

Online Resources for Integrating Gender into Energy Operations

Step 3: Implementation and Monitoring Resources

Available on www.ESMAP.org

TRAINING NEEDS ASSESSMENT AND CAPACITY BUILDING PLAN¹

This tool guides the design and implementation of a training and capacity building plan to develop the skills needed in gender mainstreaming. It helps the TTL to define the training objectives.

Approach

The TTL together with the task team should carry out a needs assessment which identifies where capacity in partner organisations needs to be built. The training objectives should be discussed with partners as should the need for follow-up after the training. The objectives and training program design should be discussed with the trainer who will be responsible for the training.

Method

A capacity building program can be conceived of involving five stages:

1. Training needs assessment
2. Define training objectives
3. Design training program
4. Implementation of training program
5. Evaluation

1. Training needs assessment

The TTL and the SWAT team can identify training needs as an output of Tools 7 and 8. Training needs can also be identified by clients. At this stage the questions that need to be answered are: who needs training, why they need training and what knowledge, skills or attitudes are needed.

2. Define training objectives

There is a need to set clear training objectives and for the organization to be in agreement. The objectives can also be used to develop a monitoring and evaluation strategy.

An Example of training objectives

A needs assessment had identified the need for government policy makers and planners from the Ministries of Energy and Gender to develop skills in mainstreaming gender concerns/approaches in energy policies planning and implementation.

The objectives were to:

- Impart knowledge on the gender, energy and poverty nexus
- Provide participants with knowledge on a set of gender tools specifically developed to use in energy policies.
- Develop a gender action plan for mainstreaming into energy policy and agree on priorities for implementation.
- Strengthen the working relationship between the Ministry of Energy and the Ministry of Women Affairs.
- Agree on how XXX can support, monitor and report on the implementation of the gender action plan.

¹ World Bank (Year?) AFREA (Source to be confirmed)

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3. Design training program

Following the identification of needs, match training needs to an appropriate form of training.

If the capacity of a small number of individuals is to be built, then their needs can be met by taking an existing short training course. As of 2011, there are no short training courses given specifically on gender and energy². In exceptional circumstances a Masters program might be considered appropriate, where the thesis work can be specifically related to gender and energy issues in the home country. It is not unusual for the thesis work to be conducted back in a student's home country. The cost of such a course can be a deciding factor since it limits the number of people whose capacity can be built.

If more than twenty people are identified for capacity building then the option for a tailor made course is possible. Twenty is usually considered the optimum – since it allows for diversity of views and experiences without being too unwieldy. At this stage, the TTL should identify a trainer to design and deliver the course. A TOR for the trainer(s) needs to be developed. Tool 16 gives an example of a TOR for a lead trainer.

The trainer, in consultation with the TTL, needs to design the training course:

- Define the type and length of the course. There are many options including, a classroom type, a short workshop, mentoring, shadowing an experienced gender practitioner;
- Location of training program including appropriate facilities;
- Cultural issues - will women find it difficult to participate?
- If field work is to be part of the training, identify the location and negotiate with the appropriate facilities.
- Design course content and allocate tasks
- Identify the data needed and allocate responsibility to collect
- Identify any equipment and other resources needed eg training manual

4. Implementation of Training Program

The TTL will need to decide whether support is given to implementation of action plans before the training starts. This decision should be clear at the start of the training.

5. Evaluation

At the end of the training, there should be an evaluation. This should be in two stages. On the last day of the program, the quality of the course should be assessed in terms of content, organisation and capacity build. The evaluation should be done by someone who is not involved in the organisation. Then there should be another evaluation a year after the training has taken place, firstly to evaluate the success of the training and secondly to identify new training needs.

² Energia, the international network on gender and sustainable energy, has a training program on gender and energy (The Gender Face of Energy). This is free to down-load (www.energia.org). There are five modules with accompanying trainers manuals. The material is available in English and French. The topics covered are: 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 Energy NGOs. The materials are intended for trainers to adapt and modify.

EXAMPLE: GENDER AND ENERGY NEEDS ASSESSMENT³

An energy agency asked a consultant to make a gender organisational assessment with the aim of identifying opportunities and barriers to gender mainstreaming in the organisation's policies and operations including its human resources policies.

The consultant's approach to the assessment involved a combination of methods: preparatory meetings, document review, staff survey, interviews and data analysis. The preparatory meetings were held with senior management to secure their support for the process and with a representative group of staff from different departments to explain the process and to answer any questions and address concerns. The document review included strategic planning documents, annual reports, laws and regulations (including those related to gender) to determine the extent to which the organisation currently (if at all) mainstreams gender. (The consultant used questions similar to those in Table 7.1 Tool A3.3 to guide the analysis.)

The consultant then administered a general questionnaire (similar to that in Tool A3.1) to 27 members of staff (66% of the total staff) who were selected based on their positions/responsibilities and availability at the time of the survey. The aim of the survey was to gauge what the organisation's staff already knew about gender and gender mainstreaming within the organisation. Respondents were also asked to suggest areas where they felt they needed their capacity building in relation to gender mainstreaming. 22 surveys (81%) were completed and were analysed. The sex disaggregation of respondents was 9 women (41%) and 13 men (59%). This survey was followed up with in-depth one-on-one interviews with selected key informants from different departments using a check list similar to that shown in Tool A3.2. Interviewees were identified using purposive sampling resulting in interviews with 20 staff representing their respective units (11 women (55%) and 9 men (45%). This set of interviews allowed for collecting additional information not raised in the survey as well as providing an opportunity for verifying issues raised in the survey.

Training needs were identified directly from respondents own suggestions as well as from an analysis of the responses. 67% of respondents suggested gender and energy, including basic training on concepts to specialized training on gender sensitive monitoring, and gender sensitive budgeting. An analysis of responses showed that there was quite a wide variation in understanding of key concepts of gender and energy as well as gender mainstreaming. Training for all staff in these concepts was identified as a priority so that staff had a common understanding and could work in a concerted way to mainstream gender. From the document review and key informant surveys, it emerged that the organisation did not collect sex disaggregated data, nor did it have specific gender goals and indicators. There was no-one within the staff who knew how to use these key tools for gender mainstreaming. The consultant therefore suggested the following issues should be considered for capacity building:

1. Two general training courses for all staff on 'why gender matters in energy' and 'what gender mainstreaming means for my work'.
2. Specialist support to the Planning Department to develop a method for the systematic collection and analysis of sex disaggregated data together for a strategy to mainstream the process into standard planning procedures within the Agency.

³ This is based on a real case. To preserve confidentiality some aspects have been adjusted.

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3. A workshop with key Agency staff to design gender goals and indicators for policy and operations, including Human Resources.