these statements. Sometimes, a project document is completely silent on gender issues - the inherent assumption being that gender issues are 'part of' community and household issues and hence do not need a separate, specific mention.

A review of key documents will help provide answers to the following questions:

- What does the project aim to achieve from a gender standpoint?
- How has the project integrated gender in practice, according to its project reports?
- What assumptions does the project make about men and women (their interest in project activities, expected participation, etc.)?
- How do the current project implementation documents, such as progress report formats, reflect gender issues?
- What are the potential gender activities that might help to achieve overall project goals?
- What other entry points and opportunities can be identified from

the written record of the project regarding target groups, indicators, risks, assumptions, implementation partners, monitoring and evaluation (M&E), and the budget?

### 3.2 How to carry out a Project Document Review

#### 3.2.1 Which documents should be reviewed?

The Project Document Review will most likely be undertaken by the gender expert of the energy project, or by an external expert. The first step is to select which documents will be reviewed.<sup>1</sup>

- **Project document, logical framework and annual plans:** What gender commitments have been made by the project, as recorded in the project proposal or logical framework (including budgets)? If the project has been under way for some time, there may be other documents, such as operational plans, to review.
- **Gender statements:** What is the gender vision of the organisation or project, as reflected in framework agreements, or organisational policies that the energy project is required to adhere to?
- **Progress reports:** Progress or annual reports can provide information on what the project committed to do, and has actually done, in relation to

gender or women. Do progress reports demonstrate a gender perspective? Are activities and achievements reported on by gender, e.g. trainings, employment, participation?

- **Implementation documents:** Do the project processes and documentation, such as operational manuals, publications, monitoring and evaluation frameworks, reflect attention to gender issues?

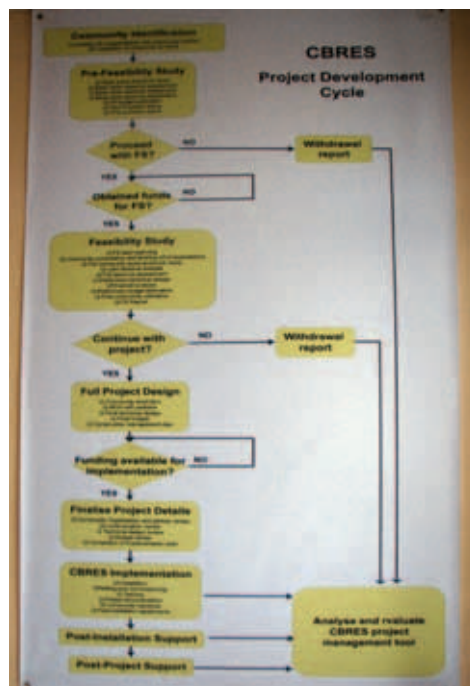
The selection of documents to review can be decided in consultation with the project management. It is useful to look at a few key documents first, and to discuss which documents are most important to review, and possibly revise from a gender perspective, as an activity of the Gender Action Plan.

### 3.2.2 A checklist for reviewing project documents

To begin with, a quick scan can help locate the key gender words in the document, such as gender, women, female-headed households, women’s participation, women’s income generation, women’s empowerment. This, however, is only the starting point,

and needs to be followed with content analysis of how gender issues are treated throughout the document.

Table 1 is a generic checklist that can be used to analyse gender mainstreaming in different parts of a project document.



In the Philippines, SIBAT did a gender review of the project development cycle

**Table 1.** Checklist for review of gender mainstreaming in projects<sup>2</sup>

Project document	Gender indicators to look for?
Background and justification	Is the gender dimension highlighted in the background information to the intervention? Does the justification include convincing arguments for gender mainstreaming and gender equality? Is data on gender analysis included and the different project-related needs of women and men analysed as part of the social analysis?
Goals	Does the goal reflect the needs of both women and men? Does the goal contribute to correcting gender imbalances through addressing practical needs of women and men? Does the goal even seek to transform the institutions that perpetuate gender inequality?
Objectives	Do the intervention objectives address needs of both women and men?

Target groups	What should the gender balance be within the target beneficiary group?
Activities	Are measures incorporated to ensure women's inclusion and participation in project planning and implementation (e.g. interviewing women separately from men to get their views; contracting NGOs to reach out to women; skill building training for women)? Do planned activities involve both women and men? Are there additional activities to ensure that a gender perspective is made explicit (e.g. training in gender issues, additional research, etc.)?
Indicators	Have indicators been developed to measure progress towards each objective? Do these indicators measure the gender aspects of each objective? Are indicators gender disaggregated? Are targets set for sufficient participation by women and men?
Implementation partners	Who will implement the planned intervention? Do these partners have gender mainstreaming (GM) capacity? Will both women and men from staff participate in implementation?
Monitoring & evaluation	Does the M&E strategy include a gender perspective? Is the M&E framework sex-disaggregated (baseline, monitoring, impact evaluation) with reporting requirements? Will it examine both technical (content) and organisational (process) aspects of the intervention?
Risks	Have the greater context of gender roles and relations within society been considered as a potential risk (i.e. stereotypes or structural barriers that may prevent full participation of one or the other gender)? Has the potential negative impact of the intervention been considered (e.g. potential increased burden on women or social isolation of men)?
Budget	Has the need to provide gender training or to engage gender experts been factored into the budget? Does the project explicitly allocate budget/resources for gender-related activities?
Communications strategy	Does the project communications strategy for informing the public about the existence, progress and results of the project, include a gender perspective?

### 3.2.3 Identifying gender goals and issues in project documents

Some energy projects do have clear goals and commitments on gender (see Box 5 for an example of gender goals and activities proposed by a biogas project in Kenya). In many energy projects, however, project documents do not include any specific gender goals. Gender goals or objectives may nonetheless be implied by the

project objectives and activities, as in the integrated household energy project described in Box 6. For example, the objective of working towards achievement of the MDGs includes MDG 3, 'to promote gender equality and empower<sup>3</sup> women'. Many energy project documents include increasing energy access as a goal, and increasing energy access of both women and men is implicit.



## Box 5: Gender goals and activities: the Africa Biogas Partnership Programme in Kenya

The Kenya National Domestic Biogas Programme is a component of the Africa Biogas Partnership Programme. The overall objective of the programme is to contribute to the achievement of the MDGs through the dissemination of domestic biogas plants as a local, sustainable energy source through the development of a commercially viable, market-oriented biogas sector. The Programme Implementation Document identifies as a specific objective the following, which has a clear reference to gender:

“To optimise benefits that are currently underdeveloped in the Kenya biogas sector, specifically related to:

- Gender aspects, women’s economic status and children’s educational status
- Improved health from nutrition and reduced indoor air pollution
- Environmental protection through reduced deforestation and environmental degradation
- Employment creation, especially in the rural areas
- Improved food security due to agricultural application of bio-slurry.”

It goes on to set a number of concrete gender-disaggregated and quantifiable outcomes, including:

- Significant improvement of the health of over 15,000 men and women and 38,300 children
- Time saving: approximately 15 to 18 million hours per annum (equivalent to up to 2,000 person-years) saved for women and children fetching firewood and other biomass sources for cooking and heating
- Effort saved in cooking, warming food and water and cleaning cooking pots for 7,700 households, representing over 15,000 men and women and about 38,300 children.

Source: KENDBIP, *Programme Implementation Document*, 2010



Use of clean biogas stove in Kenyan household

## Box 6: Implied gender goals and entry points in an integrated household energy project in Senegal

The overall goal in the PERACOD GIZ-Government of Senegal project document is “To improve the framework conditions and implementation capacities for sustainable access to modern energy services, especially for disadvantaged social groups.” (*Les conditions cadres et les capacités de mise en œuvre pour l'accès durable aux services énergétiques modernes, en particulier pour les couches sociales défavorisées, sont améliorées*).

This goal does not include any gender objectives or indicators. However, there are several opportunities for gender mainstreaming, as evidenced by the following:

- The framework agreement for funding with the German Federal Ministry for Economic Cooperation and Development includes the statement that “the project must ensure that its activities will not lead to negative impacts on women”; as well as a paragraph on improving women’s lives, saving women’s time, increasing women’s incomes, and improving their positions in the community.
- The Government of Senegal has also committed to numerous agreements on gender equality.
- One of the three major project components is household energy, an energy sub-sector of particular concern for women, and the project progress reports show that PERACOD has endeavoured to involve women in construction and marketing of improved stoves as well as in productive uses of rural electrification and energy planning. There have been many challenges to involving women in these activities that the project is actively seeking to overcome.
- PERACOD is also engaged in developing a monitoring and evaluation plan that is required to be gender-conscious.

Source: PERACOD, *Intégration du Genre dans le PERACOD: Révue des Documents du Projet, 2011*



Woman in Senegal preparing clay for stove production

### 3.3 Components of a Project Document Review report

#### a. Introduction

The introduction should state how the review was carried out, by whom, what documents were reviewed, and how it fits into the process of mainstreaming gender.

#### b. Gender/women in project documentation

In the project proposal, logical framework, or current annual plan, look for:

- Specific mentions of women or gender in project goal/objectives/ expected outcomes

#### **Box 7:** Gender in project documents: An example from the Up-scaling Access to Integrated Modern Energy Services for Poverty Reduction Programme, Tanzania

Overall project goal: “Contribute to improved livelihoods, poverty reduction and sustainable rural development through improved access to modern energy in rural communities in Tanzania”.

Project documents reviewed	Attention to gender issues, and gender gaps
Project document	<ul style="list-style-type: none"> <li>• Target beneficiaries: The words ‘women’, ‘gender’ and ‘female’ are mentioned, mostly related to entrepreneurship</li> <li>• Programme activities: There are no words related to gender.</li> </ul>
Training manual on Bio-Fuel Powered Energy Services Platform for Rural Energy Services Design, Installation, Operation, Maintenance and Management	<ul style="list-style-type: none"> <li>• Recognises the importance of having a sufficient level of social organisation, such as good leadership, including farmers/women cooperatives</li> <li>• Describes the use of machines such as oil pressing, welding, de-husking, electricity generation, maize milling, battery charging, etc.</li> <li>• Pictures in the book show men only.</li> </ul>
Logical Framework Approach (LFA)	<ul style="list-style-type: none"> <li>• The words ‘gender’ and ‘women’ are not mentioned in the LFA</li> <li>• The LFA verifiable indicators are not gender-disaggregated.</li> </ul>
Budget	<ul style="list-style-type: none"> <li>• The budget lines are general for implementation of the project activities</li> <li>• There are no budgetary resources for gender mainstreaming and related activities in implementation plans.</li> </ul>
Programme interim reports	<ul style="list-style-type: none"> <li>• There is no gender-disaggregation for activities/ results of the interventions</li> <li>• The 2009 report mentions gender three times in the chapters, but has no link with implementation of the programme activities.</li> </ul>

Source: Mwamunyange R., G. Ngoo and J. Mambo, Programme Document Review, 2010



- Identification of women and men as separate, distinct target groups.

In progress reports, look for:

- Separate reporting on outcomes/ impacts on women and men
- Approach to gender in the descriptions of project activities and in monitoring and evaluation.

### **c. Identifying opportunities to mainstream gender in the project documentation**

- If gender goals are not clearly stated in the document, possible gender goals of the project may have to be drawn from the implied goals of the project
- Suggest specific areas where gender might be mainstreamed in the project documents, frameworks and progress reports
- Other documents can be listed that were not reviewed due to lack of time, but will need to be reviewed

for the Gender Action Plan, such as monitoring and evaluation frameworks.

Discussions with the project team help identify further data gathering needs. Very often, for example, progress reports fail to capture the project's experiences of working with women and men separately, especially when there are no specific activities or indicators for gender mainstreaming in the project document that must be reported on. Nonetheless, if the energy project has now decided to mainstream gender, it is very likely that some approaches to working with women and men have already been tried and that there are some interesting experiences, although they may not have been recorded in reports. This has been termed the "invisibilisation" of gender mainstreaming: when monitoring and evaluation procedures fail to document what is occurring 'on the ground' (Moser, 2005).

## Resources you can use:

Resource 3.1: Presentation on "Gender Aspects in Up-scaling Access to Integrated Modern Energy Services for Poverty Reduction Programme (ACP)", Project Document Review, by Rhoda Mwamunyange, Gisela Ngoo and Jane Materu, July 2010



Woman in Botswana showing her Ready-Box, a ready to use house wiring box, reducing the cost of wiring a house

# Block 4: ORGANISATIONAL ASSESSMENT

## Assessing the capacity of the energy project to mainstream gender

### 4.1 Objectives

- Identify existing gender awareness and capacity of the organisation and the project staff that can be drawn on, as well as gaps in capacities that will need to be addressed in the Gender Action Plan
- Create an empirical baseline that can be used to set targets and measure later progress on the institutionalisation of gender mainstreaming
- Propose indicators and decision points for the energy project on actions for gender mainstreaming in the project and organisation
- Suggest possible areas for action,

while leaving the choice to the energy project.

### 4.2 How to carry out an Organisational Assessment of gender capacity

An Organisational Assessment can be facilitated and reported on by an external consultant, but the key to its accuracy is self-assessment and inputs by energy project staff – management, monitoring and evaluation, communications, and technical staff.

Table 2 lists the areas that can be examined in an Organisational Assessment and possible tools or sources of information for each of these.

**Table 2.** Areas for enquiry in an Organisational Assessment on gender

What are the areas to review?	What could be sources of information?	What methodology/tools to use?
Project frameworks	<ul style="list-style-type: none"> <li>• Is there a gender policy and vision?</li> <li>• Is gender included in the objectives, outputs, activities and budget of logical frameworks and other project frameworks?</li> <li>• Do manuals and publications reflect gender?</li> <li>• Is there a sex-disaggregated monitoring and evaluation system?</li> </ul>	<ul style="list-style-type: none"> <li>• Block 3 (project document review)</li> <li>• Management and staff interviews</li> <li>• Self-assessment questionnaire</li> <li>• Staff workshop/focus group discussions</li> </ul>

Existing gender capacity	<ul style="list-style-type: none"> <li>• Does the organisation have a gender focal point on staff?</li> <li>• Do partner organisations/ advisory groups have gender expertise?</li> <li>• Is there gender training/capacity of project staff and stakeholders?</li> <li>• Is resource material on gender available for staff?</li> </ul>	<ul style="list-style-type: none"> <li>• Management and staff interviews</li> <li>• Interviews with partner organisations</li> <li>• Self-assessment questionnaire</li> <li>• Staff workshop/focus group discussions</li> </ul>
Gender-conscious workplace	<ul style="list-style-type: none"> <li>• Does the organisation promote gender balance?</li> <li>• Are work/life policies in place?</li> <li>• Are sexual harassment and discrimination policies in place?</li> <li>• Is there a gender-sensitive work environment?</li> </ul>	<ul style="list-style-type: none"> <li>• Staff interviews</li> <li>• Self-assessment questionnaire</li> <li>• Staff workshop/focus group discussions</li> </ul>
Gender balance of staff	<ul style="list-style-type: none"> <li>• Is there gender balance at the management level?</li> <li>• Is there gender balance at the professional level?</li> <li>• Is there gender balance at the field level?</li> </ul>	<ul style="list-style-type: none"> <li>• Management interviews</li> <li>• Staff workshop/focus group discussions</li> </ul>

A number of different tools to assess organisational capacity were used by the organisations that ENERGIA has been assisting, and each of these adapted the tools and combined them,

as needed (see Box 8 for an example). Analysis of the information collected using these tools was then used in developing a Gender Action Plan.

### Box 8: Combining tools creatively: Kenya Power Organisational Assessment

ENERGIA has been working with Kenya Power, a key player in the electric power supply sub-sector with a mandate to purchase bulk electricity supply, and transmit, distribute and retail electricity to customers throughout Kenya. Kenya Power chose to use a combination of tools to assess their capacities. Starting with an internal document review, the team used self-assessment questionnaires administered to all staff. In addition, interviews with partners helped the team understand the partners' perceptions of gender mainstreaming in Kenya Power. All the issues raised and discussions were analysed through a SWOT (strengths, weaknesses, opportunities and threats) analysis, followed by a prioritisation process, and agreement on a course of action.

*Source: Kenya Power & Lighting Company, 2010*

## 4.3 Tools for Organisational Assessment

### 4.3.1 Briefings and interviews

Briefings and discussions with project staff and management serve to introduce them to the gender mainstreaming activity, and can be a kind of initial gender training. Project staff and management can be interviewed individually. In a large project, key staff can be selected for the interviews.

An interview guide developed by the World Bank for discussions with energy staff is included as Resource 4.1<sup>1</sup> in the Resource Pack.

### 4.3.2 Workshops/Focus group discussions

An internal workshop can be held, introducing the process of gender mainstreaming to the project, and presenting the results of Block 2: Mapping the gender and energy situation in the country, to stimulate discussions.

#### Information from briefings and interviews

- Existing knowledge and capacities of staff on gender, including availability of resource material on gender
- Project experiences and best practices on working with women and men
- Challenges encountered in working with women and men
- Possible entry points or opportunities for addressing gender issues in the project
- Needs for training, support, etc., on gender.

Briefings and focus group discussions should be carried out by an experienced gender facilitator who can answer questions and give explanations as well as stimulate discussions.

### 4.3.3 Self-assessment questionnaires

Technical capacity on gender as well as the institutional culture, decision-making and staff recommendations can be assessed through an individual questionnaire or through facilitated group work. A self-assessment questionnaire used for Organisational Assessment carried out by the Pakistan biogas programme is included in the Resource Pack as Resource 4.2. In the Philippines community energy project, a similar questionnaire was completed individually by project staff; in Pakistan, the questionnaire was adapted for group discussion in a workshop.

Another useful self-assessment questionnaire is a self-scoring ladder of criteria for gender indicators. An example of outcomes from this instrument is given in Box 9. This instrument has been adapted for the energy sector from the gender indicators used for measuring organisational support in the water and sanitation sector, as a Methodology for Participatory Assessment (MPA). Here, each indicator response is ranked and scored, from least gender-sensitive to most gender-sensitive. This can be done in an interview with management or through group work. This scoring establishes a baseline for organisational capacity on gender in the project, and a higher ranking can then be selected, if appropriate, as a target in the Gender Action Plan. This MPA instrument is included in the Resource Pack as Resource 4.3.

## Box 9: Outcomes of an assessment of gender integration at the institutional level: Biomass energy conservation in Namibia

In Namibia, interviews and document reviews by a gender consultant for an assessment of gender integration in the National Biomass Energy Management Steering Committee (NAMBESC) found that:

- NAMBESC is approximately gender-balanced in individual membership
- There are no gender experts or women's organisations involved in NAMBESC
- Only one member of NAMBESC has participated in gender training
- Technical members of NAMBESC generally do appreciate a gender-sensitive approach, but do not have a clear understanding of gender concepts and cannot cite examples of a gender approach in their work
- Planning and monitoring of NAMBESC activities does not specifically collect information on participation of and effects on women and men, nor does it use this information to adjust strategy
- NAMBESC defines women's roles partly from a welfare perspective: women are beneficiaries of improved stoves. It also encourages women in new roles in decision-making, management, production and marketing in stove producer groups.

Source: Cecelski et al, 2001

### 4.4 Gender balance analysis in the energy project/organisation

Gender balance analysis in project staffing means recording the number of women and men at different levels (management, technical and field staff). This provides a baseline for setting future targets for staffing. The energy project may decide that the existing gender balance at different staff levels is already appropriate to the task at hand; or it may decide that one gender or the other needs to be better represented (see Box 10 for an example from an energy access project in Tanzania).

In general, women tend to be underrepresented in energy projects, at all levels. Both women and men can and should be trained to carry out gender work; and female staff are not automatically gender-sensitive or knowledgeable about gender work. However, the complete absence of women at any level, or low representation, is not likely to result in

a gender-sensitive project. Not only would women in the target group lack role models for their participation in the project, but in many cultures, male project staff members face practical difficulties in collecting information from and working with women.

#### 4.4.1 Strengths and weaknesses, opportunities and threats (SWOT) analysis

Many projects are already familiar with using a SWOT analysis. A SWOT analysis can be used by a gender expert or in a project meeting to assess the project's or organisation's capacity on gender, and to plan gender activities. Box 11 shows how a Kenya cookstoves project used the SWOT analysis as the basis for developing their Gender Action Plan. A SWOT analysis can also be used for prioritising organisational actions.

The SWOT instrument used by the SCODE team for Organisational Assessment is included as Resource 4.4 in the Resource Pack.



## Box 10: Gender balance in TaTEDO

In Tanzania, TaTEDO is implementing a project titled “Up-scaling Access to Integrated Modern Energy Services for Poverty Reduction”.<sup>2</sup> As part of gender mainstreaming in this project, the gender team made a presentation to project management on its findings from an institutional assessment, including the following slide:

	Men	Women	Total
Managers	4	2	6
Project staff	5	3	8
Zone field coordinators	2	0	2
Field staff	6	1	7
Total	17	6	23

Project staff regarded the slide and noted: “Look at this: At HQ level we have some women managers and project staff. But most of our field staff are men. The baseline gender survey showed that male field staff can have difficulties accessing women. How are we going to work with women in this project?”

Source: Mambo, J., *Review of Institutional Assessment, 2011*

Most energy projects will have already carried out a mapping exercise of project partners and stakeholders, whose gender capacities can contribute to the project, or be strengthened. A SWOT analysis can also be used to assess the gender capacities of project partners.

A SWOT analysis can be followed by a BRET (build on strengths, reduce

weaknesses, extend opportunities, tackle threats) analysis, which guides a participatory discussion on:

- How can we build on or increase our strengths?
- How can we reduce/overcome our weaknesses?
- How can we make use of or extend existing opportunities, and tackle threats?



Organisational assessment brought out the need for a gender training of the Pakistan biogas programme staff

## Box 11: SCODE Organisational Assessment: Identifying elements for a gender strategy

The Clean Household Energy Dissemination and Enterprise Development Project is a 4-year project (January 2007 – December 2010) being implemented by SCODE in Kenya.<sup>3</sup>

The SCODE organisational assessment identified the strong and weak points of the ICS project, and based on it, aims to address these:

Strong points	Weak points	Agreed actions
<p>Organisational culture and policies</p> <ul style="list-style-type: none"> <li>• Equal opportunities for women and men in recruitment</li> <li>• Gender balance in staff composition</li> <li>• No issues with regard to sexual harassment</li> </ul>	<ul style="list-style-type: none"> <li>• SCODE does not have an overall gender policy</li> <li>• No consideration of gender in choice of partner organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a gender policy for SCODE and inform partner organisations</li> <li>• Support partner organisations' capacity development on gender.</li> </ul>
<p>Information and knowledge systems</p> <ul style="list-style-type: none"> <li>• Access to the internet</li> <li>• Availability of office telephones</li> </ul>	<ul style="list-style-type: none"> <li>• No operational documentation centre specific on gender</li> <li>• No general information on gender collected and disseminated among SCODE staff</li> <li>• No coverage of gender issues on SCODE website or newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a well-stocked, operational documentation centre with a collection of documents and materials that will include those on gender issues</li> <li>• Engender content of SCODE's website and incorporate information on gender mainstreaming case studies</li> </ul>

Source: SCODE Organisational Assessment

## Resources you can use:

- Resource 4.1: An Interview guide for project staff and stakeholders
- Resource 4.2: Organisational Assessment Report and Tools used by the Pakistan National Biogas Development Programme
- Resource 4.3: Indicators for establishing a baseline to measure organisational capacity for a gender-sensitive energy project (Methodology for Participatory Assessment)
- Resource 4.4: Gender self-assessment using SWOT analysis, SCODE improved cookstoves project, Kenya



# Block 5: STAKEHOLDER CONSULTATIONS

## Understanding the gender and energy situation in the field

### 5.1 Objectives

- Ensure that the project addresses the energy and other needs of both women and men in the target groups
- Document the baseline situation that the project wants to improve, to enable systematic progress monitoring later
- Collect information on how men and women perceive proposed interventions, what features would they like in technologies, and what strategies might work (and not work) for involving men and women, to facilitate project planning
- Provide guidance on field level gender analytic tools to identify the baseline situation that the project is trying to change in order

to maximise benefits for and participation of men and women. These tools could also be used to meet project objectives identified in the GAP.

### 5.2 Why consult with target groups?

All energy projects have target groups and stakeholders: energy consumers, producers and suppliers of energy and energy technologies and services, as well as energy policy makers. These target groups consist of both women and men. Project target groups are consulted in various ways to ensure that the project addresses their energy needs, and other needs (see Box 12). Consultations also help in assessing the energy situation on the ground, so that the objectives of the project can be met.

#### **Box 12:** Target group consultation shapes solutions: Biodiesel water pump - An example from the Enhancing Renewable Energy Options (EREO) project in Sri Lanka

In the EREO project, implemented by Practical Action in Sri Lanka, a mapping of women's daily schedule revealed that one of the greatest needs of the community was improved access to drinking water. The village had only one unprotected well, located away from the main road. Women and children were forced to walk several kilometres several times a day to collect water from the well, facing threats of snake bites and elephant attacks. As a result, they were often limited to fetching water only during the day. This finding was instrumental in shaping one of the project interventions, the installation of a (bio)diesel-operated water pump, which has drastically reduced the number of trips and time taken for women to fetch water. Women save about one and a half hours per day.

*Source: Practical Action, Case study from the project 'Improve access and reduce gender gaps for men and women in energy sector interventions through community level pico hydro and biofuel applications', 2011*

This block provides guidance on how to use gender analytic tools for collecting gender-relevant information from project target groups needed for energy project planning - answering questions in three broad areas:

- *Additional information.* What does the project need to know about the target groups, both women and men, in order to design and implement an effective project?
- *Baseline.* What is the starting point that the project wants to improve? What is the baseline situation for the gender indicators that will be used to continue to track the energy project performance on gender?
- *Reality check.* Are the project objectives and strategies sharply focussed on the realities of the existing situation? If energy interventions are already under way, what are the benefits and costs, positives and negatives, for women and men?

The main steps in fieldwork and data collection outlined in this block are listed below, while the tools and examples are included as Annex 3:

- What are the gender-related questions that fieldwork needs to address?
  - o For setting baseline indicators: Identifying the target groups/ stakeholders in the field, their gender goals, and the baseline indicators of success
  - o For project planning: How will the project affect women and men, and be influenced by gender issues?
- Basic gender and energy analytic matrices and data collection tools
  - o Sexual division of labour
  - o Access and control over resources and benefits
  - o Gendered value chain analysis
  - o Participation and decision-making
  - o Needs, priorities, challenges and perspectives



Consulting a target group in Senegal

- Choosing approaches and tools for gender-sensitive fieldwork
  - o Choosing fieldwork approaches and tools that match the research questions, target groups, and time available
  - o Gender-sensitive fieldwork techniques
- Using gender analytic tools to identify project activities to overcome gender constraints and build on opportunities to maximise benefits and participation for both men and women, and to meet project objectives identified in the project Gender Action Plan.

consumers and energy producers or entrepreneurs as target groups; energy policy makers and planners may also be project target groups.

- Which indicators should fieldwork measure? Each target group may have its own yardsticks for assessing the success of the project. Energy projects usually already have indicators for their project’s development objective; can these be disaggregated by sex, or are additional indicators needed to reflect the concerns of partners and target groups? A preliminary identification of gender goals for the energy project and their indicators has already been done as part of Block 1, in the country context review in Block 2, and through the review of project documents in Block 3. Fieldwork can establish a baseline for these indicators.

## 5.3 Framing research questions for gender and energy fieldwork

### 5.3.1 Research questions for setting the baseline for monitoring

- Which target groups should be consulted during fieldwork? The first step in planning fieldwork is to identify the target groups for consultation. Who are the target groups of the project and what are their own gender concerns/goals? What is the baseline situation that the project is trying to change for these target groups? Energy projects often have both energy

Table 3 shows the target groups in different components of an energy project in Senegal, as identified by project staff. An indicators column has been added to show how these target groups might measure success in meeting these gender goals. Such indicators could be the basis for research questions in fieldwork.

**Table 3.** Target groups, gender goals, and possible indicators in sub-components of a sustainable energy project in Senegal

Project component	Target groups	Gender-related concerns/goals	Possible gender-related indicators to track
Energy policy	<ul style="list-style-type: none"> <li>• National energy policy makers</li> <li>• Local councils</li> <li>• Energy ministry</li> </ul>	Increase women’s benefits and participation	<ul style="list-style-type: none"> <li>• Percentage of women in decision-making bodies</li> <li>• Number of women attending meetings, speaking up at meetings</li> <li>• Decisions taken that include women’s input</li> </ul>

Project component	Target groups	Gender-related concerns/goals	Possible gender-related indicators to track
Rural electrification	<ul style="list-style-type: none"> <li>• Manager of the PV mini-plant</li> <li>• Rural men</li> <li>• Women's groups</li> <li>• Potential electricity-using entrepreneurs (men/women)</li> <li>• Households (male/female-headed)</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting basic needs - electrification of households, the school, health clinic, streets</li> <li>• Income generating activities</li> </ul>	<ul style="list-style-type: none"> <li>• Number and type of energy services oriented towards energy needs of women/men</li> <li>• Number of new electricity-using enterprises operated by women and men</li> <li>• Male and female-headed households accessing electricity in proportion to their percentage in the population</li> <li>• Other socio-economic indicators, by men and women</li> <li>• Changes in time use by men and women</li> </ul>
Domestic energy	<ul style="list-style-type: none"> <li>• Potters (women)</li> <li>• Metalworkers (men)</li> <li>• Sales outlets (men/women)</li> <li>• Households (men/women, users of improved stoves/non-users)</li> <li>• Leaders (chiefs, councillors)</li> <li>• Women's income-earning groups</li> <li>• Men</li> <li>• Clay collectors (men/women)</li> <li>• Men (youth)</li> </ul>	<ul style="list-style-type: none"> <li>• Improve their productivity and profits</li> <li>• Improve women's voice in matters of energy use and management</li> <li>• Improve welfare of family/women: <ul style="list-style-type: none"> <li>o Reduce fuel and expenses</li> <li>o Cook faster</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Both female and male entrepreneurs improve their marketing and management capacity</li> <li>• Increased profits from stove production and sale, by male and female entrepreneurs.</li> <li>• Percentage of men and women purchasing improved stoves</li> <li>• Reduced fuel and expenses.</li> <li>• Time saved in cooking and fuel collection by women and men</li> <li>• Household decision-making on improved stoves purchase and fuel choice and use</li> <li>• Number of women and men providing support to potters and earning incomes</li> </ul>
Forest management	<ul style="list-style-type: none"> <li>• Women charcoal sellers</li> <li>• Charcoal producers (men)</li> <li>• Honey producers (women)</li> <li>• Other producer groups (men/women)</li> </ul>	<ul style="list-style-type: none"> <li>• Improve productivity, profits and membership of the groups</li> <li>• Women more than men seek to electrify the village to meet basic requirements such as grain mill, health clinic, household lighting</li> </ul>	<ul style="list-style-type: none"> <li>• Both women and men have access to transport and other assets needed to improve productivity</li> <li>• Percentage of male and female groups or members in groups</li> <li>• Increase in employment and revenues by male and female entrepreneurs</li> <li>• Increased capacity of men and women to participate in income generating activities</li> <li>• Gender relations in producer groups</li> </ul>

Source: Yacine Diagne, *Intégration du genre dans le PERACOD, Table des acteurs et de leurs activités, February 2010*

On the other hand, a project that aims to impact MDG 3 on gender equality might track (and hence collect baseline

data on) a different set of indicators, as shown in Table 4 below.

**Table 4.** Possible baseline indicators to monitor change in MDG 3: Gender equality and women’s empowerment

Expected development impacts	Possible indicator/s
Women’s drudgery reduced	Time spent in fetching water and fuel
Women’s incomes increased	<ul style="list-style-type: none"> <li>Earnings of women</li> <li>Number of women owned and run enterprises</li> </ul>
Women’s participation in community decision-making increased	<ul style="list-style-type: none"> <li>Number of women in project management teams and in community forums</li> <li>Number of women in local and national energy management bodies</li> <li>Extent to which women’s opinions are heard and acted upon</li> </ul>
Improved literacy level among girls	Dropout rates for boys and girls in primary and secondary schools (energy technologies can help free time from fuel and water collection)
Improved health among women	Incidence of respiratory and eye problems among women

### 5.3.2 Research questions for project planning

How will men and women in the target groups perceive the proposed interventions? What features would they like in the technologies that the project offers? What practical strategies might work (or not work) for involving men and women? What is the potential for increasing women’s employment and income as operators, marketers, producers, and technicians? Interaction with communities can throw light on these questions, and provide other information useful for project planning.

In a biogas programme, for example, fieldwork at the initial stages can help to (ENERGIA and Hivos 2010):

- Identify product features that women as users would like in biogas plants (e.g. easy cleaning and maintenance; a particular number of burners in the biogas

stove; applicability for specific cooking requirements; a lighting option).

- Understand specific constraints that women face in connection with biogas plants that the project would like to address:
  - Instead of reducing women’s workload, biogas plants can actually end up increasing their work in water scarce areas, or where women fetch water from a distance, since a biogas plant requires a significant amount of water.
  - Female-headed households find it more difficult to obtain bank loans for constructing biogas plants, so a credit line specifically tailored for female-headed households (repayable in line with their cash flow patterns, more flexible in

### Box 13: Identifying specific energy needs through fieldwork

Consulting with men and women at early stages provides an opportunity to 'field test' ideas on what the proposed energy projects or service should be like, and what features do they need to incorporate. For example, what kind of food is cooked, what cultural practices are attached to cooking and which fuels are widely available are determinants of what kind of stoves would be most appropriate and acceptable to women. In Ethiopia, for example, the staple food is *injera*, a large pancake kind of dish, which needs a broad-based low flame for proper cooking, while the traditional biogas stoves have a high, concentrated-in-the-centre flame, which is completely inappropriate for cooking the *injera*.

*Example given at training workshop on Gender Mainstreaming in ABPP, 2010*

duration, with additional incentives etc.) may be required.

- o In some countries, like Senegal, polygamy is a widely prevalent practice. In houses inhabited by more than one wife, management of a common biogas plant can be a challenge.
- Check the existing literacy levels and knowledge of national language versus local languages of women and men, and ensure that the product information shared with them (e.g. posters, maintenance pamphlets, TV and radio advertisements) is in line with their literacy levels, is attractive, focusses on their concerns, and is routed through information channels that they use traditionally (e.g. opinion leaders).
- Check the feasibility of women taking up roles as masons, supervisors and social mobilisers by examining their potential for taking up these roles, including existing literacy and numeracy skills, and business acumen.
- Provide the programme management with some direction on roles for women beyond just as users of the technology. Are

there specific functions in the supply chain that women can perform, if they received adequate training and support? If yes, then the fieldwork needs to identify the specific constraints that will need to be overcome if women are to become producers, entrepreneurs, sales representatives or promoters.

In an ongoing project, the project staff may have very specific questions on gender issues that relate to project effectiveness, such as:

- What are the development impacts of the particular energy technology on women and men?
- How can the energy technology be promoted more effectively to reach and interest both women and men?
- How can more women participate as energy producers, operators, installers, technicians?
- How can women's capacity be built to participate more effectively in project activities, especially in decision-making and management?

These research questions need to be well defined before the data collection approach and tools can be selected. Research questions can also determine



### Research questions and sample selection:

The research questions will determine the sample selection. For example, if a lighting intervention is planned, it is important to ensure that the women and men included in the sample represent the various types of lighting devices that are being used in the locality as well as the types of problems that people may be facing with regard to lighting. These could include women who are not able to undertake economic activities in the evening; schoolchildren who are not able to study after sundown; or hawkers and shopkeepers whose businesses are affected due to inadequate quality of lighting.

how a sample of respondents may be selected for interactions.

## 5.4 Gender analytic tools<sup>1</sup>

Gender analytic tools are systematic frameworks for diagnosing the existing gender situation in a given community or target group, or for assessing what the impact of an intervention is likely to be on women and on men. They

are intended to draw attention to inequalities and to be an early warning system for identifying problems linked to gender roles and relations.

However, experience has shown that traditional gender analytic tools need to be adapted for use in energy projects. This is because traditional tools do not give any guidance on the desired gender development direction; nor do they include energy use and how energy services can be used to achieve gender goals. For this reason, these tools have been adapted to the energy sector. Annex 3 presents some of the tools and ideas on how this data can be used:

- Sexual division of labour matrix
- Access and control over resources and benefits
- Gendered value chain analysis
- Participation and decision-making
- Needs, priorities, challenges, perspectives.

Data on all of these can be collected through interviews, focus group discussions or questionnaire surveys



Village mapping in Cambodia

and the analysed findings can be used to identify implementation activities for the Gender Action Plan.

The choice of data collection tools, and the sample size, are determined first by the research question to be answered, and second by the available resources, time and capacity of the team.

## 5.5 Choosing approaches and tools for gender-sensitive fieldwork

### 5.5.1 Choosing fieldwork approaches and tools

As a general rule, socio-economic surveys and data gathering exercises should be conducted so that they elicit and reflect the special needs of

women and men, and strategies to enhance their roles and benefits. These include feasibility studies, baseline surveys, annual user surveys, and regular monitoring and evaluation. However, if no fieldwork is scheduled within the timeframe for developing a GAP, then there are other choices. A special field study on gender can be undertaken, or a quick field study can be done to develop the initial Gender Action Plan, while more in-depth data gathering can be planned as an activity of the GAP and integrated into the ongoing project data gathering. Table 5 shows some approaches to gender-sensitive data gathering that have been used by ENERGIA-assisted energy projects, and their advantages and disadvantages.

**Table 5. Approaches to gender-sensitive data collection**

Gender-sensitive fieldwork	Advantages	Disadvantages
1. Incorporate gender questions into planned project surveys and fieldwork (see Resource 5.1 for Pakistan Baseline Survey Questionnaire)	Integrates gender analytic tools with ongoing project activities. Much can be learned at low cost by simply disaggregating all data collection for relevant aspects, by sex.	May not be scheduled at same time as the gender study. May need additional modules such as activity matrix and additional qualitative fieldwork.
2. Interviews or workshops with project field staff	Field staff has opportunity to carry out gender analysis based on their existing knowledge of the field situation.	Field staff may not already have adequate first-hand knowledge of gender situation or perceptions of the target group; e.g. a day's fieldwork during a workshop is very short. Follow-up data collection in the field will probably be needed.
3. Stand-alone gender and energy baseline survey	Provides detailed information about gender and energy situation in a community, using the analytic tools.	Resource-intensive, not integrated with project cycle.
4. Participatory Rapid Appraisal (PRA) tools	Can be effective in gathering reliable information about gender issues. Many energy project staff have experience with using PRA methods.	PRA requires experience to be implemented well. PRA methods often need to be adapted in order to capture gender analysis.

4.1 Time use studies such as Activity Profile (see Resource 5.8 for an example)	Visual method and hence interesting for communities/ participants.	Takes 2-3 hours for the group to understand the task at hand and complete it. Can be difficult to administer in very large groups.
4.2 Focus groups with target groups (male/ female) (see Resource 5.2 for focus group checklist for Pakistan Baseline Survey)	Perceptions can be assessed using PRA methods fairly rapidly. Good way to get understanding of main gender and energy issues in limited time.	Does not provide quantitative or sometimes even representative information about the gender and energy situation for baseline indicators. It can take 1-2 hours. Large groups can be difficult to manage in focus group discussions.
4.3 Spatial maps such as resource maps (see Resource 5.3 which includes a resource map from Senegal)	Clear visual picture of participants, beneficiaries, and constraints.	Requires 3-4 hours.

*The above table draws from World Bank 2001. PRSP Sourcebook, Gender Chapter, and Fong and Bhushan, 1996*

Depending on available resources and time, the team will need to consider how best to gather information from the field on the key research questions.

- Surveys may be necessary to gather reliable and detailed information about households
- Focus group methods may be helpful in discussing women's participation with local councils or people's perceptions of energy technologies, or to fill in an activity matrix
- Value chain analysis could be useful in analysing gender issues in producer groups
- Participatory Rural Appraisal (PRA) methods can be particularly useful: they emphasise local knowledge and enable local people to make their own appraisal, analysis and plans, using group animation and exercises. They can provide quick feedback on project effectiveness. However, they do require skilled facilitators. Some examples of using PRA methods in gender and energy analysis are included as Resource 5.3 in the Resource Pack.

### **5.5.2 How to engender a structured questionnaire/survey**

Can questions already in the survey be sex-disaggregated? For example, on fuel and water collection - expenditures on fuel sources and preferences for different energy technologies; or, for project activities - men/women attending meetings, being trained, purchasing or managing energy technologies. Do specific questions relating to the five key gender analytic tools need to be added in order to answer the research questions? For example on the division of labour in the fuel cycle, access to energy-related assets and resources, participation in decision-making or in project activities, and energy needs and priorities.

The exact combination of tools selected will depend on the questions that need to be answered from the fieldwork, taking into account the resources and time available and the experience of the information collection team. An example of selecting data collection tools for a biogas programme is presented in Table 6.

**Table 6.** Ideas on designing fieldwork and selecting data collection tools for a biogas programme<sup>2</sup>

Research questions and purpose of data collection	Information to be collected	Data collection tool
To create a baseline on the impact of the biogas programme on MDG 3 (women's empowerment and gender equality)	Time and effort spent in fuelwood collection/cooking and other tasks by women and girls	<ul style="list-style-type: none"> <li>• Time use survey</li> <li>• Activity matrix</li> </ul>
	Incidence of respiratory and eye problems	Household survey
	Involvement of women in community activities	Focus group discussions, discussions with opinion leaders
	Role divisions within the household and the community	Activity matrix for women and men
To design a gender-sensitive promotional strategy	Who (men/women) will use biogas plants and who controls investment decisions?	Focus group discussions with women and men
	What features/benefits do women and men value in biogas plants?	Focus group discussions with women and men
	What is the literacy level of women and men?	Household survey with women and men separately
	Which places do women and men frequent most and would be appropriate for displaying promotional material?	Household survey with women and men separately
	Which months/seasons are most suitable for conducting promotion campaigns and training programmes?	Seasonal activity calendar
To design strategies to encourage women to	Which women within the community have the	Focus group discussions with women and men
	potential to undertake these tasks?	separately
	What constraints are they likely to face and how to address them?	Focus group discussions with women and men separately
become masons and supervisors to design strategies to involve women in user training	What are the practical difficulties for women to participate in user training and how can they be addressed?	Focus group discussion
	Are the present training and communications materials gender-sensitive and in line with the existing level of women's awareness, knowledge and cultural practices?	Focus group discussion

### 5.5.3 Gender-sensitive fieldwork techniques<sup>3</sup>

Energy and gender data collection will be more reliable and accurate if it incorporates the following good practices for gender-sensitive fieldwork and consultations.

**Ensure that the composition of the field teams is appropriate. At a minimum, this would mean that:**

- Teams are gender-balanced, so that there are female field workers who can communicate with women and women's groups, as well as male field workers
- Teams speak local languages
- Team members have expertise in basic gender analysis and are familiar with the local cultural norms
- Team members are trained in gender-sensitive data collection techniques.

**Prepare the team for fieldwork**

- Train field workers on basic gender concepts, data collection tools and gender-sensitive fieldwork techniques. ENERGIA uses a short presentation on gender concepts (Resource 5.4 in the Resource Pack) which can be used interactively to introduce the gender and energy tools and explain how they relate to gender issues within the energy project.

**Make use of local contact persons and opinion leaders**

- Contact both women and men leaders and groups
- Contact government departments, projects, researchers, and NGOs that already work with women
- Introduce the gender approach as a project priority.

**Ensure that all relevant stakeholders are interviewed**

- Women's groups and men's groups separately
- Women and men in households separately
- Women and men entrepreneurs separately.

**Conduct women's meetings at times and places convenient to women**

- In places where cultural and social traditions allow everyone to attend
- In traditional female domains, e.g. kitchens, schools, health clinics
- In a woman's house or field where she can speak privately
- When women have time to participate.

## 5.6 Applying data collected to developing the GAP

At the end of the field work, the energy project should have a good knowledge about each of the five areas of gender analysis, in relation to energy and the project's own activities and objectives: the sexual division of labour, access and control to resources and benefits, gendered value chain analysis, participation and decision-making, and different perspectives of men and women on needs and priorities, challenges, and opportunities.

In each of these five areas, data analysis should be able to contribute to understanding and developing outcomes and activities for the Gender Action Plan which might address some of the following:

- What is the existing situation in the target group? What are the implications of the present situation for the project goals and activities?



- What are the challenges to meeting the gender and energy goals of the target group and the project – cultural, social, economic or other?
- How can the energy project overcome these challenges and better meet its objectives?
  - o Who (men/women) will operate, maintain and repair the technologies introduced?
  - o Who (men/women) are going to be involved in decision-making and management?
  - o What kind of capacity building is necessary and for whom?
- How will the energy project interventions affect women and men in the target group? How can the project plant ‘seeds of change’ that will promote gender equality and contribute to better meeting women’s practical needs and strategic interests?

These questions can be explored in the field work report, or by

project staff in a Gender Action Plan workshop, after the fieldwork findings are presented.



Focus group discussion in project village in Senegal

## Resources you can use:

### Data collection methods and approaches for gender-sensitive fieldwork

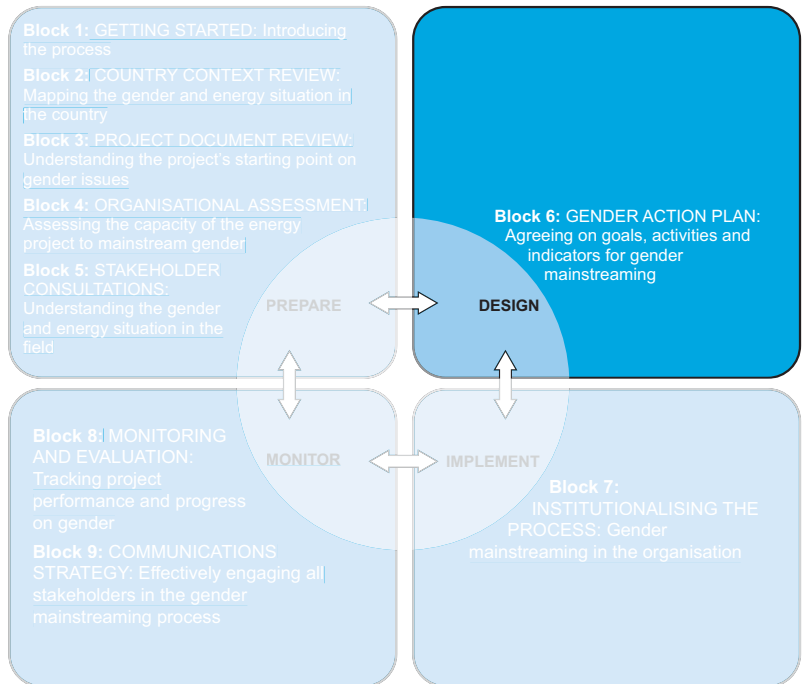
- Resource 5.1: Pakistan Baseline Survey Questionnaires
- Resource 5.2: Checklist for focus group discussion for Pakistan Baseline Survey
- Resource 5.3: Some examples of using PRA methods in gender and energy analysis
- Additional resources in the form of examples are referred to in Annex 3 (Resource 5.7-5.11)

### Others

- Resource 5.4: Ballad of Akella and Akello. Presentation on Conceptual Tools on Gender Equity and Gender Equality. Adapted from a presentation by IUCN
- Resource 5.5: ENERGIA- TDG, 2005. Module 2: Gender tools for Energy Projects (available at [www.energia.org/knowledge-centre/training-material/energias-generic-training-modules](http://www.energia.org/knowledge-centre/training-material/energias-generic-training-modules))
- Resource 5.6: Field level handbook. SEAGA: Socio-Economic and Gender Analysis Programme, FAO 2001 (available at [www.fao.org/docrep/012/ak214e/ak214e00.pdf](http://www.fao.org/docrep/012/ak214e/ak214e00.pdf)).



# DESIGN





Husband and wife in Pakistan have both received the biogas user training and are feeding the biogas plant together

# Block 6: GENDER ACTION PLAN

## Agreeing on goals, activities and indicators for gender mainstreaming

### 6.1 Objectives

- Develop a Gender Action Plan (GAP) that pulls together all the gender activities for the project, based on all the preparatory work done so far (as outlined in Blocks 1-5)
- Articulate in the Gender Action Plan what a project wants to achieve from a gender standpoint, what activities it will undertake towards this and how it will monitor its progress.

### 6.2 Developing the GAP through a consultative process

Developing the GAP is an iterative process undertaken through planning, feedback and validation workshops. The team members responsible for mainstreaming gender will need to convey their findings to the larger energy project group, in order to get feedback and buy-in from staff and management, and assist the project staff in developing a realistic and effective Gender Action Plan. Ongoing discussions are needed with management to ensure support and awareness of the process, and with the project staff to ensure that the concept is fully understood and owned by the people who will need to implement it.

#### 6.2.1 Preparing the GAP

An initial orientation workshop for project staff and management can be used:

- At the beginning of the gender mainstreaming activity, to introduce basic gender concepts and have an initial discussion on the gender goals of the project
- During the activity, to present results from the preparatory phase (Blocks 1-5) and receive feedback
- In the field, to orient and get feedback from target groups and field staff.

Workshops can include capacity building on gender tools, and these tools can then be used to design GAP activities. By carrying out gender analysis of their own project activities, identifying existing good practices in the project for working with both women and men, and analysing the constraints faced, project staff will gain a good basis for the work needed in the GAP workshop. They will be prepared to brainstorm about establishing the logical framework goals, outcomes, activities, and indicators, and to set targets for the Gender Action Plan. Dividing some working groups by project sub-components to develop activities can be useful. An example of an agenda for a final GAP workshop for Tanzania is provided as Resource 6.1 in the Resource Pack.

#### 6.2.2 Sharing the GAP with stakeholders

Involve key groups in the finalisation of the GAP, including the project

management, an advisory group or steering committee, partner organisations and the community. Once the elements of the GAP are agreed on, share the ideas with the target group(s) through a village or target group-level meeting (at least one meeting with the women members) where these ideas are presented in simple language by the field team, and feedback obtained from the community. This meeting will also help orient the target group or users on the activities, allow them to brainstorm on the roles and responsibilities of women and men members in decision-making bodies, and agree on roles in project activities. It is unlikely to be possible to visit all the communities/members who participated in earlier data collection. However, a return discussion with a few would provide a useful reality check on planned activities and would also help build consensus. Alternatively, selected representatives from the community can be invited to attend a meeting.

### 6.2.3 Approval of the GAP

The formal endorsement and approval of the GAP is a key step that should be guided by the protocols of the organisation. Many organisations will have a governing board that needs to approve the GAP. Formal adoption and endorsement by project management, the governing board or executive committee, advisory group, partners, donors and the target groups will give the GAP a higher degree of legitimacy and authority as well as external accountability.

## 6.3 How to agree on gender goals for the Gender Action Plan

### 6.3.1 Understanding gender goals

What does the project want to achieve from a gender standpoint? At an initial

workshop, as a capacity building exercise, project staff may want to discuss and prioritise the different gender goals that are explicit or implicit in the energy project. Practical gender needs and strategic gender interests can be translated into typical goals of energy projects:

- At the most basic level, most energy projects want to *improve welfare* of the target group and contribute to poverty reduction, by increasing energy access and meeting the energy needs of users. In order to do so, the project needs to ensure that the energy product or service is indeed in line with the needs of the users. For example, for cooking technologies, women will be the principal users; for electricity and transport, women will be an important part of the user



The biodiesel centre in Sri Lanka now managed by a woman: oil extraction in progress

group. Do women like the features? Is it affordable? How simple is it to operate? Does it reduce the workload for women? Can women handle minor repairs?

- More ambitiously, many energy projects would like to *improve livelihoods* of women and men. While both women and men can become entrepreneurs, and indeed in many countries women are active in the informal sector, gender inequalities in the society mean that women have less access to land, credit facilities, information and training. They often have less exposure to the outside world, lower confidence in themselves, and sometimes, even restricted movement outside homes. A 'gender-blind' approach, that does not take into account the specific constraints that women face and look at how to overcome them, will be unable to encourage both women and men to become energy entrepreneurs. Strategies can come from within the project directly, or by creating linkages with other organisations that can address the issue.
- Some energy projects aim to use energy to *empower women by transforming their roles* in society. A project may choose to incorporate non-traditional roles for women in specific programme activities, for example, as trainers, builders, franchisees or providers of repair services for energy technologies. Setting quotas for women in decision-making bodies, such as village energy committees, is another example.
- Finally, many energy projects may want to practice gender mainstreaming because the

management believes that it will *make the project more effective and sustainable* in achieving its energy-related goals. If gender mainstreaming will result in selling more improved stoves or household PV systems, more female-headed household connecting to the grid, or more poverty reduction, then the planners and managers of energy projects will be willing to allocate a budget to contribute to the gender mainstreaming goals of the energy projects.

Most energy projects will aim for a mix of more than one of these gender goals. Resource 6.2 in the Resource Pack is an example of an exercise to analyse and understand the explicit and implicit gender goals in energy projects, using this framework. This can be used for capacity building before formulating a gender objective for the Gender Action Plan.

### **6.3.2 Formulating a gender objective for the energy project**

Formulating a gender goal/objective for the energy project should be a consensus of project staff and management, with inputs by the gender team. A gender goal should be:

- Relevant to the project
- In line with communities' and households' needs, priorities and aspirations
- Realistic in terms of the capabilities of the project and stakeholders
- Achievable within the given social and cultural set-up, project resources and duration
- Yield concrete outcomes (be monitorable/trackable).



One starting point for formulating the gender objective of the energy project can be the gender objectives of partners, such as governments, ministries, donors or other organisations (see Block 2). These gender objectives are mandates that the energy project can and, in many cases is expected to, contribute to and report progress on.

Another starting point is the gender analysis of the energy project documents, as discussed in Block 3. What are the gender objectives or indicators already mentioned in the project documents? If gender objectives are not mentioned, or are

unclear in the project documents, then the exercise in the section on 'Preparing the GAP' above may be helpful as a resource.

Finally, examples of gender objectives and outcomes from GAPs of other energy projects can be useful. Some examples of gender objectives in GAPs of energy projects that ENERGIA has worked with are shown in Box 14. The global gender objective in these energy projects aims at integrating gender as an overall goal of the project. In energy projects with several components, each component may want to develop its own component gender objective.

#### **Box 14: Examples of goals for gender mainstreaming in energy projects**

- *Promote gender equality and empower women in community-based renewable energy systems* (Community Based Renewable Energy Systems Project, SIBAT, Philippines)
- *Integrate awareness of and attention to gender-specific concerns into every aspect and level of the Pakistan Domestic Biogas Programme* (Rural Support Programmes Network, Pakistan)
- *To mainstream gender in SCODE's policies, energy programmes and projects* (SCODE, Kenya improved cookstoves programme)
- *A world class power provider that is free from inequality and discrimination* (Kenya Power, draft gender vision)
- *Improve the quality of life of women and men through the improvement of access to efficient and affordable energy services* (Botswana Power Corporation)
- *Promote gender equality and empowerment of women through improved access to modern energy services and their participation in sustainable energy value chains* (PERACOD Promotion of Rural Electrification and Sustainable Household Energy Supply, GIZ/Government of Senegal)
- *Improve access and reduce gender gaps for men and women in energy sector interventions through community level pico hydro and biofuel applications* (Enhancing Renewable Energy Options Project, Practical Action Sri Lanka)

Using these starting points, the gender team and/or project staff can formulate their own project gender goal and

outcomes (see Box 15 for examples of outcomes).



## Box 15: Expected outcomes from gender mainstreaming in projects

### **Botswana Power Corporation**

- Institutionalise gender in BPC's planning, operating, monitoring, reporting and quality assurance functions in the Botswana rural electrification programme (grid and off-grid)
- Understand and meet women's and men's energy needs in order to increase connection rates and access levels by women
- Increase women's income-generating opportunities from electricity
- Increase women's participation in energy decision-making and energy management
- Increase understanding of different energy needs of women and men.

### **SIBAT Philippines: Community-based Renewable Energy Systems (CBRES)**

- Rural community women take the lead in CBRES and in CBRES power enterprise establishment, management and sustainability
- Increased economic opportunities for rural women emerging from CBRES
- Skills of rural community women enhanced in areas of management and technology
- Improved well-being of women emerging from CBRES and their participation in its development
- Gender policy institutionalised in SIBAT organisation
- Increased capacity of SIBAT staff to mainstream gender.

*Source: BPC, GAP, 2010 and SIBAT, GAP, 2010*

## **6.4 How to define gender outcomes and activities for the energy project**

### **6.4.1 Using gender analytic tools to formulate gender outcomes and activities**

A common problem in energy projects is that there is often no link between what the project could achieve in terms of gender (its gender goal), the outcomes and activities it plans in gender mainstreaming (its strategy), and the indicators it sets for itself and tracks. If a project aims to improve energy access for households, but

has no specific activities to ensure that female-headed households benefit equally with male-headed households, it is not likely to track these aspects. Once goals from the gender perspective have been identified, the project strategy needs to identify how to achieve those goals.

Gender analytic tools that were described in Block 5 for use in understanding the socio-economic situation in the project area can also be used to analyse proposed or ongoing energy project activities from a gender perspective, as shown in Table 7.

**Table 7. Using gender analytic tools to decide outcomes and activities**

Tools of gender analysis (used in fieldwork, staff interviews, and/or staff workshops to gather information)	Questions for brainstorming on outcomes and activities
Sexual division of labour: Which tasks do women (and girls) perform and which tasks do men (and boys) perform?	<ul style="list-style-type: none"> <li>• What impact does this division of labour have on carrying out the objectives of the energy project?</li> <li>• Do the interventions in the project reinforce the present division of labour or challenge it?</li> <li>• What can the energy project do to take account of these constraints?</li> </ul>
Access and control of resources and benefits related to energy services and the energy project: <ul style="list-style-type: none"> <li>• Which resources do women and men have access to?</li> <li>• Which resources do they control?</li> </ul>	<ul style="list-style-type: none"> <li>• How could the energy project contribute to better access to resources for women? And better control?</li> <li>• How can the energy project take constraints into account?</li> <li>• What benefits do both women and men receive from the interventions by the energy project? How can these be increased?</li> </ul>
Participation in project activities, in decision-making and in management: What types and degrees of participation exist for women and men in the activities of the energy project?	<ul style="list-style-type: none"> <li>• How will women's and men's views about proposed technology options and design features, as well as anticipated benefits, be sought by the project?</li> <li>• For both women and men: Who is likely to make decisions about technology options? Who will be involved in maintenance/repair and what training will be necessary? Who controls relevant resources? Who has the willingness and ability to contribute labour, material, or money to the project?</li> <li>• How can both women's and men's participation in decision-making processes and management bodies be better promoted?</li> <li>• How can the energy project overcome obstacles to women's participation?</li> </ul>

In projects with several components, the analysis can be carried out for each project component. If this information is not available when preparing the GAP, the project may want to include activities in the GAP to gather and analyse the needed information.

#### **6.4.2 Using past and current project experiences to formulate gender outcomes and activities**

A starting point for formulating specific gender outcomes and activities can be

past and current experiences and best practices of working with both women and men. Usually, project staff have tried to address gender issues in some ways and can cite some best practices of working with women in the project or organisation. These can be improved in the Gender Action Plan by making them more systematic throughout the project, transferring good practices in one activity to other project activities, providing assistance and mentoring to staff, and ensuring effective and

consistent monitoring. Challenges encountered in the field can be the basis for designing actions to overcome these constraints. Box 16 shows the

results of a brainstorming session that was used to generate activities for a Gender Action Plan in Tanzania.

### **Box 16: Best practices and experiences on gender from TaTEDO fieldwork and projects, GAP Brainstorming Workshop, July 2010**

#### **1. Women's involvement in planning and implementation**

- Women are involved in planning and Participatory Rural Analysis (PRA)
- Involvement of women in management of Energy Service Platform (ESP)
- Women are involved in community committees to manage ESP
- Women are involved in District Sustainable Energy Development Clusters, with a specific target number for women
- 50 percent women in village committees according to government campaign
- Separate focus groups for women and men
- Gender-revised PRA manual has been piloted
- Partnership with women's associations (e.g. Angaza, WUWE)

#### **2. Field experiences**

- Men have to be well paid to perform better
- Women are more trustworthy
- When women are empowered with knowledge and skills, they can do wonders
- Women's inferiority complexes hinder them from exploring their opportunities
- Positive uptake in disseminating TaTEDO technology of low-cost stoves
- Women are flexible to work in difficult environment/circumstances

#### **3. Provide business and technical support**

- Training in business management on running ESP/Sustainable Energy Enterprise Centre (SEECE)
- Financial support to women to acquire improved ovens, solar driers (credit facilities)
- Provide technical and business support to women entrepreneurs on how to use improved stoves and charcoal/ovens to generate income
- Provide technical support to install/produce improved stoves/liners
- Support to women (training, preparation of business plans)
- Preparation of business plans (2 women food processing, 1 solar PV enterprise)
- Food processing training
- Increased income from baking
- Involvement in food processing
- Dissemination of improved women stoves
- TaTEDO has chosen to develop a project on technologies that reduce women's workload and generate income.

*Source: TaTEDO GAP Brainstorming Workshop, July 2010*

### 6.4.3 Using examples from other energy projects to formulate gender outcomes and goals

Finally, it can be useful to refer to examples of gender outcomes and

activities from GAPS of other energy projects. Table 8 and Table 9 show examples of how different gender goals can be related to different outcomes and activities: in a biogas programme, and for a rural electrification project.

**Table 8.** Possible gender goals, outcomes and activities of a biogas programme

Gender goal	Expected outcomes	Examples of gender activities
Improve quality of life for women and men through biogas plants	<ul style="list-style-type: none"> <li>Reduced drudgery for women in collecting fuel wood</li> <li>Reduced indoor air pollution in kitchens</li> <li>Reduced consumption of fuelwood</li> </ul>	<ul style="list-style-type: none"> <li>Encourage flexibility for biogas stove designers to build in features to make them attractive for women (e.g. easy cleaning and maintenance; multiple burners; a light option).</li> <li>As part of research and development, collect information on what features women look for in cooking energy technology</li> <li>Collect data in baseline survey on local fuel type used; preferred sizes and features of devices; purchasing power, etc.)</li> <li>Introduce local service centres and train local masons to ensure availability of parts and replacements</li> <li>Ensure that women attend biogas user trainings and organise them at locations convenient for women to attend</li> </ul>
Improve women's livelihoods through biogas plants	<ul style="list-style-type: none"> <li>Increased incomes of women and men</li> <li>Increased entrepreneurship among women</li> </ul>	<ul style="list-style-type: none"> <li>Encourage women to become biogas masons and entrepreneurs: <ul style="list-style-type: none"> <li>Provide for a safe place to stay when a woman goes to construct biogas plants in another village</li> <li>Encourage women's groups to take up biogas work</li> <li>Hire women for promotion and motivation work (giving them a commission for identifying a client)</li> <li>Provide credit support for women entrepreneurs (e.g. group collateral, convenient repayment schedules, 'pigmy' deposit collection systems)</li> </ul> </li> <li>Link biogas programme with income generation to use freed time for economic activities</li> </ul>
Promote gender equality and women's empowerment (MDG 3)	<ul style="list-style-type: none"> <li>Increased education level of girls</li> <li>Women undertaking self-improvement activities</li> <li>Improved family health</li> </ul>	<ul style="list-style-type: none"> <li>Introduce an adult literacy programme for women</li> <li>Provide incentives for parents of girls who were assisting their mothers in fuelwood collection, to send them to school (e.g. free books and school uniforms every year for every girl that completes a year at school)</li> <li>Ensure women's representation in biogas programme management committees and provide appropriate support to develop the skills for this role</li> </ul>

Source: ENERGIA and Hivos, July 2010

**Table 9.** Possible gender goals, outcomes and activities for a rural electrification project

Gender goal	Expected outcomes	Examples of gender activities
To intensify connections in an off-grid or grid rural electrification project	Higher connection rates and access levels by women to the grid and off-grid in rural areas	<ul style="list-style-type: none"> <li>Marketing directed to both women and men</li> <li>Education about health and safety aspects of electricity by women</li> <li>Credit for appliances and house wiring directed to women and men</li> <li>Training of both women and men in maintenance of solar home systems</li> </ul>
Strengthen gender equity in private and public sector electricity companies	<ul style="list-style-type: none"> <li>Increased number of women trained</li> <li>Increased number of women franchisees</li> <li>Male and female trainees are gender-sensitive</li> <li>Increased women's income generating opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Gender-sensitive selection criteria</li> <li>Gender-sensitive training manuals</li> <li>Mentoring programme for franchisees</li> <li>Pilot programme for capacity building of women for village-based energy micro-enterprises, e.g. solar recharging</li> <li>Community workshops to assist women to establish and register community micro-enterprises</li> </ul>

Source: ENERGIA, Powerpoint presentation, 2009

### Box 17: Good practices in gender mainstreaming: rural electrification programmes

- Men and women shared construction work, women form 3/7 members of management team, and women do bookkeeping and administration (micro-hydro project, Philippines)
- Local women employed through Self Help Groups, as franchisees, for meter reading, bill distribution and revenue collection (Uttaranchal Power Corporation Ltd, India)
- Connections and bills in women's names, which provides legal identity and adds value to house (Self Employed Women's Association, India)
- Combine provision of cooking fuels and stoves with supply of electricity (Eskom, South Africa)
- Attention to recruiting and training women employees (Coelba and Light in Brazil, Eskom in South Africa)
- Reserved seats for women on rural electricity cooperative boards (Bangladesh)
- Women extension agents promote credit and use of household appliances (US rural cooperatives)

Source: ENERGIA, 2009. PowerPoint presentation prepared for the gender mainstreaming project with the Botswana Power Corporation

Box 17 presents an illustrative list of good gender mainstreaming practices that have been demonstrated by rural electrification programmes. Resource 6.3 in the Resource Pack presents examples of gender-focussed activities in four projects: REDP Nepal, implementing community based micro-hydro plants; Nepal Biogas Support Programme disseminating household level biogas plants; the Lao Rural Electrification Programme; and Char Montaz women's cooperative in Bangladesh.

Typical areas of project-level implementation interventions in GAPs in ENERGIA-assisted energy projects include:

- Increasing women's voice and participation
- Ensuring product design by both women and men
- Promotion to both women and men
- Training of both women and men
- Encouraging income-producing energy uses by both women and men
- Strengthening women's role and income as providers of energy services
- Research and studies to contribute to future planning.

Annex 4 gives examples of actions from actual Gender Action Plans in these areas.

Many energy project Gender Action Plans link with other agencies in other sectors, such as entrepreneurship and social service organisations, that have experience and expertise in working with women as well as men. Energy projects recognise that they cannot always provide all of the development

elements and staff capacity to work with both women and men, and therefore they seek to partner with other organisations that can help meet energy objectives as well as development and gender goals in the project. This strategy can also be a way to begin to strengthen gender capacity in the energy project by learning from other gender-conscious approaches.

## **6.5 A note on policy level outcomes and activities**

Some energy projects include a component on energy policy. ENERGIA has assisted Botswana, Kenya, Senegal, the Philippines, India, Nigeria and Ghana to carry out gender audits to identify and analyse the factors that hinder efforts to mainstream gender in energy policy. The gender audits provide in-depth analysis of energy planning, budgets, the organisational capacity of ministries to implement gender mainstreaming strategies, and the links between gender, energy and the national objectives for poverty reduction strategies and meeting the MDGs. The audits identify the specific ways in which gender issues are, or are not, addressed and highlight critical gender gaps in the existing national energy policy formulation and implementation. ENERGIA uses a gender audit as a tool to identify and analyse the factors that hinder efforts to mainstream gender in energy policy.

A participatory approach led by a national team of experts is used. Validation workshops help to promote consensus and ownership of the audit findings within the energy ministries, and provide a platform to discuss future recommendations and agree on actions (with specific targets and timeframes) that are needed to engender the



policies. The final reports produced from the gender audits are considered semi-official documents<sup>1</sup>. Civil society organisations can draw on the material as the basis for advocacy as well as monitoring and evaluation.

Energy projects may not be able to undertake full-scale gender audits of the county's energy sector but they may consider some actions that have been recommended by other ENERGIA-assisted gender audits of the energy sector:

- Project management and professional staff become well-informed and involved in advocating with relevant policy makers and donors for gender issues in the country's renewable energy policies (Pakistan)
- Ensure at least one gender and energy expert is a member of the National Biogas Steering Committee, and add gender mainstreaming to its Terms of Reference (Pakistan)
- Capacity building of policy makers

(Kenya, Senegal, Botswana gender audits)

- Establish gender-disaggregated energy data system at the national level (Kenya gender audit)
- Gender awareness and sensitisation of key organisations (gender audits in all countries)
- Include strategic gender indicators within the regular and compulsory part of ministerial monitoring systems (India)
- Identify women as a separate target group in policy objectives instead of an overall mention of social justice (Nepal)
- Prepare and disseminate policy briefs on gender and energy issues (Nepal and India gender audits; Sri Lanka).

Box 18 shows some results and activities proposed by the energy policy component of a multi-component energy project in Senegal.



Group exercise during GAP workshop in Tanzania

**Box 18:** Activities in the Gender Action Plan for national and local energy policy and carbon finance project sub-components, PERACOD, Senegal

- Strengthen capacity of national and local actors (women and men) in methods of integrating gender in energy policies
- Identify the gender focal point of the Ministry of Energy and strengthen his/her capacities to implement the national strategy on gender
- Disaggregate energy data for a sex-disaggregated analysis at the level of the Energy Information System
- Identify and develop carbon finance projects, and involve both female and male economic actors
- Ensure that new systems of professional and academic training in the renewable energy sector are put in place, taking gender into account.

Source: PERACOD, *Gender Action Plan*, 2011

## 6.6 Pulling it all together: Documenting the GAP

The Gender Action Plan summarises the gender mainstreaming strategy of the project in a way that can be presented to and agreed on by the energy project's staff, management, advisory group, board and/or donors. The GAP provides indicators and targets for monitoring implementation of the plan. It specifies who will implement the different activities, budget resources required, and the timeline.

As part of the ENERGIA initiative Gender Mainstreaming in Energy Projects, the projects involved in the initiative prepared Gender Action Plans. The total length of the Gender Action Plans prepared by energy projects that were part of this initiative has been about 10-15 pages.

While the GAP is a stand-alone document, its elements need to be integrated into the relevant project documents – including logical frameworks and/or annual or bi-annual plans – and supported by budgetary allocations. These revised project

### Elements of a GAP

- Rationale for the GAP
- Project implementation goals, activities and indicators on gender that are proposed to modify, or be added to, the project's logical framework or operational plan
- Actions to institutionalise the GAP into the project or organisation
- Monitoring indicators and plan, in terms of targets and measurable indicators for the outcomes expected, and how they will be tracked (discussed in detail in Block 8)
- Timeline for implementation and a budget.

documents can be annexed to the GAP. A monitoring and evaluation framework for the GAP also needs to be developed and made part of the project monitoring and reporting requirements.

The GAP is a dynamic document, and it will be modified and strengthened as experience with gender mainstreaming builds up. During the process of developing the GAP, it is likely

that 'low hanging fruit' ideas, such as disaggregating data by sex or partnering with organisations that already work with women, may be grasped by staff and implemented even before the GAP has been formally adopted; these already-adopted actions can be referred to in the GAP as

well. As time goes on, some activities will be completed and new ones will be identified. It is useful to prioritise activities, and undertake them a few at a time, and not rush headlong into all activities identified as part of the Gender Action Plan.

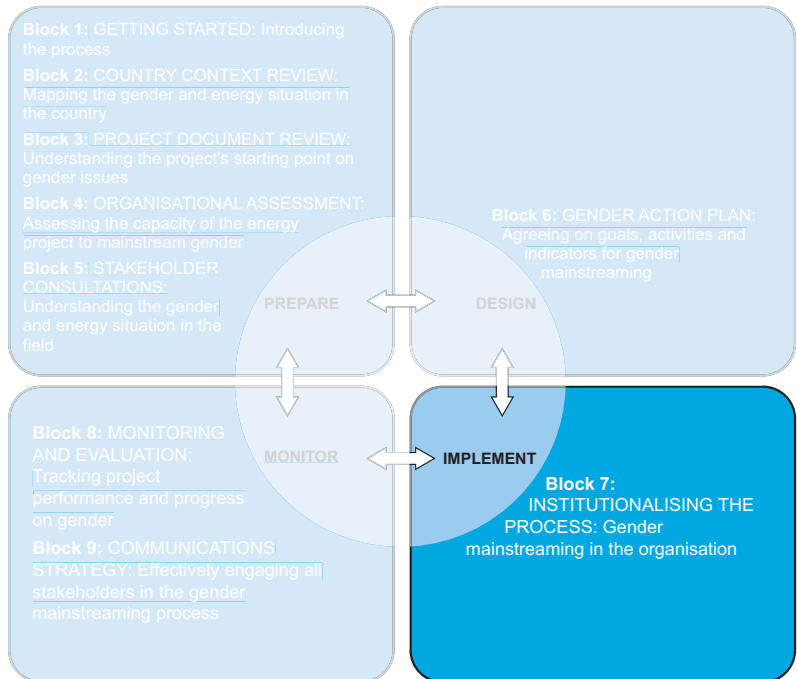
## Resources you can use:

- Resource 6.1: Agenda for a workshop to develop the Gender Action Plan for Tanzania
- Resource 6.2: An exercise to brainstorm on gender goals, outcomes and activities
- Resource 6.3: Examples of gender-focussed activities from four energy projects
- Other resources: Gender Action Plans from ENERGIA-assisted projects and reports of national gender audits of national energy policies



Children in an electrified household in the Philippines enjoying a television programme. With the TV enters an important source of information to the men and women in the household

# IMPLEMENT







Woman in Kenya carrying her newly-bought stove home



# Block 7: INSTITUTIONALISING THE PROCESS

## Gender mainstreaming in the organisation

### 7.1 Objectives

- Establish an overall enabling framework within the organisation, which includes the adoption of an organisational gender policy and vision, setting clear commitments and deliverables by the project on gender, and a commitment to building capacity within the organisation on gender mainstreaming.
- A gender-sensitive and gender-balanced project staff and partners – capacity building and staffing – including a gender focal point, enlisting organisations with gender expertise, capacity building of project staff and stakeholders, gender balance in staffing, and management support and incentives;
- A gender-conscious workplace – practical strategies to make an organisation a gender – sensitive place to work and to eliminate sexual harassment and discrimination.

Institutionalisation of gender concerns and opportunities is a key part of the Gender Action Plan. Without an enabling framework in the project and organisation, mainstreaming is not likely to be successful. Too often, excellent gender assessment reports are put on the shelf and never implemented, because the project lacks the capacity and gender mechanisms to carry out the recommendations.

Starting from the baseline for gender expertise in the project mainstreaming involves clearly identifying what capacities does the project want and need to establish, in order to work with both women and men? The energy project and management can consider planning activities and setting targets and indicators in three broad areas:

- An appropriate project strategy– including a gender-sensitive policy and vision, reflected in project planning documents and logical framework, project manuals

and publications, and a sex-disaggregated database system;

- A gender-sensitive and gender-balanced project staff and partners – capacity building and staffing – including a gender focal point, enlisting organisations with gender expertise, capacity building of project staff and stakeholders, gender balance in staffing, and management support and incentives;
- A gender-conscious workplace – practical strategies to make an organisation a gender – sensitive place to work and to eliminate sexual harassment and discrimination.

Similarly to developing project level actions, the responsible team and project staff can draw on their own existing best practices and experiences, as well as on the experiences of other energy projects, to identify outcomes and activities for the GAP at the organisational level. Proposals can be identified and discussed through interviews with staff and partners, and in focus groups or workshops. This block provides more details and ideas for possible activities that could be included in this part of the GAP.

Block 4: Organisational Assessment identified several gaps and issues that may need to be addressed to



Gender training for biogas construction companies in Pakistan

provide an enabling framework for the activities in the Gender Action Plan. Deciding on targets for the organisational action areas in the Gender Action Plan may be a management responsibility, or may be discussed as a specific topic during GAP planning meetings with energy project staff. These findings may be particularly sensitive, and considerable discussion may be required to arrive at realistic and feasible targets and activities for institutionalising gender mainstreaming in the organisation. In some organisations, separate focus groups of male and female project staff have been useful for reflection and brainstorming.

## 7.2 Integrating gender concerns within project frameworks

### 7.2.1 A gender-sensitive policy and vision

Many organisations adopt an overarching vision or policy on gender, which guides gender mainstreaming in all their project activities. The policy may be general or it may specify the gender goals of the project, such as increasing women's incomes or increasing gender equity. Examples of goals are given in Box 19 below. Such a gender policy and vision, formally adopted by the governing board of the organisation or management of the project, is needed to give the

#### Box 19: Example of gender goals for Kenya Power

Kenya Power has developed a 21-page draft policy on gender mainstreaming. It proposes both a gender vision and a mission. The gender vision is: *"A world class power provider that is free from inequality and discrimination."* The gender mission is: *"Promoting gender equality in powering people for better lives."* The proposed policy of Kenya Power is *"to ensure that through mainstreaming gender within Kenya Power's policies, procedures, practices, management, operations, monitoring and evaluation processes, there will be gender equality to the equal benefit of women and men by 2015."*

## Box 20: Revising a logical framework and project goal: RE Botswana Programme

In Botswana, the national ENERGIA network was invited to provide inputs to the Impact Assessment and Performance Monitoring Framework for the RE Botswana Programme of the Government of Botswana and UNDP, the off-grid component of BPC's rural electrification work. The BPC gender team participated in monitoring and evaluation planning workshops. As a result:

- The global project goal objective was redefined as “*To improve the quality of life for women, men and children through poverty reduction*”
- Institutional linkages to ENERGIA for training on gender and energy and gender mainstreaming were added to Component 4 on Learning and Growth, which now includes “*Increase awareness especially among female-headed households to benefit from RE initiatives*”
- “*Develop a gender policy*” was added as one initiative
- Outcome/impact indicators such as improvements in education, business arising around franchisees, households with PV systems involved in income generating activities, and defaults will be coded by gender

The same framework was also planned to be used eventually to monitor BPC's grid electrification programme.

Source: BPC, RE Botswana Monitoring Framework, 2010

energy project a mandate for gender mainstreaming.

### 7.2.2 Engendering project logical framework and planning documents

Programme planning documents set the framework between the donor and/or government and the implementing agency. They need to include commitments and deliverables on gender (see an example of this in Box 20). This will ensure that attention is paid to gender issues in processes of management, resource allocation and monitoring, and will open the door for attention to gender in review processes.

For example,

- The section on target groups should clearly state whom the project is targeting. It should be clear which activities and outputs target women, or men, or both. General terms, such as

‘households’, ‘the poor’ or ‘poor farmers’ should be specified, where appropriate, as ‘female-headed households’, ‘poor women and men’ or ‘poor women and men farmers’.

- The promotion of gender equality (benefits for women as well as for men) should be an aspect of the purpose and goal of any development project concerned with impacts on women's lives. This should be reflected in indicators and, where possible, in the wording of the goal statement.
- If the goal statement cites benefits to women and men, then specific activities and outputs to achieve this will also need to be included in the logical framework.
- Some projects have one output specifically concerned with targeted activities for women. However, it is

important not to isolate women's activities within one output with a very small claim on resources and no influence on the rest of the project. Targeted outputs should complement activities to mainstream gender throughout the project. Benefits for women as well as men should be considered for each output and its indicator.

- The promotion of benefits for women as well as men requires targeted activities, backed up with human and financial resources and a timeline. Resource allocations should be directly linked to the activity line of a logical framework<sup>1</sup>.

### **7.2.3 Engendering project manuals and publications**

Project training manuals, fieldwork guides, and checklists explain to staff or project participants how to carry out their project activities. Staff

members need to know how to work with and involve both women and men. Publications are the public face of the project. Both women and men need to see themselves and their issues in project publications, where relevant. It is good to include pictures of both women and men in publications. As part of their GAP, TaTEDO agreed to modify the Participatory Rural Assessment Guide that the organisation is using in order to make it more gender-sensitive (see Box 21).

### **7.2.4 A sex-disaggregated monitoring and evaluation system**

How to make monitoring and reporting gender-sensitive is a critical area and is dealt with separately and in more detail in Block 8: Monitoring and Evaluation. A first step can be for planning and monitoring systems to collect data disaggregated by sex where relevant. A further step is collecting specific information on participation of and

## **Box 21: Engendering TaTEDO's Participatory Rural Assessment Guide**

During a project workshop to provide inputs to the Gender Action Plan in Tanzania, TaTEDO energy project staff identified the need to revise TaTEDO's PRA Guide for Rural Energy Planning from a gender perspective. They decided to take a look from a gender perspective at the project's manual on biofuel-powered energy services platforms. They observed that:

- The manual is for trainers and project staff, and also for rural energy entrepreneurs, policy makers and support organisations
- The book only mentions women three times, all in relation to a Mali case study on benefits that women obtain from multi-purpose platforms
- It recognises the importance of having a sufficient level of social organisation, such as good leadership, farmer cooperatives
- The manual describes the uses of machines such as oil pressing, welding, de-husking, electricity generation, maize milling, battery charging, etc.
- Pictures in the book show men only.

Review of both project manuals and publications was thus identified by TaTEDO energy project staff as an important activity to incorporate into the Gender Action Plan.

*Source: TaTEDO, 2010*

effects for women and men. Finally, the aim is to use this data to adjust strategies, as part of project planning. This approach establishes indicators and targets by sex for the project goals, outcomes and activities, as part of regular project monitoring systems. Hence, annual project reports will automatically reflect gender issues and the progress made by the energy project towards gender goals, and project planning can be adjusted to better meet those goals.

### 7.3 Staffing up for gender mainstreaming

#### 7.3.1 A gender focal point

A staff member with designated responsibility for mainstreaming gender and building staff capacity is essential. A gender focal point is needed to support the project managers and staff in carrying out their responsibility to implement the Gender Action Plan in the work programme, and in monitoring and reporting on progress.<sup>2</sup> The gender focal point reports to, and should receive support from, senior management. There should be a clear

mandate for the position with a specific percentage of time allocated, along with the necessary budget, and this work should be part of performance appraisal. A terms of reference for the gender focal point can be developed in consultation with senior managers. Some points can be taken from the sample job description for a Gender Focal Point within the United Nations, in Resource 7.1:

- Provide advice on request on gender perspectives in all aspects of the work of the project/organisation, using own resources or outside expertise, including:
  - o Policy, strategy and action plan on gender mainstreaming
  - o Analysis, knowledge development and information activities
  - o Support to gender mainstreaming in headquarters
  - o Support to gender mainstreaming in the field
  - o Regular monitoring and reporting on gender mainstreaming.



Training communities in Senegal



## Box 22: An advisory group on gender mainstreaming

In Senegal, an Advisory Group to the PERACOD energy project gender mainstreaming effort was established to help plan activities, follow their implementation, give advice as necessary, and validate the work of the gender team. Members included representatives from a major energy and development NGO providing expertise to the project, the energy project itself, the Ministry of Energy, the rural electrification agency, gender experts from the university, the Ministry of Finance, and the World Bank.

Source: PERACOD, 2010

Gender focal points are not always specialists in the sector that they are expected to support (energy, in this case) and may need training and/or support from consultants or external specialists from those sectors. Dissemination of information and their own competence development, through training and seminars, is also part of the work of the gender focal point.

An external advisory group, as in the case of PERACOD (see Box 22), can provide both advice and accountability to gender mainstreaming, and an avenue for dissemination.

### 7.3.2 Enlisting partner organisations with gender expertise

Partner organisations of the project may already have gender expertise that can be enlisted to assist the project. If not, then new organisational partners may need to be brought into the project.

In Botswana, for example, the gender team recognised that the Botswana Power Corporation, a public utility, did not yet have strong gender capacity, and BPC's Organisational Assessment report and proposed Gender Action

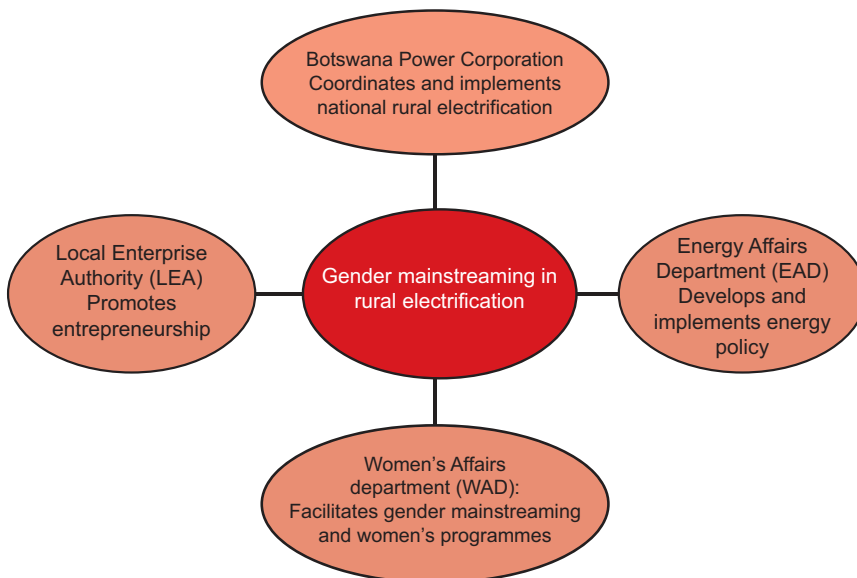


Figure 3.

Proposed roles of partner institutions in the Botswana Power Corporation (BPC) gender mainstreaming project, draft Gender Action Plan



Plan identified several partners that could potentially play key roles in BPC's gender mainstreaming activity.

### 7.3.3 Gender balance in staff

There are several practical reasons for having female as well as male staff in energy projects:

- Male field staff may not have the same access to women, especially in rural areas, as female field staff; women may also be more willing to provide and receive information with women staff. It is an accepted best practice to enlist women interviewers to talk to women respondents, and female field staff to work with women target groups, especially in rural areas
- Women in communities are more likely to participate successfully and take leadership roles if they have female role models in the project staff; studies have shown that young women perform better in university studies when they have female professors as role models
- At the professional and management level, a critical mass of women can help bring in women's perspectives.

Is one female out of six field workers enough? Are two? Are three? If an energy project intends to work equally with women and men, then balanced representation at all levels would be ideal, depending on the culture. However, each energy project will have to set its own targets.

The energy project needs to consider the implications of its present gender balance at different levels, and decide what an appropriate gender balance would be. Measures to accomplish this target within an established timeframe

can then be included in the Gender Action Plan.

### 7.3.4 Management support and incentives

Targets for management support and incentives for staff to mainstream gender are part of the enabling framework to build gender capacity in the project. If management is not conscious of gender issues in the energy sector, or considers them not their task, or if gender-consciousness in staff is not acknowledged by their management (or even actively discouraged) then little progress can be made. Energy projects may want to consider including within the Gender Action Plan activities to inform and involve management in gender mainstreaming.

Staff appraisals could also include an informal or even a formal appreciation of gender-conscious approaches, based on quantitative evaluation of an increased degree of participation in activities by both women and men; and on gender sensitivity and equity in activities, outputs and results produced by project staff.

## 7.4 Capacity building of project staff and stakeholders

Once capacity building needs have been identified by the project in Block 4: Organisational Assessment, the Gender Action Plan will need to address these needs by including measures to provide the necessary expertise for gender mainstreaming in the project or organisation. These measures could include capacity building of project staff and stakeholders. This is usually one of the actions most requested by staff for inclusion in the Gender Action Plan.

## Box 23: Gender and energy training resources

ENERGIA has designed training packages for practitioners (policy makers, planners and project implementers, NGOs, private sector and academia) to increase their understanding of gender and energy interrelationships and their capacity to bring gender aspects of energy into the policy and project planning.

Six training modules, entitled “The Gender Face of Energy”, are available in English and French at <http://www.energia.org/nl/knowledge-centre/training-material/energias-generic-training-modules/>

- Concepts in Gender and Energy
- Gender Tools for Energy Projects
- Engendering Energy Policy
- Gender and Energy Advocacy
- Engendering Energy Project Proposal Development: Capacity Building of Organisations
- Sub-module on Communication of Project Results

The ENERGIA website also has an online course on Gender and Energy introducing gender and energy concepts. The online course has been used as part of capacity building efforts in both the Africa and Asia regions and is available at: [www.moodle.energia.org](http://www.moodle.energia.org)

Gender training can be focused at different levels of competences:

- Energy project management should be able to explain the relevance and cite strategic elements of a gender-sensitive approach
- Field teams should include social expertise with knowledge and skills in gender, and technical team members should appreciate a gender-sensitive approach and be able to show elements of such an approach in their own work
- Gender/social and technical experts should know how to prepare and implement programmes jointly and have an integrated approach
- The gender focal point should have training to carry out his/her duties.
- Project stakeholders need orientation on gender as it affects the project activities.

Ideally, gender training will be carried out as part of all planned capacity building in the energy project, and included in regular training and orientation for all staff. It should be adequately funded and use participatory methods and tools. ENERGIA has developed a number of resources for providing training on gender and energy issues (see Box 23).

### 7.5 A gender-conscious workplace

Gender equity issues concerning female and male staff in the workplace will be of interest to some energy projects and organisations. Indeed, practical strategies to make an organisation a gender-sensitive place to work can be critical in encouraging both more women and men to apply for jobs and to remain with the energy

project or organisation. Recruitment and staff retention issues are typically taken care of by the human resources department of an organisation, not the gender focal point, who is responsible for gender mainstreaming in project implementation.

Examples of gender-conscious workplace strategies include:

- Re-organising working hours so that staff members are better able to attend to family responsibilities. For example, establishing a definite ‘quitting time’ or allowing staff the option of ‘flex-time’.
  - Setting up policies on maternity and paternity leave.
  - Providing appropriate facilities that respond to gender-based needs including childcare or separate lavatories for women and men.
  - Demonstrating gender-sensitive behaviour. For example, in the language used, comments that are made, images or materials displayed, meeting practices.
  - Gender sensitivity in staff recruitment and training.
- Spreading travel responsibilities widely among staff.
  - Posting spouses to the same community or region so that the family is not separated.
  - Securing the health and safety of staff. For example, by establishing mechanisms to deal with sexual harassment, providing safe transportation for women, limiting travel that pregnant and nursing women are required to do or giving staff the right to refuse assignments that pose undue risk.
  - Addressing gender issues in all interviews, job descriptions and performance reviews.
  - Encouraging a gender-sensitive management style and promoting mutual respect for diverse working or management styles.

## 7.6 Prioritising institutionalisation actions in the Gender Action Plan

While many actions outlined above may be considered important, it is better not to rush headlong with all of them, but to first prioritise and then develop a

### Box 24: Gender-conscious workplace policies in Kenya

Kenya Power has developed a draft sexual harassment and discrimination policy. It begins by stating:

*“Kenya Power’s position recognises that sexual harassment and discrimination is a form of misconduct that undermines the integrity of the employment relationship. Sexual harassment and discrimination is also a factor that brings about disrespect and under performance in the work place. All employees have the right to work in an environment free from all forms of discrimination and conduct, which can be considered harassing, coercive, or disruptive, including sexual harassment and use of language or signs that may trigger distress in the victim of harassment and discrimination. Anyone engaging in harassing conduct will be subject to discipline, ranging from a warning to termination. This policy is intended to assist Kenya Power in promoting a safe working environment that shows respect for each individual employee.”*

Source: Kenya Power & Lighting Company, 2010

## Box 25: Positive discrimination in staff recruitment and training: REDP Nepal

During the Asia Regional Workshop on Gender Mainstreaming in Energy Projects, in July 2010, a best practice example was given of how the Rural Energy Development Project in Nepal uses positive discrimination in staff recruitment and training:

- Incentive to female if she has small baby (for caretaker)
- Provide 50 percent quota to women in training
- Encourage women to participate in technical training (micro-hydro operator, masons, solar technician)
- Give extra points to women while recruiting staff in programme and partner organisation.

realistic plan with staggered activities over several years. Many of these actions are likely to be needed quickly in order to carry out the GAP, while others may take longer to implement and involve changes in organisational policies. For example, it is difficult to imagine any Gender Action Plan being implemented without establishing gender expertise in the project, if it does not already exist - either by adding staff or partners with gender

expertise, or through internal capacity building. A gender focal point will need to be appointed. However, changing workplace policies, such as providing for 'flex-time' for family emergencies, may require a longer-term process. Clearly, the set of actions needed would vary, depending on the nature and priorities of the organisation. Progress in the institutionalisation of gender mainstreaming in the project and organisation can be measured



Planning for gender-sensitive institutional measures at BPC in Botswana

using the indicators for gender-sensitive organisational capacity for the baselines established in Block 4: Organisational Assessment. Just as indicators and targets for project

goals and activities are included in the Gender Action Plan, it is also important to establish indicators and targets for organisational goals and activities.

### **Box 26: Institutionalisation of gender mainstreaming in Kenya Power**

Working with ENERGIA on gender mainstreaming, Kenya Power prioritised actions in three areas, crosscutting through its operations, including technical, governance and cultural aspects.

#### **Actions on technical aspects:**

- Disaggregation of data by gender for planning, implementing and monitoring Kenya Power's operations
- Raising awareness and capacity building on gender mainstreaming
- Embedding gender equality in human resources' policies and processes, including addressing sexual harassment and discrimination within the company
- Embedding gender in all internal communications
- Ensuring gender-responsive facilities within Kenya Power, including safe and hygienic facilities for women and men at all its offices and depots
- Development of women engineers and technicians through sponsorship and scholarships.

#### **Actions on governance aspects:**

- Kenya Power board and management making a commitment to gender mainstreaming
- Meeting the government's political directive of having 30 percent representation of women in senior management
- Women to be represented on all panels and groups with powers relating to governance and decision-making
- Dedicated budget to gender mainstreaming
- Gender structure established within Kenya Power
- Embedding gender equality in the company's five-year corporate strategic plan and budget.

At the **cultural level**, the focus is on embedding gender equality in Kenya Power's corporate and cultural practices. The company will provide information, discussion groups, non-judgemental spaces, workshops and rules in order to change the cultural norm from patriarchal privilege to a shared practice of mutual respect, equal opportunities, equal benefits and equal resources for women and men.

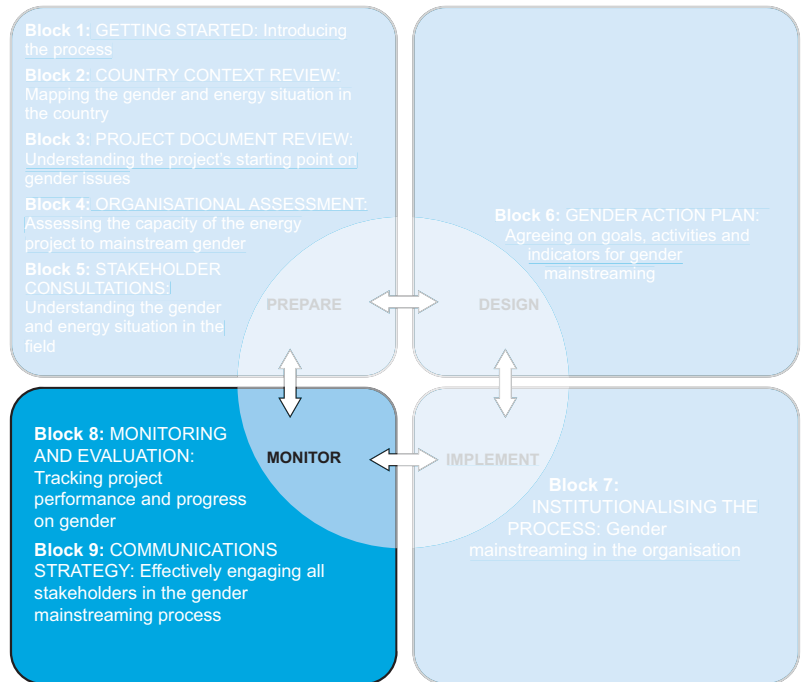
*Source: Kenya Power & Lighting Company, 2010*

## Resources you can use:

- Resource 7.1: UNDP Checklist on how to mainstream gender and women in the different parts of the project document
- Resource 7.2: Sample job description for a Gender Focal Point within the United Nations



# MONITOR





Women in this village in Tanzania walk shorter distances to mill their maize

# Block 8: MONITORING AND EVALUATION

## Tracking project performance and progress on gender

### 8.1 Objectives

Establish indicators and a process that will improve project performance during implementation, allow for mid-term correction, and make it possible to derive lessons for future projects, by:

- Monitoring progress<sup>1</sup> in implementation of goals, objectives, outcomes and activities in ways that address the different needs of women and men in relation to the gender goals of the energy project
- Measuring outcomes and impacts on the lives and overall social and economic well-being of women and men
- Monitoring the institutionalisation of gender-sensitive approaches throughout the project cycle.

### 8.2 Why monitor

Monitoring is an integral part of the project cycle, which begins with setting indicators for project goals, objectives, outcomes and activities in the logical framework and continues throughout the project. Evaluation, on the other hand, occurs periodically, usually at mid-term and at the end of the project. Monitoring and evaluation (M&E) should both incorporate measurable targets and gender-sensitive indicators, within the project's overall monitoring plan. Measuring progress also requires a gender-sensitive monitoring and evaluation framework and process.

### 8.3 Developing gender-sensitive indicators to measure project progress

An indicator is a fact, figure or a perception that enables measurement of a change in a situation or condition and which confirms progress towards achievement of a specific result. It is a pointer. Indicators to track performance need to be selected early in the gender mainstreaming planning process, in connection with goals, since a baseline for monitoring indicators of impact needs to be established through the initial fieldwork.

Most projects will have an existing logical framework or operational plan. Some will already have a monitoring framework as well. In this case, a first step can be to engender the existing

#### Criteria for selecting appropriate indicators

- Relevant to the needs and capabilities of the user
- Easy to collect, use, and understand
- Clarity of definition, unambiguous, accurate, and reliable
- Sensitive to record changes induced by the project
- Independent of each other
- As few as possible, concentrating on measuring important project features whilst avoiding over-aggregation.

*Source: FAO, 2001*

indicators. The first and simplest approach is to disaggregate indicators and set targets by sex.

For example, instead of “200 people trained in solar PV maintenance,” the gender-conscious indicator can be “number of women and men trained” and specific targets can be set, e.g.: “100 women and 100 men trained.” See an example from Tanzania in Box 27.

Indicators wherever possible can include quantifiable targets - numbers of women and men trained, the percent of women in senior management, the number of women’s and men’s proposals accepted by management committees. A set of quantitative indicators that have been used in biogas programmes in Nepal and Pakistan is listed in Table 10 below<sup>2</sup>.

Qualitative indicators can also be very useful, so long as they are measurable: e.g. percent of staff who believe managers encourage gender analysis in their work, or percent of women who are aware of the project services and benefits.



Solar powered street lights in Mali allow women to feel safer walking after sunset

## Engendering indicators

**Access to information:** Do women and men have equal access to information about the energy service?

**Decision-making at planning stage:** Do women and men both make decisions during project planning and design?

**Construction and maintenance:** How are the tasks of building and operating the energy service distributed between women and men? Who does the skilled and unskilled work?

**Training and payment:** Do women and men have equal access to training and to paid work in the project, as well as to other benefits they may perceive?

**Productive use:** Are both women and men able to use energy for small-scale economic and reproductive (domestic) uses? Do women and men have equal access to credit, information, training, raw materials, land and other resources needed for energy access and for energy entrepreneurship? What are the implications for energy availability and distribution of benefits?

**Ownership and managerial decision-making:** Do women and men both have ownership and/or managerial control over the operation of the energy service?

**Benefits:** What are the practical and strategic benefits of the energy service and of the participation process for women and men, as perceived by either group? How do perceived benefits relate to perceived costs?

**Policy and strategy:** What gender policies exist in the energy sector and in energy sector agencies? Are they implemented in staffing and staff cooperation, procedures and training and supported by management?

## Box 27: Disaggregating data by sex in a logical framework

In Tanzania, TaTEDO staff identified a number of places in the logical framework where indicators could easily be gender-sensitive and/or be disaggregated by sex:

- Women and men both included in studies and surveys – M&E, baseline
- Reporting on numbers of women and men trained, impacts, etc.
- Targets for women’s participation – in decision making bodies, jatropha cultivation, enterprise ownership, construction, maintenance and preparation
- Women/men in the supply chain
- Women/men using and maintaining the energy facilities
- Gender training for staff
- Consciousness among stakeholders on importance of gender mainstreaming
- Access to information – create awareness among women and men farmers about benefits of jatropha.

**Table 10.** Quantitative indicators used in biogas programmes in Nepal and Pakistan

Expected outcomes	Examples of targets
Reaching women through biogas programme	<ul style="list-style-type: none"> <li>• Contracts with private sector construction companies to train women as well as men</li> <li>• 50 percent of women reached in users’ training</li> <li>• 20 percent of women owning a biogas plant</li> <li>• At least 90 percent of biogas users, women and men, are able to operate the plants</li> </ul>
Engaging women in supply side functions in a biogas programme	<ul style="list-style-type: none"> <li>• At least x percent of private companies with women-friendly hiring and employment policies in place</li> <li>• At least 10 percent of masons are women</li> <li>• Women represent at least 50 percent of female staff in national biogas development programme</li> <li>• At least 50 percent of promoters are women</li> <li>• At least 33 percent of energy committee members are women - by the end of Year 2</li> </ul>
Increasing women’s incomes	<ul style="list-style-type: none"> <li>• Number of women and men linked with other existing opportunities that enhance their welfare, income, or benefits, such as other programmes</li> <li>• Number of women and men who receive training in veterinary services; or with enterprise services, targeting one household, one enterprise</li> </ul>

A question that often arises is how to set targets for women’s participation in an energy project. Is 50-50 achievable? Is 10 percent enough? Two methods can be suggested for setting realistic and feasible targets for indicators:

- Government mandates can legitimise targets. In Kenya,

a Presidential Directive has instructed all public organisations to ensure that at least 30 percent of staff in public organisations are female and the new Constitution has endorsed a similar target for the inclusion of women on decision-making bodies. This was the basis

for Kenya Power setting 30 percent targets for appointing women to senior management and executive positions, and to panels and groups with powers relating to governance and decision-making.

- Targets can be based on fieldwork demonstrating that they are realistic and achievable. This is where gender analysis in baseline surveys becomes so critical, to help define the target. In Tanzania, the gender team suggested targets for women's and men's participation in ownership, management and training for energy service centres. The project manager asked, *“What are these male/female percentages for energy platform operators based on? What did we find out from the fieldwork*

*about the kinds of enterprises that already exist that are run by men and by women? Are they equally likely to be successful at running these energy businesses? Already we have difficulties in identifying entrepreneurs. We need some basis from the fieldwork, in order to set targets by gender of the operator. This could be an opportunity to identify new entrepreneurs, but we need to know more. There is a difference between what we want and what is achievable.”*

Setting targets for addressing the needs of both women and men may require revisiting and revising the logical framework to include additional or different activities to

### **Box 28: MDG indicators related to gender equality and women's empowerment in the UN 2010 Progress Chart**

- Proportion of contributing family workers, women and men (Goal 1)
- Proportions of girls and boys under age five who are underweight (Goal 1)
- Proportion of girls and boys of primary school age by schooling status (Goal 2)
- Girls' tertiary school enrolment in relation to boys' (Goal 2)
- School level expectancy, girls and boys (Goal 3)
- Girls' school enrolment in relation to boys' (Goal 3)
- Share of women in managerial occupations (Goal 3)
- Percentage of employers in total employment, women and men (Goal 4)
- Under-five mortality rate by level of education of the mother (Goal 4)
- Proportion of deliveries attended by skilled health personnel, by household wealth (Goal 5)
- Adolescent birth rates by education level of the mother (Goal 5)
- Contraceptive prevalence by education level (Goal 5)
- Proportion of adults 15-49 living with HIV who are women (Goal 6)
- HIV positive pregnant women who receive anti-retroviral treatment (Goal 6)
- Member of household usually collecting water if no water is available on premises (Goal 7)
- Proportion of rural population with piped water in the household (Goal 7)
- Proportion of bilateral sector-allocable aid from OECD/DAC donors allocated to projects targeting gender equality as a main and as a secondary aim (Goal 8)



support women's participation in the energy project, for example, childcare, transport, credit programmes, technical assistance, information tailored to women, etc. For this reason, separate gender studies may be needed to explore these issues and define activities and indicators.

#### **8.4 Developing gender-sensitive indicators to measure project impacts**

Ultimately, any project would like to know whether its activities are having a positive effect on the lives and welfare of both women and men. The input and output indicators above measure project progress in terms of outputs, but they do not show impacts. For this purpose, specific impact indicators are needed. These can be very tricky and require extensive controlled studies to provide firm conclusions, since many factors may influence changes in welfare. Still, most projects will want to monitor key welfare

indicators that relate to development and poverty reduction. Resource 8.1 in the Resource Pack lists some examples of gender-sensitive results indicators for energy, developed by the World Bank. These include indicators that could measure baseline energy access and use, reduced domestic burden, improved health, economic empowerment, social empowerment, and energy sustainability, in a gender-sensitive manner.

The Millennium Development Goals are an agreed international framework for measuring the impacts of development, and include indicators of welfare that can be the basis for impact monitoring in an energy project. Resource 8.2 in the Resource Pack shows how MDG goals and targets are related to gender and energy. Using similar MDG indicators in an energy project has the advantage that most countries are currently tracking these indicators on a regular basis and this information is usually easily available.



Both women and men were trained in Pakistan to operate a biogas plant

**Table 11: Designing Impact Indicators for the Energy Service Platform/ Sustainable Energy Enterprises Centre (ESP/SEECE) project, TaTEDO, Tanzania**

<b>Overall Objective</b>		To contribute to improved livelihood, poverty reduction and sustainable rural development through improved access to modern energy by women and men in rural communities of Tanzania
<b>Indicators</b>	1	Percentage of rural population (MHH/FHH? According to representation in the Action areas – or more?) in the Action areas living below poverty line reduction from the 2003/04-baseline average of 39% to at least 32% to at least 32% by Action year 5.
	2	Increased daily income of beneficiaries (50% women?) from less than 1 USD per day to more than 1.5 USD per day in the Action areas by Action year 5.
<b>Specific Objective</b>		To increase access to clean modern energy services by women and men in rural areas, with the aim to improve living conditions, boost economic activities and provide better social services
<b>Indicators</b>	1	At least 50,000 rural household (MHH/FHH? According to representation in the Action areas – or more?) accessing modern energy services from biofuels, electricity and motive power in the Action areas by year 5
	2	At least 100,000 persons (50% women?) have increased income by 50% because of increased economic activities linked to MPESCs by Action year 5
	3	A minimum of 150 social services centres (by type?) are making use of modern energy services provided by MPESCs by Action year 5.

Source: TaTEDO, Gender Action Plan, 2010

## 8.5 Developing indicators for assessing gender mainstreaming capacity in the energy project

In Block 4: Organisational Assessment, the energy project identified gaps in its existing gender capacities and set a baseline for measuring later progress as well as targets. In Block 7: Institutionalisation, the energy project developed activities to include in the Gender Action Plan, to address these gaps. Here in Block 8, indicators can be developed to monitor progress in establishing gender capacity in the energy project and implementing organisation.

Whichever tool for Organisational Assessment from Block 4 is used, corresponding indicators can be used to measure progress from that baseline.

### Indicators to measure institutional capacity in gender mainstreaming of an energy project

- Gender-sensitive project strategy and frameworks
- Sex-disaggregated planning and monitoring system in operation
- Expertise reflected in the type of partner agencies involved, field teams, team approach and gender focal point
- Gender balance in staff: management, technical/professional staff, field staff
- Capacity building of staff and partners in gender-sensitive approaches
- Support from management and performance incentives
- A gender-conscious workplace.

## 8.6 GAP Monitoring Plan

The Gender Action Plan can summarise all the implementation and institutionalisation actions and indicators for the energy project in one place.

The monitoring plan for the GAP will include a plan for how and when these indicators will be captured (through annual surveys, progress reports, etc.), who is responsible for data collection and analysis, and how the management will be apprised of these (e.g. periodic appraisal or review sessions). If a gender advisory group has been established for the energy project, it can play an important role in monitoring the implementation of the GAP.

The energy project will have its own monitoring and evaluation framework that gender indicators have been integrated into, through its logical framework, and will have its own monitoring and evaluation staff, teams, and cycle. At the same time, evaluations may be carried out by an external team, for example, when

commissioned by a donor. Ideally, the same tools can be used annually to measure progress from the baseline.

This monitoring and evaluation process can be made gender-responsive with a few simple measures, as summarised below:

- Add gender expertise to the terms of reference for the monitoring and evaluation team, and include at least one member with gender expertise
- Consider gender briefings or training for the monitoring team, including specific tools and techniques for gathering information from women and girls
- All data gathered should at the minimum be disaggregated by sex
- In fieldwork and data collection, ensure that a representative number of women are covered
- Measure and report on gender-sensitive indicators in user surveys and progress reports.

### **Box 29:** Specific indicators on institutionalisation of gender mainstreaming in energy projects developed within Kenya Power

- Percentage of women in senior management and executive positions increases from 16.6 percent in 2010 to 30 percent by 2015
- The percentage of gender-disaggregated data and information for planning, implementation, monitoring and reporting within Kenya Power to increase incrementally over two years and be complete by 2012
- Proportion of staff who assess themselves to be competent to mainstream gender equality into their work increases to 80 percent by 2015
- Kenya Power's Annual Reports indicate progressive improvement in the proportion of male to female employees at the various levels within the Company to achieve a 3:1 ratio by 2015
- Clear ToRs for Gender Advisory Committee, Gender Coordinator, Gender Officers and Gender Champions that address all aspects of mainstreaming to be approved by Managing Director by end of 2010
- Financial reports on expenditure on gender mainstreaming approved by Management Committee and submitted to Ministry of Gender, Children and Social Development on an annual basis.

*Source: Kenya Power & Lighting Company, 2010*

## Resources you can use:

- Resource 8.1: Results Indicators for Energy: Gender-Sensitive Examples (Social Development Department, The World Bank)
- Resource 8.2: MDGs: Goals and Targets Related to Energy and Gender
- Resource 8.3: Integrating a Gender Dimension into Monitoring and Evaluation of Rural Development Projects, World Bank <http://siteresources.worldbank.org/INTGENDER/Resources/metoolkit.pdf>
- Resource 8.4: Examples of monitoring plans, indicators and targets also available in the Resources for Block 6: Gender Action Plan.

# Block 9: COMMUNICATIONS STRATEGY

## Effectively engaging all stakeholders in the gender mainstreaming process

### 9.1 Objectives

- Prepare a communications strategy to reach all stakeholders in the project
- Develop a plan to convey the right messages to the right people, making use of appropriate communication channels.

### 9.2 Why do we need a communications strategy?

Ideally, a ‘communications strategy’ needs to be developed at the beginning of the project and used throughout all phases of the project cycle. Making use of appropriate communication channels for effective messages will influence the processes and outcomes of efforts to mainstream gender in the energy project, and enhance the potential for its replication more widely.

It is important that all stakeholders appreciate the project’s efforts through appropriate and timely communication. The communications strategy should address the following questions:

- Who are the different target groups that the project needs to communicate with, and what are their information needs with regard to gender mainstreaming?
- What is the project trying to accomplish with the communication? What are the objectives of the communication?

- What strategy can be used to reach those communication objectives?
- What are the most appropriate communication channels or tools to use?

### 9.3 Who are the target groups and what are their information needs?

A first step in developing a communications strategy is to determine the various target groups to communicate with and to understand their information needs (see Table 12).

Findings from the first five steps described in this Handbook can give an indication of information gaps these target groups may have with regard to gender mainstreaming, and can thus be used to help build an effective communications strategy. It is important to keep in mind that these target groups have different levels of power and influence. To be strategic, the project team may need to focus on key stakeholders and make the most effective use of available resources for their communications strategy.

### 9.4 What is the purpose of the communication?

Next, the communication objectives will be determined. What is to be accomplished by communicating with the identified target groups? It is possible to have multiple

**Table 12: Target groups and their information needs**

Target group	Information needs
Project management	<ul style="list-style-type: none"> <li>• Need to know about the overall approach for identifying and addressing gender issues</li> <li>• Need updating on results and impacts on project efficiency and outcomes (information in a form that can be shared with outsiders including donors)</li> <li>• Need to track and monitor</li> </ul>
Project staff	<ul style="list-style-type: none"> <li>• Need to understand how to apply mainstreaming strategies, what specific activities are planned, what are individual roles and responsibilities</li> <li>• Need to understand what gender mainstreaming is, its benefits and what are the roles and responsibilities of each stakeholder/partner</li> </ul>
Project beneficiaries	<ul style="list-style-type: none"> <li>• Need to be clear on what they can expect from the project (how would women and men benefit), what their roles and responsibilities are, how they would participate</li> </ul>
Policy makers and/or donors	<ul style="list-style-type: none"> <li>• Need to see visible and measureable impacts using gender-aware strategies and approaches in projects they support, how this can contribute towards improving the overall project performance, and how to adapt the generic gender mainstreaming strategy and encourage future projects to adopt it</li> </ul>
Development community (other project practitioners/project designers/academics/ research institutions)	<ul style="list-style-type: none"> <li>• Good practices and lessons in mainstreaming gender for application in energy projects, as well as relevance for other sectors</li> <li>• Concrete tools and approaches for integration into project processes</li> </ul>

objectives. What is important is that they are clear and specific. This includes determining whether the communications will be external to the project (donors, development community, policy makers), or internal (project management, staff, partners, and beneficiaries). External communications will be linked more to objectives like advocacy for and replication of the gender mainstreaming approach (including raising awareness of the subject), while internal communications link more to awareness raising for capacity building, and securing commitment to the gender mainstreaming approach.

Common communication objectives for gender mainstreaming in energy projects are listed below (it is possible to have more or other objectives):

- Ensuring that all stakeholders understand and own the gender mainstreaming process
- Sharing new experiences with all stakeholders
- Ensuring accountability of stakeholders and project partners
- Communicating with external stakeholders, which will determine the potential for the replication of a gender mainstreaming approach widely.





Radio used as a tool to reach beneficiaries in Tanzania

### Communications strategies and target groups

A communications strategy that targets different types of management and is based on the stakeholder analysis could include:

- Intensive bilateral meetings with top management
- 1-2 day orientation workshop with project team and partners to explain the recommendations for the GAP and its relevance and value addition to the project. If necessary, make personal visits to the project partners to follow up on questions and provide further explanations of the gender mainstreaming strategy.
- A communiqué to donors and Advisory Group
- 1-2 day workshop with field staff to ensure outreach to women and men in the target communities
- Final consultation with management to confirm approval to move forward with the full development and implementation of the GAP, preferably through a written memo.

### 9.5 What strategy can be used for communications?

How to make sure that the right message is sent and that the right people are reached with this message? How will the communication objectives be achieved? How to convince project implementers, staff and management, decision-makers and partners, who will have to devote scarce resources to gender equality activities, that their investment in gender equality will pay off? How to make sure that external parties are convinced that the gender mainstreaming approach is successful, and will therefore replicate the effort?

Depending on the objectives that have been chosen, some of these strategies could be considered, that have proven successful in the past:

- **Developing fact-based arguments** that relate concretely and precisely to energy project goals and that will minimise the constraining forces and promote

the driving forces. Key issues to take into consideration are: What energy and development problems will gender equality contribute to solving (using tables and statistics to visualise/quantify the problems)? What are the gender goals and how they will be measured? What specific benefits will a gender-responsive perspective bring to the energy project? What is the 'added value' of gender mainstreaming? What are the timeframe and overall budget? In general, what are the roles and responsibilities of the different stakeholders?

- **Consulting and involving project staff, management, decision-makers and partners** throughout the gender mainstreaming exercise and in developing a Gender Action Plan. Remember that stakeholders can be active at different stages in the policy, planning and implementation processes.
- **Gender-sensitisation training of energy project implementers and decision-makers**, to increase their understanding of gender mainstreaming and their skills to be able to implement it. Specific gender training, coaching, and networking can also be useful for staff, partners, and beneficiaries.

Gender issues will also need to be integrated as part of the curriculum in training courses, and gender expertise included in the terms of reference for project staff<sup>1</sup>.

- Enrolment of gender allies and networks at the national and international levels and in sponsoring agencies, in support of gender mainstreaming in the energy project, through **networking, advocacy, and resource mobilisation**.

Practical suggestions in developing communication messages:

- Be clear on 'how much' to communicate. Sharing too much information can actually jeopardise the communications package.
- Messages have to be tailored to the target group they are intended for. For example, communication for the masses must have a 'popular' element; it should be de-jargonised, simple, and directly deliver the message. Therefore, publications and case studies should present information in a simple manner.
- Communication at the community level is a critical component of the communications package and often forgotten. Communication at this

### Box 30: Networking example from Ghana

An example of networking is provided by the Power Queens Club of the Electricity Company of Ghana (ECG), which was founded in the late 1980s. It began as a pressure group for female staff at the company who sought to mobilise themselves to fight for better conditions of service, and successfully advocated for women to make medical claims for themselves and their families. The group is sustained by membership dues that are deducted from the salaries of all female staff. The management of ECG has been very supportive of this dynamic women's group and provides funds and political will to support their activities.

Source: *Gratis Foundation and ENERGIA, 2010*

### Box 31: Using existing channels to communicate

In Botswana, the gender team communicated about the Gender Action Plan to the wider implementing organisation through an already existing internal newsletter that keeps the staff updated about new developments and organisational issues. This helped raise awareness and sensitise the BPC staff about the gender mainstreaming efforts in the project.

Similarly, in Tanzania, the gender team made good use of both the Swahili and English newsletters that TaTEDO published in giving updates about the gender mainstreaming project. This helped raise awareness about gender mainstreaming, its process and the results.

In the Pakistan biogas programme, staff meetings were used to update the organisation on gender mainstreaming activities.

level must be in terms of people's aspirations (and not project objectives), both for women and men. When interacting with men, it is important for the communication to be 'non-threatening'.

- It is also important to bear in mind that the messages we give to men are different to those we give to women. Topics of special interest to women generally are

drudgery reduction and livelihood enhancement. Additionally, issues of mobility and safety are topics to which women also tend to respond well.

- Women and men have access to different information channels. Men tend to have better access to information and media. If messages need to address women especially, take into account their



Printed brochures and posters used effectively to get messages across

level of literacy in the case of written messages. Also, think of posting the message at places where women frequent regularly. When talking to women consider having female communicators.

## 9.6 What are the most effective means of communication?

Which are the media through which the target group will be best reached with the project's message?

1. **Speech:** This could include regular stakeholder or network meetings; forums on energy, development and gender, which the project or organisation participates in; workshops and conferences; and TV and radio shows. It could also include informal talks with colleagues, project partners and the project beneficiaries. It may also be an option to write a press release or call a press conference.
2. **Written word:** Though new media are coming up fast, the written word is still a powerful tool in communication. The following media can be considered in this regard: case studies; flyers; newspapers; magazines; papers; and reports. It is strategic to think of already existing communication channels that the organisation or project partners may have for their messages.
3. **Images:** Photos, illustrations, videos, and TV shows can be powerful tools to support the message, or can be used to tell the message. Images can have an immediate and longer-lasting impact on the viewer than spoken or written words.
4. **Internet:** New media, including online communication channels

such as websites and social media (blogs, electronic forums, twitter, YouTube, Flickr, Facebook, etc.) are becoming a useful tool in communicating messages, not only locally, but also internationally. The Internet provides the opportunity to post spoken and written messages, as well as images, online, making them available for a large external audience. Not all material will be suitable for web publishing, though. It remains important to think of whom to target with what message. Also, make sure that written messages are adapted to the web: keep the message short. If need be, it is always possible to refer to a longer text in a separate document. Keep sentences short, crisp and clear and use catchy titles.

What does this mean for the project? Table 13 may help guide in choosing the appropriate communication channel for the audiences to be targeted.



Meetings and workshops give people the chance to express their opinions

**Table 13: Internal and external communications**

## Internal Communications

Tool	Target audience	Useful for	Remarks (pros and cons of tool)
Gender Action Plan workshop	<ul style="list-style-type: none"> <li>Project manager(s)</li> <li>High-level organisational management</li> <li>Executive Director</li> <li>Board</li> </ul>	<ul style="list-style-type: none"> <li>Creating understanding and ownership of the gender mainstreaming process</li> <li>Endorsing of GAP</li> </ul>	<ul style="list-style-type: none"> <li>Good tool for direct interaction with stakeholders</li> <li>Limited time availability of senior managers can put pressure on the workshop programme</li> </ul>
Gender training workshop	<ul style="list-style-type: none"> <li>Project manager(s)</li> <li>Project staff</li> <li>Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Creating awareness on gender in the project</li> <li>Building capacities in implementing gender mainstreaming steps and tools</li> </ul>	<ul style="list-style-type: none"> <li>Training to be tailor-made to the energy sub-sector</li> <li>Training to address the capacity gaps identified in the Organisational Assessment</li> </ul>
Progress reports/ organisational newsletters	<ul style="list-style-type: none"> <li>Project manager(s)</li> <li>Project staff</li> <li>Project stakeholders</li> </ul>	Updating project staff and stakeholders on implementation of the gender mainstreaming approach and the GAP and of results	<ul style="list-style-type: none"> <li>Existing project tool into which gender mainstreaming updates can be included</li> <li>Ensure the report gives gender-disaggregated data</li> </ul>
Posters/flyers	Community-level beneficiaries	Informing the community about the project, technology and targeted benefits	<ul style="list-style-type: none"> <li>Low-cost tool</li> <li>Adapt content according to literacy levels of women and men</li> </ul>
Road shows (including theatre)	Community-level beneficiaries	Informing the community about the project, technology and targeted benefits	<ul style="list-style-type: none"> <li>Good tool for interaction with the beneficiaries</li> <li>Ensure that both women and men are reached</li> </ul>

## External Communications:

Tool	Target audience	Useful for	Remarks (pros and cons of tool)
Dissemination workshop on outcomes and results	National energy sector stakeholders (policy makers, donors, NGOs, CBOs)	<ul style="list-style-type: none"> <li>Showcase project approach, outcomes and results</li> <li>Create a basis for replication of gender mainstreaming in other projects/ organisations</li> </ul>	<ul style="list-style-type: none"> <li>Good tool for direct interaction with stakeholders</li> <li>Costs of the workshop should be budgeted for in the GAP</li> </ul>

Tool	Target audience	Useful for	Remarks (pros and cons of tool)
Case studies	(Inter)national stakeholders (energy practitioners, policy makers, academics, gender and development sector)	<ul style="list-style-type: none"> <li>Showcase in detail the gender mainstreaming approach and the results/outcomes</li> <li>Create a basis for replication</li> </ul>	<ul style="list-style-type: none"> <li>A good tool to explain in detail the gender mainstreaming approach and outcomes, including lessons</li> <li>Detailed case studies can be lengthy and may not be read widely</li> </ul>
Newsletter articles/special issue on gender mainstreaming	(Inter)national stakeholders	<ul style="list-style-type: none"> <li>Showcase in summary the gender mainstreaming approach and the results/outcomes</li> <li>Create a basis for replication</li> </ul>	<ul style="list-style-type: none"> <li>If an organisational newsletter exists, this is a low-cost tool</li> <li>Articles could be short versions of a case study</li> </ul>
Flyers	(Inter)national stakeholders	Advocacy, networking, resource mobilisation	<ul style="list-style-type: none"> <li>Short and easy-to-read and thus accessible</li> <li>Low-cost outreach tool</li> </ul>
Mass media, such as radio, TV and newspapers	<ul style="list-style-type: none"> <li>Public at large</li> <li>Could also define a special sub-group, e.g. youth, women</li> </ul>	<ul style="list-style-type: none"> <li>Awareness creation and sensitisation on the subject</li> <li>Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Outreach to large audience</li> <li>Men generally have better access to mass media than women</li> </ul>
Photos	Depends on where the photos are published	To support written communication with telling images	<ul style="list-style-type: none"> <li>For print quality photos, a good camera is essential and may have to be budgeted for</li> <li>Ensure depiction of both women and men in the photos and capture changing gender roles</li> </ul>
Video	(Inter)national stakeholders	Advocacy, sensitisation	<ul style="list-style-type: none"> <li>Video production to be included in budget</li> <li>Wide outreach through video channels like YouTube</li> <li>Visuals can have an immediate and lasting impact on viewers</li> </ul>
Website	(Inter)national stakeholders	Advocacy, sensitisation	Integrate special gender mainstreaming pages into existing organisational site to publish updates and resources
Blog/e-forum	(Inter)national stakeholders	Engagement with target audience (blog) or between members of the target audience (e-forum)	<ul style="list-style-type: none"> <li>Free or low-cost tools</li> <li>Needs quite heavy time investment and skills</li> <li>Needs fast and reliable internet connection</li> </ul>



ENERGIA is developing case studies for the projects that have piloted this gender mainstreaming approach with ENERGIA's support. These case studies will document the gender mainstreaming methodology; report on the outcomes of all steps in the gender mainstreaming process, as well as on the results of the gender mainstreaming effort; and also give an overview of lessons, both positive and negative. ENERGIA has chosen this communication channel because case studies are a good means for

documenting processes and outcomes, and can be used as a basis for replication of the gender mainstreaming approach in other energy projects. The case studies can be published in print, through the vehicle of ENERGIA News, and can also be posted on the website, or in papers and reports. The case studies are meant to reach a large audience of energy practitioners. A template for writing the case studies was developed by ENERGIA and shared with all project partners. This template is included as Resource 9.1.

## Resources you can use:

- 9.1 Guidelines for writing case studies

# END NOTES

## FOREWORD

1 ENERGIA News 14.1 Shifting the Balance of Power: A Review of ENERGIA's Work on Energy and Gender, December 2011 ([www.energia.org/knowledge-centre/energia-news/energianews1211/](http://www.energia.org/knowledge-centre/energia-news/energianews1211/))

## INTRODUCTION

1 Gender is defined as the economic, social, political and cultural attributes and opportunities associated with being a man or woman.

2 MDG 3: To promote gender equality and empowerment of women, and MDG5: To improve maternal health

3 In this Handbook, the word women is used to include women and girls, and men to include men and boys.

4 ENERGIA ([www.energia.org](http://www.energia.org)) is an international network working on training, research and institutional development in the area of gender and sustainable energy. It is hosted by the ETC Foundation in the Netherlands.

5 [www.moodle.energia.org](http://www.moodle.energia.org)

## BLOCK 2

1 For example, energy for cooking or lighting, solar PV, micro-hydro, etc.

2 In the ENERGIA gender mainstreaming projects, the Country Context Review was a 15-20 page document.

## BLOCK 3

1 The project documentation review will most likely be undertaken by the gender expert of the project, or by one hired for gender mainstreaming in the project.

2 Adapted from UNDP, Gender Mainstreaming in Practice: A Handbook, 2002, and ToR, Review of gender mainstreaming in SDN projects, World Bank

3 Empowerment means the process of awareness- and capacity-building of women leading to a more equitable participation in decision-making and enabling them to exercise control over their own lives.

## BLOCK 4

1 This interview guide also includes sample responses. This is in response to a request by the participants in a Workshop on Gender Mainstreaming in Energy Projects in July 2009 for a detailed interview guide with examples of possible responses.

2 The overall objective is to contribute to improved livelihoods, poverty reduction and sustainable rural development through improved access to modern energy in rural communities of Tanzania. The project aims to work with and benefit women as well as men.

3 The project aims to improve the livelihoods of poor households in Kenya by promoting the adoption of appropriate clean energy products and services that would reduce indoor air pollution and enable users to engage in more productive activities. The project is working on the dissemination of a number of clean energy technologies (solar PV systems for lighting, solar cookers, solar water heaters, biogas systems, improved cookstoves (ICSs) (including ovens), chimneys and smoke hoods). The gender mainstreaming efforts will focus on ICSs for cooking and heating within rural households.

### **BLOCK 5**

1 ENERGIA, Hivos 2010. A Guide on Gender Mainstreaming in the Africa Biogas Partnership Programme (ABPP).

2 This section draws from ENERGIA-TDG, 2005. Module 2: Gender tools for Energy Projects.

The data collection tools are discussed in Resource 5.5

3 Draws from Field Level Handbook. SEAGA: Socio-Economic and Gender Analysis Programme, FAO 2001.

### **BLOCK 6**

1 <http://www.energia.org/knowledge-centre/gender-audit-reports/>

### **BLOCK 7**

1 Adapted from DFID, 2002.

2 A gender focal point is not responsible for the promotion of gender equality policies within the organisation, which is a responsibility of the human resources department.

### **BLOCK 8**

1 This can be done by tracking inputs (the people, training, equipment and resources that we put into a project, in order to achieve outputs), and/ or outputs (the activities or services the project delivers, in order to achieve outcomes).

2 Adapted from targets proposed within the country biogas programmes in Africa Biogas Partnership Programme (ABPP).

### **BLOCK 9**

1 Example of a gender sensitisation programme: ENERGIA Modules 2005, especially Module 1: Concepts in Gender and Energy; materials from national training workshops that can be found at: <http://www.energia.org/knowledge-centre/training-material/>

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Also used as references are the projects documents from the projects listed in Annex 1 [unpublished documents]



## GLOSSARY

*Energy:* includes fuels such as petroleum products (kerosene, petrol, diesel) and biomass (firewood, charcoal, agricultural wastes, dung), power (electricity) which can be from a number of sources (fossil fuel based or renewable) and animate forms of energy, particularly human metabolic energy.

*Energy services:* The desired and useful products, processes or services that result from the use of energy; for example, illumination, comfortable indoor climate, refrigerated storage, transportation, appropriate heat for cooking.

*Energy technologies:* The hardware that converts an energy carrier into a form of energy useful for the end-user.

*Gender audit:* ENERGIJA's gender audits are used as tools to identify and analyse the factors that hinder efforts to mainstream gender in energy policy. The approach used is primarily participatory and is led by a national team of experts. The gender audits all provide in-depth analysis of energy planning, budgets, the institutional capacity of ministries to implement gender-mainstreaming strategies, and the links between gender, energy and national objectives for poverty reduction strategies and meeting the MDGs. The audits identify the specific ways in which gender issues are, or are not, addressed, and highlight critical gender gaps in existing national energy policy formulation and implementation. Validation workshops help to reach consensus and ownership of the audit findings within the energy ministries, discuss future recommendations and agree on actions with specific targets and timeframes that are needed to engender the policies. The final reports produced from the gender audits are considered semi-official documents.

*Gender equality* signifies equal access to the “opportunities that allow people to pursue a life of their own choosing and to avoid extreme deprivations in outcomes,” including gender equality in rights, resources, and voice. Gender equality does not necessarily mean equal numbers of men and women or boys and girls in all activities, nor does it necessarily mean treating men and women or boys and girls exactly the same. It signifies an aspiration to work towards a society in which neither women nor men suffer from poverty in its many forms, and in which women and men are able to live equally fulfilling lives.<sup>1</sup>

*Gender roles and gender norms:* Gender roles are roles assigned to men and women by society. Gender roles shape our identity, determining how we are

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<sup>1</sup> Source: World Bank Global Monitoring Report 2007 and Gender and Agriculture Sourcebook

perceived, and how we are expected to think and act as women and men. The ways in which women and men behave within their gender roles are shaped by gender norms, the accepted standards of behaviour shared by a particular society. Gender relations: Gender relations like gender roles, are socially determined and are influenced by the same social, cultural, political and economic expectations. Gender relations are shaped by a range of institutions, such as the family and legal systems. Gender relations exist both within households (private sphere) as well as within the community and workplace (public sphere). An analysis of a given situation based on gender relations differs from one based on gender roles because it gives more focus to power relations and the connections between men and women's lives.

*Productive work:* Work done by both women and men for pay in cash or kind. It includes both market production with an exchange value, and subsistence/home production with actual use value and also potential exchange value.

*Practical or Reproductive work:* Childbearing and daily child-rearing responsibilities and tasks involving the care and maintenance of the household and its family members, in most societies primarily done by women. In some societies, men may have customary domestic activities (e.g. house building). Despite the important role this type of work contributes to the economy, for example, by ensuring that there is a fit and active workforce, it is rarely considered to have the same value as productive work. It is normally unpaid.

*Strategic interests:* Things necessary to change the balance of power between women and men in society, based on the premise that women in society are subordinate to men. Strategic interests relate to the law, education and income. Strategic interests aim towards women's emancipation, equality and empowerment.

*Women's Empowerment:* Process of awareness- and capacity-building of women leading to a more equitable participation in decision-making and enabling them to exercise control over their own lives.

## ANNEXES

## Annex 1

## Gender mainstreaming in energy projects being supported through Sida

Country	Organisation	Area of intervention	Scope	Focus of gender mainstreaming activities
Tanzania	TaTEDO (Tanzania Traditional Energy Development and Environmental (TaTEDO))	Multipurpose Energy Service Centres (MPESCs) and productive use containers in the northern region	55,000 rural households, 500 micro-enterprises, 300 MPESC operators and 150 rural social service centres by 2012	<ul style="list-style-type: none"> <li>• Train both men and women to design, operate and install MPESCs</li> <li>• Connect MPESC services in female- and male-headed households</li> <li>• Facilitate financing for female entrepreneurs, addressing barriers women may face, for example in accessing necessary collateral (land, property)</li> <li>• Train female and male entrepreneurs in enterprise development and business development skills</li> <li>• Ensure that both men and women participate in jatropha value chain training</li> <li>• Encourage involvement of men and women in jatropha farming business (including increased women's access to credit from microfinance institutions for jatropha farming and trading)</li> <li>• Establish effective organisational gender policy and vision for TaTEDO</li> <li>• Improve gender balance at field, technical and management levels</li> <li>• Increase capacity of TaTEDO and partners on gender mainstreaming in programme activities</li> <li>• Incorporate gender in libraries and publications</li> <li>• Establish gender-sensitive M&amp;E system at organisational level</li> </ul>

Country	Organisation	Area of intervention	Scope	Focus of gender mainstreaming activities
Botswana	BPC (Botswana Power Corporation)	Rural electrification (on and off grid)	Extend the grid to electrify 130 villages and to use a franchise system to disseminate 50W solar home systems to 50,000 households in 500 villages by 2011	<ul style="list-style-type: none"> <li>• Hire a Gender Coordinator at BPC reporting directly to the CEO</li> <li>• Develop a gender mainstreaming policy for BPC and review the BPC CSR policy</li> <li>• Implement awareness raising and capacity building workshops for BPC staff.</li> <li>• Develop and implement a gender monitoring plan for all activities of BPC.</li> <li>• Contribute to engendering the methodology and content of future national energy needs surveys planned by the Energy Affairs Division, to include information relevant for BPC planning, including:               <ul style="list-style-type: none"> <li>- Connection and access rates of female and male-headed households</li> <li>- Electricity and other energy uses impact on women and men</li> <li>- Obstacles to connection and energy access for women and men</li> <li>- Actual and potential energy uses by women and men.</li> </ul> </li> </ul>
Kenya	SCODE (Sustainable Community Development Services)	Improved cookstoves in Rift Valley and Central provinces	Disseminate improved cookstoves to 22,500 households and develop 130 Small and Medium-scale Enterprises by 2011	<ul style="list-style-type: none"> <li>• Train equal numbers men and women entrepreneurs in business management and marketing</li> <li>• Improve access of women entrepreneurs to microfinance</li> <li>• Mentor women entrepreneurs to be leaders of enterprise groups</li> <li>• Train equal numbers men and women entrepreneurs on stove and kiln construction</li> <li>• Introduce a lighter, women-friendly pottery wheel</li> </ul>

Country	Organisation	Area of intervention	Scope	Focus of gender mainstreaming activities
Pakistan	RSPN (Rural Support Programmes Network)	National domestic biogas programme	Construct 30,000 biogas plants by 2019	<ul style="list-style-type: none"> <li>• Recruit women social organisers</li> <li>• Organise at least 2 gender training/orientation sessions for staff annually</li> <li>• Engage local medical professionals to advocate for the use of biogas plants as a health improvement measure</li> <li>• Link illiterate women with existing functional literacy and numeracy programmes</li> <li>• Train women in veterinary care so they are able to keep their animals healthy and productive</li> <li>• Link women with ongoing health and hygiene programmes</li> <li>• Train women in kitchen gardening using biogas slurry</li> <li>• Retrofit marketing and information materials to be gender responsive</li> <li>• Incorporate gender indicators in annual biogas user surveys</li> </ul>
Sri Lanka	Practical Action	Liquid biofuels and pico hydro in North Western province	Establish community based bio diesel processing centre and install 250 pico hydro units to supply electricity to 17000 people by 2012	<ul style="list-style-type: none"> <li>• Include community women in discussions and project activities and facilitating their participation in decision-making processes</li> <li>• Establish a gender-disaggregated database for project beneficiaries</li> <li>• Develop a manual on gender-sensitive pico hydro O&amp;M in local language to be used by the community and local implementing agencies</li> <li>• Include gender-sensitive aspects in biofuel and pico hydro in the Open University of Sri Lanka's Renewable Energy curriculum</li> <li>• Conduct gender awareness workshops for pico hydro manufacturers and project implementing agencies</li> <li>• Conduct survey to identify livelihood options for men and women in the community</li> </ul>

Country	Organisation	Area of intervention	Scope	Focus of gender mainstreaming activities
Philippines	SIBAT (Sibolng Agham at Teknolohiya)	Community based rural electrification (PV, micro-hydro, wind) in various regions	Install 7 community based micro-hydro plants, 5 PV water pumps and 2 small wind energy systems by 2012	<ul style="list-style-type: none"> <li>• Develop gender-sensitive technology standards in terms of design, operation, application and management</li> <li>• Incorporate gender concerns within existing instruments such as household surveys, pre-feasibility and feasibility studies, community training and impact evaluation of SIBAT's CBRES development process.</li> <li>• Build capacities of women in local project areas to manage and sustain community-based projects</li> <li>• Strengthen gender issues within SIBAT administration's core values, including administrative work and procedures</li> <li>• Hiring of a gender point person for SIBAT, with responsibility for addressing gender issues within CBRES and other programmes.</li> <li>• Document impact case studies on gender-sensitised CBRES</li> <li>• Develop and implement a training module on 'Gender Mainstreaming in Appropriate Technologies'</li> </ul>
Senegal	GIZ PERACOD (Programme to promote rural electrification and a sustainable supply of domestic fuel)/ ENDA (L'organisation Internationale ENDA Tiers-Monde)	Rural electrification and domestic energy supply	Disseminate 980 solar home systems, 120 village mini centres and 80,000 cookstoves by 2011	<ul style="list-style-type: none"> <li>• Organise training sessions for field staff PERACOD (ERSEN, FASEN)</li> <li>• Disaggregate energy data for gender analysis at the Energy Information System</li> <li>• Facilitate access to finance for women to develop income generative activities with microfinance institutions and Clean Development Mechanism</li> <li>• Enhance traditional marketing systems implemented at the local level by women to buy improved stoves</li> <li>• Analyse the system of decision-making and gender profile of the household (for the purchase of improved stoves or for access to electricity)</li> <li>• Integrate gender in all studies</li> <li>• Integrate gender indicators in the monitoring system's overall PERACOD (proposal was made) taking into account the gender-disaggregated data (half yearly and annual)</li> <li>• Organise a gender day each year with other projects of the German cooperation and partners.</li> </ul>



## Annex 2

### Introducing key concepts and facts in the gender and energy context

It is important for project staff to understand some of the key elements needed for gender mainstreaming. A few of the essentials are introduced here.

#### Poverty, energy and gender linkages

While considerable progress has been made in recent years in terms of addressing gender equality issues in development,

inequalities persist in the access and control by women and men to resources and decision-making. In general, women and girls have fewer opportunities, lower status, and less influence than men and boys.

#### Differential opportunities and status of men and women

Millions of women:

Earn less than men for their work	Women's nominal wages are 17 percent lower than men's; women perform 66 percent of the world's work, produce 50 percent of the food, but earn 10 percent of the income and own 1 percent of the property <sup>1</sup>
Work hard for their family's subsistence	In sub-Saharan Africa, women spend 40 billion hours a year collecting water <sup>2</sup> .
Have less control over income and assets	Women are less likely to own land than men, and female landowners tend to own less land than male landowners <sup>3</sup> . In most regions of the world (seven percent in Asia-Pacific), women head 20 percent of farms (UNDP 2010) <sup>4</sup> .
Have less access to education and health services	Ten million more girls than boys are out of primary school. Maternal mortality rates in sub-Saharan Africa have barely changed over two decades <sup>5</sup> . Women account for two thirds of the world's 774 million adult illiterates – a proportion unchanged over the past two decades <sup>6</sup> .

<sup>1</sup> UNIFEM.org/gender\_issues/women\_poverty\_economics/facts\_figures.php

<sup>2</sup> UNDP 2006. Human development Report 2006. Beyond scarcity: Power, poverty and the global water crisis. Published for the United Nations Development Programme

<sup>3</sup> UNIFEM.org/gender\_issues/women\_poverty\_economics/facts\_figures.php

<sup>4</sup> UNDP 2010. Asia Pacific Human development report. Power, voice and rights. A turning point for gender equality in Asia and the Pacific

<sup>5</sup> UNIFEM.org/gender\_issues/women\_poverty\_economics/facts\_figures.php

<sup>6</sup> United Nations 2010. The World's Women 2010: Trends and Statistics. Department of Economic and Social Affairs. United Nations.

Are poorly represented in policy and decision-making	Only 17 percent of seats in national parliaments are occupied by women globally <sup>7</sup> . Only seven percent of 2006 aid flows had gender equality as a major objective <sup>8</sup>
Have a subordinate social position and are subject to violence and intimidation	A ten country study from different regions found between 15 and 71 percent of women reported having experienced violence by a partner over the course of their lifetime, and up to nearly a third had reported violence in the past.

At the same time, energy scarcity remains pervasive in much of the world, affecting women as well as men. The World Energy Outlook 2010<sup>9</sup> reports that the UN Millennium Development Goal of eradicating extreme poverty by 2015 will not be achieved unless substantial progress is made on improving energy access, given that:

- 2.7 billion people - 40 percent of the world's population - depend on biomass for cooking and heating. This number is expected to grow further and stabilise at around 2.8 billion by 2030.
- 1.4 billion people - around 20 percent of global population - do not have access to electricity: 40 percent of these are in South Asia. In Sub-Saharan Africa, the electrification rate is 31 percent

The burdens of energy scarcities and the heavy reliance on biomass fuels fall disproportionately on women, and the

<sup>7</sup> ibid

<sup>8</sup> UNIFEM.org/gender\_issues/women\_poverty\_economics/facts\_figures.php

<sup>9</sup> IEA 2010. World energy outlook 2010. Organisation for Economic Co-operation and Development (Paris, OECD/IEA).

<sup>10</sup> UNDP, 2007. Gender Mainstreaming: a Key Driver of Development in Environment and Energy. Energy and Environment Practice: Gender Mainstreaming Guidance Series

<sup>11</sup> <http://www.who.int/mediacentre/factsheets/fs292/en/index.html>

implications of this are many and well documented. The real rural energy crisis is rural women's time, with women working longer workdays than men in providing human energy for survival activities such as fuel and water carrying, cooking, food processing, transport, agriculture and small enterprises, non-monetised work which is largely invisible in national energy accounts and labour force statistics.

As a consequence, women:

Spend a huge amount of time and effort collecting traditional fuels, a physically draining task that can take from 2 to 20 or more hours per week<sup>10</sup>.

- Along with their children, face exposure to smoke from inefficient stoves in poorly ventilated homes, which kills 1.45 million people each year. Causing a death every 20 seconds, indoor air pollution is the fourth-biggest killer in developing world.<sup>11</sup>

- Face, on a daily basis, hazards associated with fuelwood collection: fractures, repetitive strain injuries, back disorders and miscarriages due to load carrying; exposure to burns, smoke and skin diseases in fuel use; and physical violence including rapes while gathering fuelwood.
- Find it difficult to take advantage of opportunities as energy entrepreneurs. Many income activities of women in the informal sector – often critical to family survival – are fuel intensive, and their viability is affected by energy prices and availability. With less access to productive assets such as land and technology, and to services such as finance and extension, women are less able to participate in markets as operators of energy businesses. Even when they do, their participation is sometimes limited to energy businesses that are time and labour intensive. They are able to benefit only partially from energy interventions, as they are constrained by other 'overriding' factors such as lower levels of education, mobility and access to information. Mostly, they are poorly represented in decision-making and organisations at all levels of the energy sector, and lack the voice to make their needs known and choose energy options.

#### **Addressing gender issues through energy projects: experiences so far**

Most women and energy research and practice from the 1970s through the 1990s involved projects with small investments

implemented by NGOs, and remained largely within a 'women in development' framework. Energy services were presumed to benefit women as members of households and to contribute to their welfare, even if women did not participate in decision-making or implementation. Later, women began to be viewed as instruments for obtaining community participation by projects, as energy consumers whose views needed to be taken into account to ensure adoption of technologies and fuels, or as promoters who could contribute to meeting project targets, for example, for distribution of improved stoves. It was only after the 1990s that large investment projects began to be mandated to examine social and gender dimensions.

Since 2000, many energy projects have been influenced by the new thinking on the Millennium Development Goals. They started considering more seriously poverty reduction and gender equality as goals in their own rights, to which energy access can contribute. Gender equality and women's empowerment are viewed as key drivers in achieving the Millennium Development Goals. The table below shows how mainstreaming gender can help energy projects achieve the MDGs.

## Gender, energy and MDG linkages<sup>12</sup>

MDG	Contribution of gender and energy projects
MDG 1: Eradicate extreme poverty and hunger	<ul style="list-style-type: none"> <li>• Time saved in food processing (especially milling), water collection, and cooking, due to improved energy services, enables women to participate more effectively in economic and social development activities, including leisure.<sup>13</sup></li> <li>• Efficient energy lowers transportation cost and improves access to markets.</li> <li>• Improved energy services enable men and women to create and operate businesses, and to generate incomes. For women who have more limited access to labour markets and income earning opportunities, modern energy can create home businesses</li> <li>• Reallocation of time saved in fuel and water collection can lead to increased food production.</li> <li>• Efficient fuel conversion technologies in homes and productive enterprises can bring about energy and monetary savings.</li> </ul>
MDG 2: To achieve universal primary education	<ul style="list-style-type: none"> <li>• Lighting and power enable better learning environment in schools (higher teacher retention rate, longer study time for children) and in health facilities.</li> <li>• Access to cleaner fuels and efficient technologies can reduce the time spent by women and children (especially girls) on basic survival activities (gathering firewood, fetching water, cooking, etc.) and frees children to attend school.</li> </ul>

<sup>12</sup> Adapted from Havet, I. 2003. "Linking women and energy at the local level to global goals and targets." Energy for Sustainable Development VII (September 2003). Available at <http://www.ieiglobal.org/esd.html>

<sup>13</sup> S. Dutta, "Energy as a key variable in eradicating extreme poverty and hunger: A gender and energy perspective on empirical evidence on MDG #1," September 2005, Report to the DfID/Energy Kar Research Project R-8346 on "Gender as a Key Variable in Energy Interventions: Are We Asking the Right Questions?" <http://www.energias.org/dfiddocs/index.html>; A. Brew-Hammond and A. Crole-Rees, Reducing Rural Poverty through Increased Access to Energy Services: A Review of the Multifunctional Platform Project in Mali, UNDP. 2005.

MDG 3: To promote gender equality and empowerment of women	<ul style="list-style-type: none"> <li>• Lighting and media enable access to reading and public information by women<sup>14</sup></li> <li>• Energy can reduce drudgery of subsistence tasks undertaken by women, such as grinding and food preparation, increase opportunities for enterprise, and opportunities for evening education due to lighting for night classes.</li> <li>• Residential and public lighting can increase women's safety and their ability to participate in community activities, meetings and evening classes.</li> <li>• Reduced time spent on household chores allows women to play roles in public domain.</li> <li>• Radio and other communication technology powered by energy improve access to outside world.</li> <li>• Girls, when freed from household chores (fuelwood collection) can attend school.</li> </ul>
MDG 4: Reduce child mortality	<ul style="list-style-type: none"> <li>• Clean cooking energy significantly reduces female and child mortality due to indoor air pollution, a major cause of infant mortality.<sup>15</sup></li> <li>• Safe water (from pumping or sterilisation) helps reduce the incidence of waterborne diseases and mortality for infants and children under five years old.</li> <li>• Energy can improve the quality of health facilities through vaccination, refrigeration services and modern hospital equipment, including maternity facilities.</li> </ul>
MDG 5: Improve maternal health	<ul style="list-style-type: none"> <li>• Lighting and clean water (which requires energy) can help reduce maternal mortality.</li> <li>• Improved fuels and better conversion devices for cooking can reduce indoor air pollution from household smoke, a major cause of infant mortality.</li> <li>• Improved water supply can improve sanitation and reduce water-borne diseases.</li> <li>• Energy can improve the quality of health facilities through vaccination, refrigeration services and modern hospital equipment including maternity facilities</li> </ul>
MDG 6: Combat HIV/AIDS, malaria, tuberculosis and other diseases	<ul style="list-style-type: none"> <li>• Access to energy helps men and women meet their basic nutritional needs; 95 percent of staple foods need to be cooked in order to be transformed into human energy.</li> <li>• Improved health through refrigeration of vaccines and lighting for clinical services</li> </ul>

<sup>14</sup> Barnes, D. and Sen, M. 2004. Energy and women's lives in rural India. South Asia Energy and Infrastructure Department, The World Bank: Washington, DC.

<sup>15</sup> Ezzatti, M. and D.M. Kammen. 2002. "Household energy, indoor air pollution, and health in developing countries: Knowledge base for effective interventions." Annual Review of Energy and the Environment, 27, pp. 233-70

MDG 7: Ensure environmental sustainability

- Lighting and media enable access to reading and public information by women.
- Availability of energy makes possible boiling of drinking water, and improved health.
- Environmental degradation can make fuelwood scarcer, forcing the poor to travel farther and spend more time and physical energy in search for fuel, while availability of cleaner fuels and energy-efficient equipment reduces demand for fuelwood and charcoal.



## Annex 3

### Gender Analytic Tools for collecting information from project communities

#### Tool: Sexual division of labour matrix

##### Helps understand:

- How an energy intervention can reduce workloads and increase the productivity and incomes of both women and men
- How work is organised in the households and community, and what paid and unpaid work women and men do.

##### Data collection:

- Presentation as a matrix or pictorial representation of the tasks carried out by women and men in their daily lives (see Table 1 for an example)
- Based on focus group discussions, observations, or a sample survey questionnaire.

##### Variations

Two variations on the sexual division of labour matrix are the daily activity routine and the seasonal activity calendar.

- **Seasonal Activity Calendar:** This calendar documents the seasonality of women's and men's labour. It is useful to plan

programme activities based on times/months when women and men are relatively free for attending awareness campaigns, trainings on the use, maintenance and repair of technologies, etc.

- **Daily Activity Routine:** This can be useful for looking at relative workloads between different groups in the community, and deciding which groups to target. Comparisons between daily activity routines show who works the longest hours; who concentrates on a small number of activities and who must perform a multitude of activities; how much time is devoted to productive activities, domestic activities, community activities, leisure, etc. Mapping a woman's daily schedule provides baseline data on time spent on fuel collection, which, for example, a biogas programme may aim to reduce. It can also help decide the time and location for activities that women are expected to be involved in.

Examples:

1. A baseline survey in the Pakistan Biogas Development Programme is given as Resource 5.7 in the Resource Pack

**Table 1.** Sexual division of labour in Chiduku Communal Area in eastern Zimbabwe

Activity	Female Contribution percent	Total weeks household time (hours)	Female Share of time (hours)
Water	91	10.3	9.3
Laundry	89	1.3	1.1
Firewood	91	4.5	4.1
Livestock Grazing	39	7.7	3.0
Livestock Watering	39	6.9	2.3
Markets Local	63	15.0	9.5
Markets Regional	61	0.3	0.2

- An example of an activity profile used in the Lao biogas programme is included as Resource 5.8 in the Resource Pack.

### Data analysis:

- How can a new energy technology transform the current sexual division of labour? Should women or men or both be targeted for training and promotion?
- What are the gender-specific implications of the present division of labour for project activities? Are there cultural, social, or time considerations that could constrain project activities? How can these be overcome in project activities?
- Does the current division of labour offer opportunities for involving both women and men in project activities? How will the project activities make women's and men's activities less burdensome and more productive, and better meet women's 'practical needs'<sup>1</sup>?
- Can the project, through its activities, promote a more equitable sexual division of labour in communities, better meeting women's 'strategic interests'<sup>2</sup>?

### Tool: Access and control over resources and benefits

#### Helps understand:

#### What resources do women and men have access to and/or control over?

- Productive resources: land, equipment, labour, cash/credit,

income-earning skills and opportunities

- Political resources: organisations, leadership, education, information, public-sphere experience, self-confidence, credibility
- Time
- Knowledge/training

#### What benefits do women and men receive from these resources?

- Basic needs
- Income
- Asset ownership
- Education and training
- Political power

#### Data collection:

- An **Access and Control Table** lists resources and benefits on one side, and an analysis of access and control for each of these, by women and by men, in a matrix. Applied to energy projects, this matrix can be used to identify the resources needed to ensure that women and men benefit from new energy technologies, and to show how a new energy technology might transform the current access and control patterns by women and men.
- A **Village Resources Map**, drawn to depict various natural and physical resources in a community, is useful for learning about access and control over resources. Mapping the village will give information about, for example,

<sup>1</sup> Interventions to meet practical needs aim to make women's and men's lives easier and more pleasant, but do not challenge the accustomed tasks and roles of women and men in the household or in society, or their gender relations. They are needs primarily related to activities that keep the household running and the families daily survival ensured, which can also include improving household income. (Source: Concepts and Issues in Gender and Energy. Compiled by Beatrice Khamati-Njenga and Joy Clancy for ENERGIA)

<sup>2</sup> Strategic interests are those which relate to women changing their position in society and which help them gain more equality with men, and transform gender relations. (Source: Concepts and Issues in Gender and Energy. Compiled by Beatrice Khamati-Njenga and Joy Clancy for ENERGIA)

where cattle are concentrated, the location and size of farms, homesteads or grazing lands, distances from woodlots, land use and location, and availability of services. All this is useful information for planning a cooking energy programme, or other type of energy project. Similarly, information on the location of houses, their spread, location of water sources, and facilities such as mills for agro-processing, is useful to determine where exactly to locate a mill that would be convenient for women needing to bring their agro-produce for milling.

#### **Information generated:**

- What are the implications of the present access and control of resources and benefits for project goals and activities? Are there cultural, social or other considerations that could constrain project activities? How can these be overcome in project activities?
- Does the access and control table offer opportunities for involving women and men in project activities? How can the project activities contribute to increasing women's access and control over resources, and increase women's benefits?
- Does the project tend to reinforce or challenge the existing access and control of resources and benefits by women and men? Can the project, through its activities, plant a 'seed of change' that can promote a more equitable access and control of resources and benefits in target households and communities, better meeting women's 'strategic interests'?

#### **Example:**

1. An example of access and control analysis for a lighting project is presented in Resource 5.9 in the Resource Pack.

#### **Tool: Gendered value chain analysis**

For projects engaged in promoting sustainable energy markets, gendered value chain analysis can be a valuable tool for analysis of the sexual division of labour in the supply chain and the access and control to resources and benefits of male and female workers in energy production. A gendered value chain is a system of factors and actions, which includes several stages where different actors (females and males) perform particular processes of production, value addition and marketing, and whose end result is obtained through combined effort and action.

Gendered value chain analysis can be used in energy projects with components that support production or marketing of energy technologies and services. At each stage in the process (design, raw material sourcing, intermediate inputs, production, distribution and retailing, and support to the final consumer across supply networks) the costs and benefits, constraints and opportunities, for women and men technicians, workers, managers, company owners, and marketing agents, can be assessed. Their implications for the energy project can be used to design gender-focussed activities.

Table 2 shows an example of activities that can be undertaken to generate information on the participation of actors within the stove production chain and gender analysis for intervention based on percentage of labour and pay allocation to women and men.

**Table 2.** Using value chain analysis as a tool for a stoves project<sup>3</sup>

Activity	Actors and Activities	Gender Analysis	Gender Intervention
Mining, preparation and production	Land owners	<ul style="list-style-type: none"> <li>Land owners are mostly men, i.e. 90 percent), since land is passed on to sons through inheritance</li> <li>Gender inequality in work-time and type of work</li> </ul>	1. Increase in payment
	Clay miners	<ul style="list-style-type: none"> <li>Women mainly involved in clay mining, payment per day job- very little pay and men paid more, use poor tools to mine and lift clay from pits, difficult working conditions (difficult entering and getting out of pits)</li> </ul>	2. Appraisal of work according to workload 3. Introduction of appropriate technologies
	Transporters	<ul style="list-style-type: none"> <li>Women transport to roadside (80 percent women; 20 percent men). Need for data on the distance covered and workload</li> <li>Gender focussed problem: Use of back load for transporting clay</li> </ul>	4. Training in skills required for various tasks that women can undertake
	Clay transporters	<ul style="list-style-type: none"> <li>100 percent men</li> <li>Technology used: own transport technologies; hired to transport clay from mines to the workshops</li> <li>Income to clay owner: Uganda shillings 4,000 per 7 tons truck load</li> <li>Income gained by transporter: Uganda shillings 3,000</li> </ul>	5. Improve on the mode of transport through appropriate technology
	Clay liner producers	<ul style="list-style-type: none"> <li>Sorting: 70 percent women, 30 percent men</li> <li>Men are paid shillings 200 and women are paid shillings 150, with difference in working hours (inequality in hours)</li> </ul>	6. Support women in driving motorised transport
	Mixing and soaking	<ul style="list-style-type: none"> <li>Women provide 100 percent of the labour</li> <li>Income for women: shillings 150</li> <li>Women are paid shillings 150 and men are paid shillings 200 with difference in working hours</li> </ul>	7. Increase payment through performance motivation and promote equal pay for women
	Smoothing Fixing pot rests Drying	Need to find out who undertakes which activity; labour intensity; how much is paid	Define and plan for gender intervention based on collected data
Firing	Loading of liners, firewood; lighting the fire; off- loading	Need to find out who undertakes which activity; labour intensity; how much is paid	Define and plan for gender intervention based on collected data

<sup>3</sup> May Sengendo 2009. Presentation on "UNDP Solar Energy Project: New Approaches to Gender Transformation and Value Chain in Uganda and Example of Gender Analysis and Intervention in Stove Production" at workshop on "ENERGIA Africa Gender in Projects", 12 - 16 October 2009, Nairobi, Kenya. Workshop Report prepared by Ms Wairimu Ngugi and Ms Kanini Njeru

## Tool: Participation and decision-making

### Helps understand:

How women and men participate in household and community decision-making, and in project activities, ranging from employment and income earning, to decision-making and management.

### Data collection:

An example of a decision-making matrix in a household is presented as Resource 5.10 in the Resource Pack.

### Information generated:

- What are the implications of present participation and decision-making for the project? Are there any constraints on women's participation in decision-making and in project activities? How can these be overcome?
- How will the project ensure that both women and men participate effectively in decision-making and in activities such as training and employment?
- Does the project tend to reinforce or challenge the existing participation and decision-making situation for women and men? Can the project, through its activities, plant a 'seed of change' that can promote a more equitable participation and decision-making, better meeting women's 'strategic interests'?

### Examples:

1. An assessment<sup>4</sup> of women's and men's participation in the Biogas Pilot Program in Lao PDR showed that it is the men who attend most user trainings even though the primary users of biogas plants are women. Many women expressed that in practice and without receiving any formal training, they have to share the operations and maintenance tasks. In particular, they face difficulties when men are away from home for either employment or socialising. In Savannakhet province, this is a serious problem as men migrate for employment to Thailand. A large number of men also go across the Mekong River for daily labour, which makes it difficult to reach them for any maintenance work on biogas plants that may be required.
2. A format for analysis of differential decision-making within electricity committees was included in the gender review of the Rural Electrification Board in Bangladesh undertaken by ENERGIA (see Table 3)<sup>5</sup>.

## Tool: Needs, priorities, challenges, perspectives

### Helps understand:

The perceptions of women and men on problems they face or benefits that they are looking for in a technology, and how the needs and priorities differ for different groups, including women and men.

<sup>4</sup> Biogas Pilot project 2008. Final Report. Gender and social inclusion Biogas Baseline Survey at Community Level, "A Voice from Local Women", Oct-Nov 2008, Vientiane and Savannakhet, Lao PDR

<sup>5</sup> Clancy, Joy et al 2004. Gender Mainstreaming in the Bangladesh Rural Electrification Board. In ENERGIA News Volume 7, No.1, 2004

**Table 3:** Decision-making analysis format applied to electricity committees in Bangladesh Rural Electric Cooperatives

<b>Women's Participation in Local Electricity Committee</b>	<b>Participation of the Poor in Local Electricity Committee</b>
No women on local electricity committee at all, or in name only	No poor members of community on local electricity committee at all, or in name only
Women are members of community electricity committee, but do not regularly attend management meetings	Poor community members are members of community electricity committee, but do not regularly attend management meetings
Women are members of local electricity committee and attend management meetings, but do not share in decision-making	Poor community members are members of local electricity committee and attend management meetings, but do not share in decision-making
Women are members of local electricity board and attend management meetings and take decisions together with men	Poor community members are members of local electricity board and attend management meetings and take decisions together with the rich
Males and females both participate in meetings of higher-level electricity management board (e.g. district, region) and take decisions jointly	Rich and poor both participate in meetings of higher-level electricity management board (e.g. district, region) and take decisions jointly

**Data collection:**

Organise two separate focus groups: one of women and one of men. Make sure that a mix of socio-economic groups is included in each. Ask the participants to think about the issue being discussed, and encourage them to document it.

**Data analysis:**

- What are the different problems identified by women and men? Which problems result from the gender-based division of labour or from inequitable access to resources? Is there consensus or disagreement about the problems they face and would like to solve?
- What features would women and men like in the technologies that the project offers? What benefits are women and men looking for?

**Examples:**

1. Different perceptions of women and men regarding stoves can be

drawn from an exercise carried out with the Namibian Biomass Energy Savings Project (NAMBESP). NAMBESP worked on conducting awareness campaigns, testing stoves, training stove producers in technical and business skills, supporting existing production sites, conducting market research, and identifying current and potential stove producers and distributors<sup>22</sup>. Tables 4 and 5 present the summary of focus group discussions with women and men at two of the five metal stove production centres (Okahao and Onkani) and one solar stove production workshop (Valombola Vocational Training Centre), using self-assessment tools.

2. Resource 5.11 is another example of results of fieldwork in Tanzania that shows men's and women's different perspectives on energy needs, priorities and challenges.



**Table 4.** Improvements to stoves suggested by women and men customers: participatory needs assessment, Namibia

Men	Women
Grill on top (roaster) for meat	Handles for better portability
	Wire reinforced handles for better stability for stirring oshifima millet porridge
	Two-pot stove, as normal meal is porridge plus vegetable or meat
	Larger stove sizes (now four sizes) for beer brewing
	Mbwangu model stove production discontinued by most stove producers due to poor durability and stability

**Table 5.** Benefits perceived by women and men Tsotso Stove owners, Okahao Focus Groups

Men	Women
Portability to use at cattle post, in field	Can set on bricks and cook in rainy season
Fast cooking - use to prepare own coffee in morning	Portability (to field while hoeing, inside when windy or sunny)
Less smoke (only men mentioned this - maybe they notice smoke reduction more, because women are used to it?)	Can leave fire unsupervised and it doesn't go out
Less chance of wind blowing fire and house burning down.	Saves time cooking
Saves men time collecting wood from the forest	Saves fuelwood (where wood is used for cooking)
Saves money	Saves money

## Resources you can use:

Resource 5.7: An example of the sexual division of labour from a baseline survey in the Pakistan Biogas Development Programme

Resource 5.8: An example of activity profile used in the Lao Biogas Pilot Program

Resource 5.9: An example of access and control for a lighting project

Resource 5.10: An example on participation and decision-making project activities and decision-making

Resource 5.11: An example of results of fieldwork in Tanzania that shows men's and women's different perspectives on energy needs, priorities and challenges.

<sup>6</sup> Cecelski, E. et al. Gender in Biomass Energy Conservation in Namibia, ProBEC/GTZ

## Annex 4

### Examples of gender-focussed activities from Gender Action Plans in ENERGI A-assisted energy projects

Examples of project-level implementation activities	
Area of intervention	GAP actions (project, country)
Increasing women's voice and participation	<ul style="list-style-type: none"> <li>• Women will be represented in all utility committees and groups with responsibilities for governance and decision-making in the utility (Kenya Power, Kenya)</li> <li>• Engender participatory rapid appraisal tools and manual used in the energy project (Biogas Support Program, Nepal; TaTEDO, Tanzania)</li> <li>• Women will represent 1/3 of participants in all stakeholder meetings to discuss and agree on ownership and management structures for the energy enterprises supported by the project (draft, TaTEDO, Tanzania)</li> <li>• Participation of women is increased in training programmes and in decision-making in the energy activities supported by PERACOD (Senegal)</li> </ul>
Product design by both women and men	<ul style="list-style-type: none"> <li>• Incorporate gender concerns in SIBAT technical standards (Philippines)</li> <li>• Design and develop 'gender-sensitive' energy technologies in terms of design, operation, application, management (Philippines)</li> <li>• Gender-specific research and development related to biogas and/or renewable energy (Pakistan National Biogas Programme)</li> <li>• To obtain regular feedback from customers to use in improving renewable energy products for female-headed and male-headed households, and to ensure that both women and men are informed of the capabilities of PV electrification and potential for grid electrification (BPC Lesedi solar PV, Botswana)</li> <li>• Women's and men's energy needs are met through gender-differentiated approaches to product design (PERACOD, Senegal)</li> </ul>

Promotion to both women and men	<ul style="list-style-type: none"> <li>• Methods of communications differentiating between men and women are put in place to increase the dissemination of improved stoves (PERACOD, Senegal)</li> <li>• Provide biogas marketing information that is sensitive to needs and capacities of women household members (Pakistan National Biogas Programme)</li> <li>• Review and revise marketing strategies and products to make them gender-sensitive and to better enable the electrification officers to inform both men and women (BPC, Botswana)</li> <li>• Consider flexible repayment terms for connections for poor rural households (mainly female-headed) (BPC, Botswana)</li> <li>• Invite and involve stakeholders with links to women such as Land Board, District Councils, social workers, to discuss electricity application procedures (BPC, Botswana)</li> <li>• Incentives to private biogas companies in extending their outreach and services to excluded groups, women, poor (Biogas Support Program, Nepal)</li> <li>• Women's and men's energy needs are met through gender-differentiated approaches to promotion and finance (PERACOD, Senegal)</li> <li>• Create awareness among women and men farmers about economic benefits of jatropha cultivation for biofuels production (Tanzania)</li> <li>• Local village women are identified and trained to promote PV connection (PERACOD, Senegal)</li> <li>• Increased network and coordination with 10 more financial institutions, 20 microfinance, and 100 community-based organisations to increase accessibility of credit for biogas to the poor, socially excluded groups, and women (BSP, Nepal)</li> <li>• Establish links with Rural Support Programmes, government programmes, training programmes and service providers to enhance the benefits of biogas for women: Advocacy and planning sessions, facilitate micro credit and other schemes and training; link illiterate women with literacy, numeracy programmes, develop training from women in kitchen gardening using slurry and hygiene following manure handling, link women with government, NGO, private sector health programs (Pakistan National Biogas Program)</li> </ul>
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<p>Training of both women and men</p>	<ul style="list-style-type: none"> <li>• Strengthen capacities of users by identifying both women and men to be trained to maintain solar equipment in villages with mini-solar grids (PERACOD, Senegal)</li> <li>• Provide information to women household members so they are able to use and maintain the biogas plants efficiently (Pakistan National Biogas Programme)</li> <li>• New quality objective: To make sure that at least 90 percent of biogas users (male and female) are able to operate the biogas plant (Biogas Support Program, Nepal)</li> <li>• Norms on women's and men's participation (50 percent each) in user biogas trainings (Biogas Support Program, Nepal)</li> <li>• Training to men and women involved in the energy project design, installation, operation, maintenance (TaTEDO, Tanzania)</li> <li>• Increased participation of women in training on community-based renewable energy systems (Philippines) <ul style="list-style-type: none"> <li>- Use gender tools to identify training needs</li> <li>- Conduct training for men and women in technical aspects, organisational management, project operation and management, leadership</li> </ul> </li> </ul>
<p>Encouraging income-producing energy uses by both women and men</p>	<ul style="list-style-type: none"> <li>• In collaboration with the Local Enterprise Authority, CEDA, Young Farmers Fund, National Development Bank, identify income generating activities for female and male-headed households that can be promoted through use of electricity (BPC, Botswana)</li> <li>• Work in partnership with business financiers to expedite electricity connection process for female and male entrepreneurs (BPC, Botswana)</li> <li>• Design an entrepreneurship programme for women, including 'value chain addition' and the establishment of effective market linkages, or establish links with an existing programme, to enable women to use time saved from using biogas in profitable entrepreneurial activities (Pakistan National Biogas Programme)</li> <li>• Systems of marketing and distribution of improved stoves that increase income for both men and women are put in place (PERACOD, Senegal)</li> </ul>

<p>Strengthening women's role and income as providers of energy services</p>	<ul style="list-style-type: none"> <li>• Women cultivate and supply at least 60 percent of jatropha oil to project energy enterprises (TaTEDO, Tanzania)</li> <li>• Utility construction sub-contractors instructed not to discriminate against women in hiring (BPC, Botswana)</li> <li>• Organise and support and link men and women energy entrepreneurs with financing and credit services (Tanzania)</li> <li>• Encouraging women to become masons and supervisors for biogas construction: Special women-focused masons training programmes, affirmative actions to encourage women as masons (special training, special incentives, gender-sensitive posting, ensuring conducive atmosphere, child care, trainings closer to home), award for best mason/supervisor/entrepreneur for women and men separately, reaching potential women to become masons through women mobilisers</li> <li>• Income and employment of women is increased through entrepreneurship in energy activities supported by PERACOD (Senegal)</li> <li>• 35 percent of enterprises supplied with PV are managed by women (PERACOD, Senegal)</li> <li>• The production tools, methods, and performance systems of improved stoves take into account the different needs of producer groups (both men and women) (PERACOD, Senegal)</li> <li>• Women and youth participate in all the forest product forest chains; incomes of women and youth are increased through profits from forest products (PERACOD, Senegal)</li> </ul>
<p>Research and studies to contribute to future planning</p>	<ul style="list-style-type: none"> <li>• Understanding of gender issues in accessing energy services in households and in the development of energy-related income-generating activities is strengthened, in order to better plan future activities of PERACOD (Senegal)</li> <li>• Contribute to engendering the methodology and content of future national energy needs surveys by Energy Affairs Division, to include information relevant for BPC planning (Botswana): <ul style="list-style-type: none"> <li>- connection and access rates of female-headed and male-headed households</li> <li>- impacts of electricity access on women and men</li> <li>- obstacles to connection and energy access for women and men</li> <li>- actual and potential energy uses by women and men</li> </ul> </li> <li>• Initiate small scale rapid gender assessments on biogas-relevant issues such as time spent collecting biomass and availability of water (Pakistan National Biogas Programme)</li> <li>• Annual qualitative and quantitative assessments on energy issues directly affecting women (Pakistan National Biogas Programme)</li> </ul>

<b>Examples of gender mainstreaming institutionalisation activities</b>	
Gender-sensitive project strategy	<ul style="list-style-type: none"> <li>• Develop SIBAT institutional gender policy - conduct internal forum consultation on gender and development to formulate, with output of SIBAT policy paper on gender (Philippines)</li> <li>• Develop a gender policy for BPC's planning, operating, monitoring, reporting and quality assurance functions (Botswana)</li> <li>• Ensure inclusion of gender concepts, activities and outcomes in project proposals/logical frameworks (Pakistan National Biogas Programme)</li> <li>• Engender project planning manuals, guidance notes (Philippines, Tanzania)</li> <li>• Solicit alternative funding for gender activities (Botswana)</li> <li>• Embedding gender equality in Kenya Power's Five-Year Corporate Strategic Plan and Budget (Kenya)</li> <li>• Disaggregation of data by gender for planning, implementing and monitoring Kenya Power's operations (Kenya)</li> </ul>
Gender-sensitive and gender-balanced staff and project partners	<ul style="list-style-type: none"> <li>• Establish gender mechanism (focal point/desk/unit) (all)</li> <li>• Establish gender champions and a gender committee (BPC, Botswana)</li> <li>• Build up gender library (SCODE, Kenya)</li> <li>• Capacity building of staff – develop project specific materials, train staff, train partners (Philippines)</li> <li>• Develop a gender training programme (Botswana)</li> <li>• Mentoring by gender specialist (Philippines)</li> <li>• Development of women engineers and technicians through sponsorship and scholarships (Kenya Power, Kenya)</li> <li>• Kenya Power meeting its government (BPfA) political directive of 30 percent representation of women in senior management (Kenya)</li> </ul>
A gender-conscious workplace	<ul style="list-style-type: none"> <li>• Incorporate gender in staff appraisal (Pakistan, Philippines)</li> <li>• Develop a monitoring tool for implementation of gender related activities (Botswana)</li> <li>• Incorporate gender policies as section in Manual of Organisational Systems and Procedures (Philippines)</li> <li>• Incentive to female if she has small baby, for caretaker (REDP Nepal)</li> <li>• Give extra points to women while recruiting staff in programme and partner organisation (REDP Nepal)</li> <li>• Embedding gender in Kenya Power's human resources policies and processes, including addressing sexual harassment and discrimination within Kenya Power (Kenya)</li> <li>• Ensuring gender-responsive facilities within Kenya Power, including safe and hygienic facilities for men and women at all its offices and depots (Kenya)</li> </ul>



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