

# Online Resources for Integrating Gender into Energy Operations

## TERMS OF REFERENCE - TEMPLATE

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### [Project Name, Country] Energy Agency Gender Focal Unit (GFU) TERMS OF REFERENCE

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#### CONTEXT

[ENERGY AGENCY] has a commitment to ensure that gender issues are appropriately and systematically mainstreamed throughout its programs, projects, and processes over time. To this end, [ENERGY AGENCY] 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 [ENERGY AGENCY] and the Gender action plan.

#### SCOPING MISSION

In the context of Gender Mainstreaming (from now on: GM), the [TRAINING UNIT] (from now on: TU) hereby referred to as Gender Focal Unit (GFU), will play a lead role in building gender-related expertise and capacity both within [ENERGY AGENCY] and in the field (i.e. partners and projects) to meet the gender goals and objectives as stipulated in the [ENERGY AGENCY] **gender strategy and action plan**. The GFU will be the central team for supporting all [ENERGY AGENCY] staff in gender mainstreaming in [ENERGY AGENCY] policy and practice.

#### SCOPE OF THE WORK

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

- a) To provide and/or coordinate training for [ENERGY AGENCY] staff on gender mainstreaming in the energy sector, and in [ENERGY AGENCY] work. The GFU will also be responsible for providing sustained support and resources for [ENERGY AGENCY] 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 [ENERGY AGENCY] 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 [ENERGY AGENCY].

c) Serve as a public face of gender mainstreaming in [ENERGY AGENCY], to help staff liaise with donors, present [ENERGY AGENCY] work on gender mainstreaming, etc.

d) Ultimately, the GFU will be responsible for overseeing the overall implementation, monitoring and evaluation of the [ENERGY AGENCY] gender strategy and action within [ENERGY AGENCY] and in the programs and activities supported by of strategic partners.<sup>1</sup>

e) Like other operational units are [ENERGY AGENCY], the GFU will primarily report directly to the director general of [ENERGY AGENCY]. Additionally, through the guidance of the [HIGH LEVEL POSITION], the GFU should also be able to report to other key stakeholders such as the [ENERGY AGENCY] Board as well as other partners such as donors.

## **SPECIFIC DUTIES AND RESPONSIBILITIES**

### **Technical Support and Capacity Building on GM**

- Facilitate the capacity enhancement of all [ENERGY AGENCY] staff and partners/developers to acquire skills in gender for achieving gender equality in project deliverables, which will also lead to increased successful outcomes for [ENERGY AGENCY]<sup>2</sup>. 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 GM 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 GM work in those units.
- Ensure gender is mainstreamed in all programs, projects and initiatives implemented by [ENERGY AGENCY] 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.

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<sup>1</sup> [ENERGY AGENCY] strategic partners include donors, project developers and community groups.

<sup>2</sup> There is a growing body of evidence to suggest that when gender issues are incorporated systematically at the project design stage there can be better outcomes than when gender is not incorporated. For example, in a review of energy projects in Zambia it was found that those projects that had incorporated gender at the design stage had a greater end-user acceptability, initiated more income-generating activities, and increased input and output in entrepreneurial activities than those projects that had no gender perspective. (Alstone, P., Niethammer, C., Mendonça, B. and Eftimie, A. (2011), Expanding Women's Role in Africa's Modern Off-Grid Lighting Market. Lighting Africa, IFC/World Bank, Washington DC.)

- Identify and advise [ENERGY AGENCY] 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.

### **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.
- Participate in reviewing developers’ and partners’ capacity building and technical assistance packages to ensure they understand [ENERGY AGENCY] gender policy and they know how to incorporate gender equality issues and women empowerment adequately into their work.
- Initiate gender audits of selected projects to obtain field based evidence of gender impacts of selected projects. Such audits should provide concrete evidence, particularly with numbers on the actual impacts of such projects on women and men.
- Encourage project developers in development of their own gender

mainstreaming programs including development of relevant gender benchmarks or yardsticks.

### **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 GM in [ENERGY AGENCY] works and in the work of partners. This data base 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 GoogleDocs or other online file sharing systems for real-time access and updating.
- Seek and identify knowledge and experience from other actors at the national, regional or international level and enrich the [ENERGY AGENCY] database. This information can also be used as reference from which to improve [ENERGY AGENCY] practices on GM.

### **Gender Budgeting and fundraising**

- Advocate for dedicated resources for both the TU and the overall [ENERGY AGENCY] 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.

### **Monitoring, Evaluation and Reporting**

- Work closely with the M&E unit (e.g. by providing input into the design and oversight of the 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 in a project area). A gender sensitive M&E framework should include gender sensitive indicators in order to qualify and quantify the impacts of the interventions and to assess user satisfaction.
- Ensure the M&E staff have 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.

### **Organizational Learning and Communication**

- 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 [ENERGY AGENCY] staff to improve program implementation, build capacity and institutionalize best practices.
- Oversee drafting of web content for the gender section on the [ENERGY AGENCY] website and coordinate with the responsible sections (e.g. data base and ICT) to ensure the section is updated regularly.

### **Partnership and New Business Development**

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

### **Representation**

- Present [ENERGY AGENCY] experience (i.e. efforts and lessons learned plus the benefits of gender mainstreaming) in relevant events, conferences and forums at the national, regional, and international levels.

## **IMPLEMENTATION ARRANGEMENT**

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

## NEEDS OF THE GENDER FOCAL UNIT

In order to be able to carry out the duties and responsibilities described in the ToR, the GFU 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) gender-earmarked funding.

**i. Capacity building:** While the GFU staff currently has a fair knowledge and experience on of gender and GM 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, GFU staff would require exposure training to other institutions with good progress and track record on GM. This can be done in the form of exchange visits to other organizations in similar business that have made significant progress on GM.

**ii. Short term support gender expert:** The GFU team feels that it would useful to have a short-term consultant (6 month to 1 year) to assist them in [insert here checklist for focal point taking key issues such as XX XXX XX].

**iii. Gender focused funding:** Availability of additional and flexible funds or funds earmarked for GM would help a great deal by allowing the GFU and [ENERGY AGENCY] to support more large scale gender sensitive projects.

## **WORKING WITH OTHER UNITS AND TEAMS AT [ENERGY AGENCY]**

Based on the organizational arrangement and structure of [ENERGY AGENCY] whereby there are [NUMBER] 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 so and preferably one woman and one man) from each unit. These champions should be volunteers rather than have the task allocated. The task force would then be given appropriate gender training (including orientation [ENERGY AGENCY] 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 a 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 [ENERGY AGENCY] staff. In their respective units, the two representatives would serve as gender focal points 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 GM. This group/task force would be chaired by the manager of the TU who is the gender focal point for [ENERGY AGENCY]. However, other arrangements can be considered as deemed necessary by [ENERGY AGENCY] 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 GM 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 areas of work and strategy for doing it, the GFU would collect and compile it as inputs of each unit to the overall [ENERGY AGENCY] 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 twofold: firstly, through the [TRUST FUND], 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 speedier results.

Secondly, through both the [TRUST FUND] 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, a truly gender sensitive organization. Ultimately the combined approaches would result into a learn-by-doing approach, which is a great way of enhancing organizational capacity and ensuring successful implementation of [ENERGY AGENCY] strategy and reaching its goals.