

Online Resources for Integrating Gender into Energy Operations

TERMS OF REFERENCE - TEMPLATE

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**[Project Name, Country]
(GFU) AT [AGENCY or MINISTRY]
TORs for GENDER FOCAL POINT**

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1. Introduction

[AGENCY OR MINISTRY] has a commitment to ensure that gender issues are appropriately and systematically mainstreamed throughout its programs, projects, and processes over time. To this end, [AGENCY OR MINISTRY] has dedicated a Gender Focal Unit to ensure the achievement of the above commitment. In order to achieve this goal, the GFU needs clear terms of reference to ensure accountability as well as monitoring, evaluation and reporting of progress made. This document therefore presents the terms of reference for the GFU. It has been developed in collaboration with the GFU staff and based on the findings of the gender and energy assessment of [AGENCY OR MINISTRY] and the Gender Action Plan.

2.0 Terms: Mandate, Roles/Tasks

2.1 Overall: The Gender Focal Unit (GFU) will play a lead role in building gender-related expertise and capacity both within [AGENCY OR MINISTRY] and in the field (i.e. partners and projects) to meet the gender goals and objectives as stipulated in the [AGENCY OR MINISTRY] **gender strategy and action plan**. The GFU will be the central team for supporting all [AGENCY OR MINISTRY] staff in gender mainstreaming in [AGENCY OR MINISTRY] policy and practice.

The GFU's role within [AGENCY OR MINISTRY] will be:

- a) to provide and/or coordinate training for [AGENCY OR MINISTRY] staff on gender mainstreaming in the energy sector, and in [AGENCY OR MINISTRY]'s work. The GFU will also be responsible for providing sustained support and resources for [AGENCY OR MINISTRY] staff on how to implement gender mainstreaming in their projects. This should include support to project teams on the monitoring and evaluation of the impacts of gender mainstreaming, as well as monitoring and evaluation of gender mainstreaming for [AGENCY OR MINISTRY] as a whole;
- b) to provide a centralized knowledge repository on gender mainstreaming in the energy sector; as part of their role to support implementation of gender mainstreaming in [AGENCY OR MINISTRY];
- c) serve as a public face of gender mainstreaming in [AGENCY OR MINISTRY], to help staff liaise with donors, present [AGENCY OR MINISTRY]'s work on gender mainstreaming, etc.
- d) Ultimately, the GFU will be responsible for overseeing the overall implementation, monitoring and evaluation of the [AGENCY OR MINISTRY] gender strategy and action within [AGENCY OR MINISTRY] and in the programs and activities supported (e.g. by ensuring that anything that [AGENCY OR MINISTRY] does with or through strategic partners is gender mainstreamed.¹

¹ [AGENCY OR MINISTRY] strategic partners include donors, project developers and community groups.

2.2 Specific Duties and Responsibilities:

2.2.1 Technical Support and Capacity Building on GENDER MAINSTREAMING

- Facilitate the capacity enhancement of all [AGENCY OR MINISTRY] staff and partners/developers to acquire skills in gender for achieving gender equality in project deliverables. This should be done through identification of training needs of different units and staff at all levels as well as identification of the needs of developers and partners, and then development and delivery of appropriate training program based on identified needs, roles and responsibilities.
- Identify other constraints in other units in the context of GENDER MAINSTREAMING and, coordinate with respective managers to develop solutions for addressing them. This may include provision of technical assistance (e.g. development of a unit specific work plan), identification of relevant tools as well as other materials necessary for enhancing positive GENDER MAINSTREAMING work in those units
- Ensure gender is mainstreamed in all programs, projects and initiatives implemented by [AGENCY OR MINISTRY] with support from different partners
- Participate in the review and development of national energy policies and strategies to ensure adequate consideration and integration of gender concerns.
- Organize and conduct training for staff on the use of gender-sensitive tools and frameworks including indicators, checklists and other reference materials
- Identify and advise [AGENCY OR MINISTRY] management and the board on strategic and gender friendly investments as well as successful gender interventions that deserve scale-up and or replication.
- Provide on-call assistance for project developers in need of support for gender mainstreaming, either through gender 'clinics' when staff can get support, through an email helpdesk, or other mechanism to provide staff with support as needed.

2.2.2 Project identification and implementation

- Participate in proposal development by contributing gender expertise to program design, including advising, conducting, or leading:
 - Carry out desk-top and field-based sex-disaggregated data collection and analysis (e.g. feasibility assessments and reconnaissance surveys).
 - Technical input to needs assessments and determining appropriate gender-sensitive methodologies and impact indicators for program implementation.
- Ensure gender is appropriately mainstreamed in all existing and new tools and frameworks used in identification and development of projects. Important frameworks and tools include advertisements (e.g. call for proposals) checklists, guidelines, processes/procedures, project appraisal and selection criteria (including partners), strategic plan, M+E frameworks including the Result Based Monitoring framework
- Ensure that project intervention packages, activities and processes, as per the project components, are gender sensitive and meets the needs of both women and men
- Coordinate all gender related project activities at the organizational and field levels e.g. by initiating and overseeing gender needs assessments, review and analysis of findings from a gender perspectives.
- Participate in the review, evaluation and appraisal of projects to ensure screening is gender sensitive, among other things
- Participate in reviewing developers' and partners' capacity building and technical assistance packages to ensure they consider gender equality issues and women empowerment adequately
- Initiate gender audits of selected projects to obtain anecdotal-field based evidence of gender impacts of selected projects
- Encourage and assist project developers in development of their own gender

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mainstreaming programs including development of relevant gender benchmarks or yardsticks

2.2.3 Gender knowledge management and information sharing

- Review completed and on-going projects to identify and document gender-friendly practices on gender, document their impacts and share findings internally and externally to inform policy decisions and trigger actions.
- Create and maintain an internal database of knowledge and best practices resources in support of effective and consistent gender mainstreaming in [AGENCY OR MINISTRY] works and in the work of partners. This database should include links to key resources, and project summaries as available. Where applicable and available, information in the database should be quantitative and disaggregated by sex, including numbers and type of projects implemented, target beneficiaries and example of gender impacts (positive and negative) and other relevant information or comments. Such a database could be maintained through GoogleDocs² or other online file sharing systems for [AGENCY OR MINISTRY]I-time access and updating.
- Seek and identify knowledge and experience from other actors at the national, regional or international level and enrich the [AGENCY OR MINISTRY] database. This information can also be used as reference from which to improve [AGENCY OR MINISTRY] practices on GENDER MAINSTREAMING.

2.2.4 Gender Budgeting and fundraising

- Advocate for dedicated resources for the [AGENCY OR MINISTRY] budget for supporting gender related activities as stipulated in the gender action plan.
- Identify new funding opportunities for gender integration, gender equality, and female empowerment through energy projects and initiate follow up processes.

2.2.5 Monitoring, Evaluation and Reporting

- Work closely with the M&E unit (e.g. by providing input into the design and oversight of the Monitoring and Evaluation (M&E) framework so as to ensure reports are gender-sensitive (e.g. contain gender information disaggregated by sex, number and other parameter relevant for each social group). A gender sensitive M&E framework should include gender sensitive indicators in order to quantify the impacts of the interventions
- Ensure the M& E staff has relevant knowledge and tools for monitoring and evaluation the gender impacts using the gender sensitive M&E framework.
- Participate in evaluating the project's gender equality performance and take lean on gender equality action planning
- Ensure quarterly and annual reports contain information on gender impacts of supported projects. This can be done in two ways: (1) by integrating gender-disaggregated information throughout the report, (2) by dedicating a special section/chapter on gender somewhere in the report.
- When necessary prepare gender progress and analytical reports and statistics, gender-disaggregated data, project briefs and ensure that management and the board as well as staff and other stakeholders (e.g. partners and developers) are updated regularly.

2.2.6 Organizational Learning and Communication

² See www.docs.google.com/ on how to upload, share and maintain data online.

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- Facilitate organizational learning and communication through knowledge management of gender integration, gender equality, and female empowerment from existing field programs best practices and lessons learned, and effective dissemination of knowledge among [AGENCY OR MINISTRY] staff to improve program implementation, build capacity and institutionalize best practices
- Oversee drafting of web content for the gender section on the [AGENCY OR MINISTRY] website and coordinate with the responsible sections (e.g. data base and ICT) to ensure the section is updated regularly

2.2.7 Partnership and New Business Development

- Assist in positioning [AGENCY OR MINISTRY] with external stakeholders (other government agencies, NGOs, contractors, donors, research organizations) as a preferred partner in area of gender integration, gender equality, and women empowerment through systematic analysis and communication [AGENCY OR MINISTRY]'s gender friendly practices.

2.2.8 Representation

- Present [AGENCY OR MINISTRY] experience (i.e. efforts and lessons learned) in relevant events, conferences and forums at the national regional and international level

2.2.9 Communication

- Constant and accurate communication is an important part of gender mainstreaming. Staff and partners need to know what is going on and where they should go and or who they should contact for specific issues or questions. Therefore, gender focal unit will ensure smooth and effective communication with other units with [AGENCY OR MINISTRY] as well as with partners including project developers. Different approaches can be employed in ensuring constant and effective communication including through newsletter, website, emails, posters and reports (e.g. quarterly and annual reports).

B. FORMALIZATION AND IMPLEMENTATION OF THE TOR

In order to be effective and operational, these ToR should be formalized through be endorsement by [AGENCY OR MINISTRY] management, and supported by related and necessary budget allocations. Once endorsed, these ToR should be integrated in the existing ToR for the [XXXX] unit and communication should be made to all [AGENCY OR MINISTRY] staff informing of the expanded mandates of the [XXXX] unit. Consequently, subsequent reference to [XXXX] unit should make reference to the gender mandate and roles for example during advertisement and recruitment of staff for [AGENCY OR MINISTRY] but particularly for staff of the [XXXX] unit whereby at least one of the key requirements should be knowledge on gender.

C. NEEDS OF THE GENDER FOCAL UNIT

In order to be able to carry out the duties and responsibilities described in the ToR, the Gender Focal Unit / (OR THE GENDER ACTION PLAN) has identified three types of needs that require assistance in order to position the unit in the best position to deliver adequately and efficiently on the ToR.

These needs are: (i) Capacity building (ii) Short term support gender expert and (iii) Non earmarked/gender focused funding

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i. Capacity building: While the Gender Focal Unit staff currently has a fair knowledge and experience on of gender and Gender Mainstreaming issues in energy sector, they feel that they would require additional (formal and specialized) training to refresh and enhance their knowledge. Specialized training is needed on key topics such as gender sensitive analysis of programs, projects, policies and strategy; gender sensitive monitoring and the use of gender-sensitive indicators as well as gender budgeting. In addition to formal training, Gender Focal Unit staff would require exposure training to other institutions with good progress and track record on GENDER MAINSTREAMING. This can be done in the form of exchange visits to other organizations in similar business that have made significant progress on GENDER MAINSTREAMING.

ii. Short term support gender expert: Currently the GFU has two staff that are already stretched with other duties of the unit. Therefore while the two staff are willing and committed to spearhead the gender work through implementation of the gender work plan, they are concerned possibility that work may become too much to them leading to provision of substandard work. In view of this, the GFU team feels that it would useful to have a short-term consultant (6 month to 1 year) to assist them in getting the unit more organized to undertake the gender piece of work. This consultant would also serve as a mentor to both the GFU and other [AGENCY OR MINISTRY] staff thereby, enhancing their ability to deliver quality work. He/she would be provided with official terms of reference with descriptions of duties and responsibility which would include, inter alia, assisting the GFU in setting up the gender database, reviewing to ensure gender concepts and terms are incorporated in all business templates, application forms, ToRs for feasibility studies, criteria as well as other process related to project identification, selection/appraisal, monitoring reporting and evaluation. The consultant would also assist GFU in identification and development of gender case studies.

iii. Gender focused funding: While there is some funding currently being allocated to support gender sensitive activities and projects, this funding is not enough to support many and large scale gender-sensitive pilot projects. The main [AGENCY or MINISTRY]son is that the nature of existing funds (earmarked funds) does not allow much flexibilities in terms of prioritizing and or biasing for instance, of some social group over the other. For example, according to the GFU, [AGENCY OR MINISTRY] carried out 3 studies on energy needs of women led businesses between 2009 and 2010. However, because of limited and inflexible funding the identified women businesses have not been supported despite the strong and positive recommendations for financial of support of those women businesses. Thus, availability of additional and flexible funds or funds earmarked for GENDER MAINSTREAMING would help a great deal by allowing the GFU and [AGENCY OR MINISTRY] to support more large scale gender sensitive projects.

D. HOW CAN THE GFU WORK WITH THE REST OF [AGENCY OR MINISTRY] UNITS

Based on the organizational arrangement and structure of [AGENCY OR MINISTRY] whereby there are 11 units/sections each mandated with specific roles and responsibilities such that no other unit is superior or responsible to the other unit, there two options which can be applied jointly to facilitate smooth and effective collaboration between GFU and the rest of the units. These options are (a) Establishment of the Gender Working Group or Task Force, and (b) Development of gender work plan for each for each unit.

(a) Development of the Gender Working Group or Task force. This group can be formed by drawing at least two gender champions (i.e. staff who are gender aware or interested to be

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so) from each unit. This group would then be given appropriate gender training (including orientation [AGENCY OR MINISTRY] gender strategy and action plan) to refresh them and ensure they are all on the same page. In addition and in order to ensure accountability, this group would be given ToR on which to report. Therefore based on ToR the group would develop its work plan and strategy on how it would function and ensure deliverables. The choice of two staff from each unit is designed to minimize the risk of missing a representative from each one if only one staff was chosen. This is particularly important given regular travels of [AGENCY OR MINISTRY] staff. In their respective units, the two representatives would serve as gender focal point and would be responsible for all gender issues in their respective units including reporting on challenges, progress and needs of the units with regards to GENDER MAINSTREAMING. This group/task force would be chaired by the manager of the T&CB who is the gender focal point for [AGENCY OR MINISTRY]. However, other arrangements can be considered as deemed necessary by [AGENCY OR MINISTRY] management.

(b) Work with all units through an internal workshop to develop a gender work plan for each unit. In practical terms, this can be done by inviting each unit to (i) review their roles/responsibilities (ii) determine areas where gender can/needs to be integrated and (iii) develop a work plan for integrating gender. This work plan would serve as GENDER MAINSTREAMING strategy for each unit and would identify the needs for each unit to be able to deliver on its work plan. The managers of each unit would be primarily responsible for this assignment and subsequent implementation of the work plan/strategy. Ultimately, managers can make intra-unit arrangements to ensure how would be done.

Therefore once all units have identified their a[AGENCY or MINISTRY]s of work and strategy for doing it, the GFU would collect and compile it as inputs of each unit to the overall [AGENCY OR MINISTRY]'s Gender strategy. Then from there, the GFU would be making relevant follow up with managers of each unit to determine progress.

The advantage of working with both arrangements described above is two fold: firstly, through the GWG/TF, the GFU has a direct contact person in each unit with whom it can liaise with on all issues relating to gender. This would assist greatly in getting faster results. Secondly, through both the GWG/TF and the units' internal workshop, capacity on gender mainstreaming would be enhanced among the large group of staff, a factor that would enhance gender understanding and hopefully consideration by a large number of staff. Additionally the resultant work plans and strategy would lead to organizational-wide gender mainstreaming, and so, truly gender sensitive organization. Ultimately the combined approaches would results into a learn by doing approach to enhance organizational capacity.