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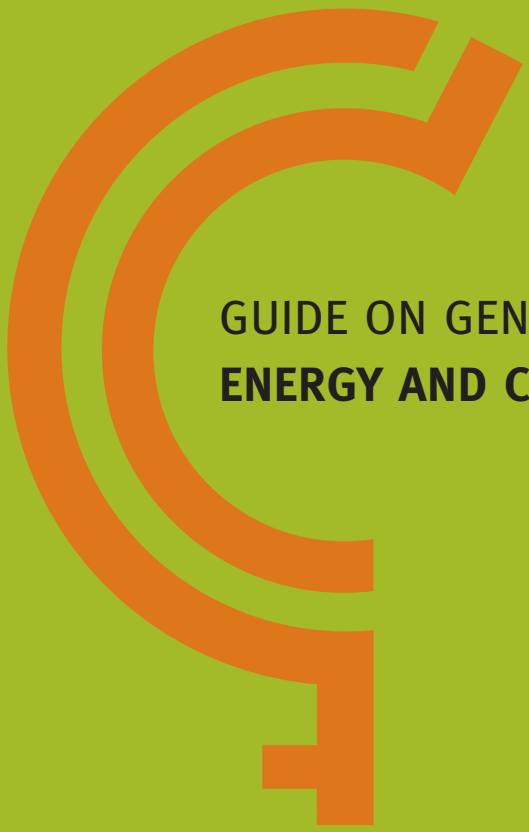

# GUIDE ON GENDER MAINSTREAMING
# **ENERGY AND CLIMATE CHANGE PROJECTS**

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

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Vienna, 2014

## Acknowledgements

This *Guide* on gender mainstreaming UNIDO's energy and climate change portfolio has been prepared by the Gender Mainstreaming Steering Committee (GMSC), under the overall guidance of Nilgün Taş, Chair of the GMSC, and Hedda Oehlberger-Femundsenden, Gender Officer, and in close cooperation with the Energy and Climate Change Branch (ECC). The *Guide* is part of an organization-wide initiative to mainstream gender into all of UNIDO's technical cooperation projects and programmes. Karen Cadondon, Eliana Gutierrez-Amo and Liv Pelt Steensig are the main authors of the document.

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# INTRODUCTION

## Why this *Guide*?

Gender equality is a goal in its own right, but it is also vital to the achievement of other development goals, such as poverty reduction and environmental sustainability.

To ensure that men and women can equally benefit from development projects and that gender inequalities in activities and outcomes are reduced or eliminated, gender differences need to be considered during the entire project cycle—from design and implementation to monitoring and evaluation.

By systematically mainstreaming gender into their interventions, UNIDO's Energy and Climate Change Branch (ECC) can ensure equal opportunities for both women and men, thus furthering UNIDO's inclusive and sustainable industrial development agenda and contributing to the achievement of the Millennium Development Goals (MDGs) and the post-2015 development framework, as well as the Sustainable Energy for All (SE4ALL) objectives.

This *Guide* aims at "demystifying" gender mainstreaming and providing practical guidance on how to systematically address existing or potential gender inequalities specific to UNIDO's energy and climate change interventions.

## Who is this *Guide* for?

The *Guide* aims at helping the staff of UNIDO's ECC Branch to apply a gender perspective to their work and, more specifically, to mainstream gender throughout the project cycle. The *Guide* can also be useful for national and local counterparts, agencies, international and private-sector partners, and individual experts who work closely with the ECC Branch.

## How to use this *Guide*

It is recommended to read the *Guide* completely, as it provides basic concepts and an overview on gender mainstreaming in energy and climate change projects, as well as guidelines to be applied during the entire project cycle. Due to the scope and diversity of the ECC portfolio, the relevance and application of this *Guide on Gender Mainstreaming* may vary. Therefore, the *Guide* must be taken as indicative and applied where appropriate.

It should also be noted that a project already in implementation can be "retrofitted" so that the ongoing activities are more gender-responsive. However, it is highly recommended that a gender analysis be undertaken at the project's inception to really understand the key gender issues and identify the best entry points for integrating gender dimensions.

Lastly, attached to the *Guide* are various informative annexes that will help in the process of mainstreaming gender in energy and climate change projects.

> *"Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, 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. The ultimate goal is to achieve gender equality."*
>
> ECOSOC 1997/2 agreed conclusions

# 1. GENDER EQUALITY AND ENERGY

## What is gender equality?

In order for industrialization to be inclusive and sustainable and contribute to poverty reduction, it must address the complex interrelationships between gender equality and sustainable development. Poverty is now recognized as a multi-dimensional concept that encompasses the notion of inequalities in access to and control over resources, including rights, political voice, employment, information and natural resources. An important determinant of inequality in access to and control over resources is gender. Therefore, if poverty is to be reduced, one has to address gender inequalities.

Gender equality is a fundamental human right, and has been legally recognized in a number of declarations and conventions, central to which is the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).[1]

A comprehensive description of 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, recognizing the diversity of different groups of women and men."*[2]

Although there has been substantial progress made in gender equality in the last decades, women across the world are still less likely than men to own land, livestock and other assets, adopt new technologies, use credit or other financial services, or receive education, training or technical advice. Society or customary laws often overshadow the fundamental principles of equality embodied in international conventions and result in discrimination against women and men. Women often do not have the channels to voice their needs and priorities, and in many countries there is a lack of institutional capacity to address gender disparities.

## Gender equality and energy

As access to affordable and non-polluting energy services is a prerequisite for achieving economic empowerment and poverty reduction, these inequalities limit economic opportunities for women and also have considerable negative effects on their families and communities.[3]

Most research that has been done suggests that men and women have different access to energy resources, resulting in gender-differentiated impacts at the individual, household and community levels. Without access to modern energy services, rural women and girls in particular have to spend long and exhausting hours performing basic subsistence tasks, including the time-consuming and physically draining task of collecting biomass fuels, which constrains them from accessing decent wage employment, educational opportunities and livelihood-enhancing options, as well as limiting their options for social and political interaction outside the household.[4]

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[1] CEDAW was adopted by the United Nations General Assembly in 1979 and entered into force as an international treaty in 1981. By accepting the Convention, States commit themselves to undertaking a series of measures to end discrimination against women in all forms. Countries that have ratified or acceded to the Convention are legally bound to put its provisions into practice. They are also committed to submitting national reports, at least every four years, on measures they have taken to comply with their treaty obligations. http://www.un.org/womenwatch/daw/cedaw/

[2] UN Women. Available at: http://www.un.org/womenwatch/osagi/conceptsandefinitions.htm

[3] UNIDO and UN Women, "Sustainable Energy For All: The Gender Dimensions", 2013.

[4] Danielsen, Katrine, "Gender equality, women's rights and access to energy services", February 2012.

Moreover, violence against women and girls can occur because of lack of street lighting at night or during daylight hours in situations where resources are scarce and women are obliged to collect fuel from remote and isolated areas.[5] Further, cooking from biomass in the absence of clean cooking solutions is particularly detrimental to the health of women and children, who are often associated with household activities. In fact, illnesses from indoor pollution result in more deaths of women and children annually than HIV/AIDS, malaria, tuberculosis and malnutrition combined.[6]

In spite of this, women remain marginalized from decision-making processes in relation to energy and climate change, and gender-sensitive energy projects and research are still the exception rather than the rule. In developed countries, the share of female employees in the energy industry is estimated at only 20 per cent, most working in non-technical fields such as administration and public relations, and worldwide, women account for only 9 per cent of the construction workforce and make up only 12 per cent of engineers.[7] Furthermore, women occupy around 19 per cent of all ministerial posts, but only 7 per cent of these are in environment, natural resources and energy, and a mere 3 per cent are in science and technology.[8] At the same time, fewer women than men pursue training in science, technology, engineering or mathematics (STEM)—fields that provide the necessary skills for accessing many green jobs and that contribute to innovation and technology development. As a consequence, the forums in which energy issues are identified and in which potential solutions are proposed tend to have an inadvertent male bias.

### SEED GENDER EQUALITY AWARDS

The SEED Awards for Entrepreneurship in Sustainable Development is an annual scheme designed to find the most promising and innovative social and environmental entrepreneurs in countries with developing and emerging economies. Starting in 2013, UNIDO and UN Women have partnered to sponsor the SEED Gender Equality Awards.

This year, three enterprises that are run or owned by women and that prioritize gender equality and/or women's empowerment as core objectives will be selected. They will not only receive a monetary prize and tailored business coaching, but also expert advice from the international law firm Hogan Lovells, which has an established pro bono practice that advises women entrepreneurs across the world.

Through such sponsorships, UNIDO and UN Women offer another modality to promote gender equality and women's empowerment in sustainable development and sustainable energy initiatives.

*See:* www.seedinit.org


## Gender mainstreaming in the Energy and Climate Change Branch

Gender mainstreaming is highly relevant for the Energy and Climate Change Branch for several reasons. First, there is a recognized need to systematically consider the impact on people of UNIDO's energy projects and to improve internal processes towards gender responsiveness, should the need emerge. A gender-blind project that does not consider the different roles, needs, opportunities and expectations of women and men in its analysis or given activity results at

[5] ENERGIA/DfID Collaborative Research Group on Gender and Energy (CRGGE), "From the Millennium Development Goals Towards a Gender-Sensitive Energy Policy Research and Practice: Empirical Evidence and Case Studies", March 2006.

[6] IISD, "Post-2015 Development Agenda Bulletin. Summary of the High Level Meeting on Energy and the Post-2015 Development Agenda", 2013.

[7] ILO, "Global Employment Trends for Women", 2007.

[8] UN Women, "Gender Justice: Key to Achieving the Millennium Development Goals", 2010; and International Parliamentary Union, "World Averages as of December 2011". Available at: http://www.ipu.org/wmn-e/world.htm

times in the reinforcement of gender-based discrimination. Energy projects that are more aware of gender differences consider different questions in the choice of sectoral investments, such as:

- Is explicit attention given to the energy service needs of women as well as the requirements of men?
- Is there an understanding of the impact energy investment has on people and the environment?
- Will both men and women benefit from these investments?

It has been shown that taking women's needs into account as a key variable in energy interventions makes it more likely that energy will have a significant impact on household and community poverty.[9] Gender mainstreaming in energy projects is thus critical in UNIDO's mission to reduce poverty through inclusive and sustainable industrial development.

Moreover, with women making up half of the potential talent pool, making a conscious effort to invest equally in both men and women will provide countries with a greater competitive advantage. They will be able to better harness the knowledge and creativity of their people, using their different experiences and skills to increase innovation capacity and accelerate the pace of innovation. A more equal society will also generate new needs and thus encourage the development of new products and services.

Lastly, integrating a gender perspective into UNIDO's ECC portfolio ensures that existing inequalities within the context of its projects are neither perpetuated nor, at worst, exacerbated, but rather addressed in a meaningful and effective way.

### JOINT PROGRAMME ON ENVIRONMENTAL MAINSTREAMING AND ADAPTION TO CLIMATE CHANGE IN MOZAMBIQUE

In Mozambique, UNIDO has implemented the United Nations Joint Programme on Environmental Mainstreaming and Adaption to Climate Change, together with the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-HABITAT) and the World Food Programme (WFP).

Through the Programme, renewable energy systems were installed for water supply, irrigation and electricity supply in seven different communities. Additionally, the capacity of community members was developed through training on various issues, including the maintenance of the installed renewable energy systems.

By providing marginalized communities with renewable energies and clean, accessible drinking water, women's lives were transformed by lessening the burden of fetching unsafe water and increasing opportunities for income generation and other pursuits. Due to the project's very positive impact, the Government of Mozambique and the National Energy Fund (FUNAE) have replicated its best practices and rolled out the initiative in other rural communities.

*Source:* MDG Fund

## *Energy access*

Energy projects that work to enhance access of the poor to modern and affordable energy services in rural areas are closely linked to prospects for economic development, especially for women collecting and managing the fuel in households and small-scale enterprises. Access to modern, sustainable energy services can reduce women's time and labour burdens, improve their health and provide them with opportunities for enterprise and capacity-building, among other advantages.[10] Provision of lighting, for example, provides the option of extended or flexible working hours, and thereby increases the time available for engaging in income-generating activities for women, who often face substantial time constraints due to domestic work obligations. At the same time, access to energy-based technologies such as low-cost domestic appliances, power water wells, drip irrigation systems and labour-saving technologies for agricultural production and post-production, such as grinding and

[9] ENERGIA/DfID Collaborative Research Group on Gender and Energy (CRGGE), "From the Millennium Development Goals Towards a Gender-Sensitive Energy Policy Research and Practice: Empirical Evidence and Case Studies", March 2006.

[10] UNIDO, *Industrial Development Report 2011: Industrial energy efficiency for sustainable wealth creation—Capturing environmental, economic and social dividends*, 2011.

### GENDER MAINSTREAMING IN THE ENHANCING RENEWABLE ENERGY OPTIONS (EREO) PROJECT

The EREO Project (2006-2011), by Practical Action and ENERGIA, aimed to reduce poverty and marginalization of target communities in Sri Lanka by providing reliable renewable energy sources through three new areas of energy generation, namely, liquid biofuels, dendro and pico hydro. Gender mainstreaming in EREO's project activities concentrated primarily on liquid biofuels and pico hydro initiatives.

A baseline survey provided information on the energy needs and usage patterns of the beneficiaries. Resulting from the survey, the project ensured that the views of the family as a whole were included in the project processes. Women in particular were recognized as important information assets, possessing vital information impacting positively on the design of the energy project in terms of household energy use and details on water stream flow, usage, etc.

Furthermore, an institutional analysis was undertaken to capture the current thinking and to include gender concerns in the institutional frameworks of partners associated with the project, such as NGOs.

A project document review was conducted to examine how gender sensitivity was incorporated in organizational policy, programmes and initiatives of EREO project partners, so as to provide a point of reference for the project activities.

The liquid biofuel project facilitated the engagement of the community, where women were included in all project activities, discussions and decision-making processes.

From the local assessment baseline survey conducted, it was apparent that one of the greatest requirements of the community was improved access to drinking water. With the installation of a water pump by the main road, a considerable reduction in the number of trips and time taken for women to fetch water was noted. Women in Gurugoda Village now save approximately one and a half hours per day as a result of the intervention.

Moreover, women involved in the maintenance of home gardens with fences grown with biofuel plant species were provided the opportunity to receive training in home gardening and financial support to prepare the land for cultivation.

*Source:* ENERGIA/Practical Action

milling, enhances labour productivity and increases the time available for engaging in productive activities outside the household. With access to such technologies, women can increase their incomes, and young girls, previously burdened with labour-intensive chores, can attend school.[11]

However, due to social and legal restrictions on women's rights, including rights to own land, borrow money and make their own economic decisions, women are often ineligible for financing for new equipment that can improve the productivity of their labour.[12] Furthermore, women's economic contribution to the energy sector, such as fuel collection, is unpaid, unrecognized and undervalued, and women's patterns of energy service use are often not reflected in national statistics. As a result, energy planners are often unaware of women's energy demands, and less attention is paid to technology development and investments aimed at improving women's work in comparison to men's.[13]

In projects that work to stimulate income-generating activities through access to modern and affordable energy services, it is therefore critical to address legal and regulatory frameworks that prevent women from accessing credit and other financial services, as well as electricity (grid and off-grid). Moreover, it is important to recognize the role of women in the energy sector in order to ensure that services are designed for both men and women. Awareness-raising

[11] SELF, "Renewable Energy Empowered Women: A SELF White Paper", 2003.

[12] ETC/ENERGIA in association with Nord/Sør-konsulenterne, "Gender Equity in Access to and Benefits from Modern Energy and Improved Energy Technologies", September 2011.

[13] ENERGIA, "Where energy is women's business", 2007.

### SOLAR SISTER—A WOMEN-POWERED CLEAN ENERGY REVOLUTION

The Solar Sisters initiative in sub-Saharan Africa is an innovative social enterprise with the mission to achieve sustainable, scalable impact at the nexus of women's empowerment, energy poverty and climate change. It combines the breakthrough potential of portable solar technology with a women-driven direct sales network to bring light and economic opportunity to a range of communities without reliable electricity access.

The initiative provides women entrepreneurs with training and a start-up kit to equip them to operate, maintain and sell solar technology, such as solar lamps, in their communities. Evaluations reveal multiple benefits of the initiative: The solar business allows the entrepreneurs to double their household income; the income generated by the entrepreneurs is reinvested 90 per cent back into their families, thus providing benefits for the next generation; and women who buy the solar lamps can reduce household expenses by 30 per cent when the solar energy replaces expensive kerosene.

*Source:* Solar Sister


and collection and use of sex-disaggregated data could be key activities in this regard.

### *Renewable energy*

Energy projects that support the use of locally available renewable energy sources for productive uses can provide opportunities for women's entrepreneurship in local enterprises that can deliver reliable energy services based on renewable energy technologies. Women play a critical role in energy provision and consumption within households and communities in many countries, and they therefore possess valuable knowledge relevant to sustainable energy solutions. Moreover, women can draw on their natural circles of family, friends and community for customers, which has been shown to be an effective way of distributing renewable energy technology to rural households.[14] Thus, renewable energy projects can enhance women's economic autonomy and social status, allowing them to earn an income and giving them the opportunity to take part in and drive sustainable development of their local communities.[15]

More so than men, however, women entrepreneurs face barriers, such as lack of access to information about new forms of energy, lack of education and training on business management and technical aspects of renewable energy technology, and lack of access to credit and other financial services necessary to start up businesses. Moreover, in some countries, gender stereotypes in the labour market reinforce the conception that modern energy technology businesses are "men's work", while women are expected to operate more traditional, and less profitable, biomass-based micro-enterprises.[16]

Project managers need to take conscious steps to minimize these problems, as well as to highlight the issues to the SMEs they work with. It is important that projects focus on training both women and men, as well as on changing stereotypical perceptions of women's work, which can be facilitated, for example, by strengthening

[14] www.solarsister.org

[15] UNIDO and UN Women, "Sustainable Energy For All: The Gender Dimensions", 2013.

[16] Danielsen, Katrine, "Gender equality, women's rights and access to energy services", February 2012.

women's leadership and participation in the energy industry. Some degree of mentoring in developing business management skills might also be needed to help women expand their enterprises or start new ones.[17]

Additionally, it is important to work to improve women's access to microcredit and loans to help them make the transition from micro-scale, informal operations to larger businesses that are recognized within the formal sector. With accessible financing opportunities, it is easier for women to get involved in new energy-related businesses, for example by producing and marketing more efficient stoves; selling and installing solar-home products; managing village-level power systems (including micro hydropower generators, wind turbines and multifunctional platforms); constructing and marketing biogas digesters; or producing biodiesel fuels from locally grown crops.[18]

### *Energy efficiency*

In energy efficiency projects, it is important to ensure that gender relations do not become invisible under assumptions of neutrality. Women and men have different roles, perceptions and opportunities in contributing to and benefiting from energy-efficient industrial technologies, which need to be taken into consideration.

In most developing countries, the provision of energy for the household (e.g. for cooking, heating or lighting) is usually a woman's job, and women often resort to the energy-inefficient and toxic open burning of biomass such as wood, charcoal or agricultural waste. Even when households are connected to an electricity network, evaluations show that the power available is usually only used for smaller electrical gadgets and for lighting, and not as a substitute for biomass, particularly in rural areas. The use of efficient energy systems at the household level (e.g. special cooking stoves and ovens) can therefore lower emissions, at the same time reducing women's time spent on collecting biomass and improving women's health by reducing indoor air pollution.[19]

Moreover, in many countries, both rural and urban, women are engaged in highly fuel-intensive small- and medium-scale enterprises and home industries, such as food processing, baking, brewing beer, and making soap and Shea butter products. More efficient types of fuels and equipment would allow women to increase the profitability

#### ENERGY-EFFICIENT COOK STOVES EMPOWERING WOMEN IN BURKINA FASO

In Burkina Faso, a UNIDO project working with the traditional beer-brewing sector, predominantly led by women, has installed over 1000 energy-efficient cook stoves to not only promote clean technologies but also ensure safe and decent work.

UNIDO's intervention in Burkina Faso also focuses on developing four clusters of women beer brewers to generate collective gains and facilitate their integration into the local value chain. In addition to increased productivity and energy efficiency, the project has improved the health and environmental conditions for over 1,600 women. By providing energy efficient cook stoves and a 40-50% reduction in the amount of firewood consumed, the project lessened the frequency of vulnerability and risk of physical and sexual violence imposed on women and girls when collecting fuel.

Moreover, the project increased women's profits and incomes, empowering them economically and improving their social standing the community. In order to ensure that the project provides a continued and reliable income stream, a credit line enabling women to purchase the energy-efficient cook stoves has been established. The financing is provided by a regional African bank and implemented by a local financial institution. Additionally, the project builds local capacity for preparing projects and facilitating financing through the carbon markets.

[17] Karlsson, Gail and Ana Rojas. "The Benefits of Gender Balance in Climate Change Mitigation Investments and Sustainable Energy Initiatives". Available at: www.gender-climate.org/Content/Docs/Publications/ENERGIA_GenderBalanceClimateChangeMitigationInvestments.pdf

[18] Ibid.

[19] Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ). "Climate change and gender: economic empowerment of women through climate mitigation and adaptation?" Working paper, 2010. Available at: http://www.climatehealthconnect.org/sites/climatehealthconnect.org/files/resources/17353_diskussionspapierenlayoutgc12941558.pdf

and productivity of these activities and move into other types of business enterprises, while simultaneously reducing emissions of greenhouse gases and other air pollutants.[20]

Thus, improving the efficiency with which women use energy and facilitating the adoption by women of energy-efficient technologies is critical to enhancing women's economic empowerment, as well as to achieving sustainable industrial development—and it loosens the link between economic growth and environmental degradation. However, since energy technology by definition is a highly technical field dominated by engineers, energy planners, etc.—who are predominately male—women's knowledge tends to be disregarded in the development of energy-efficient technologies and solutions.[21] This can result in the design of technologies that do not meet women's specific needs and preferences, and therefore, are ultimately not adopted by women. Moreover, since the adoption of energy-efficient technologies involves the acquisition of increasingly sophisticated technological capabilities, lack of necessary skills or access to financing can be further barriers for women.

For energy efficiency projects, therefore, it is important to take into account women's and men's differentiated knowledge of, access to and use of energy-efficient industrial technologies, as well as their attitudes towards the risks and benefits connected to adopting new energy-efficient technologies (for example, in terms of time and work burdens, space heating, child safety, etc.). It is important to involve women in all stages of the design process and to work to improve their skills in order to enable them to contribute to innovation and technology development. Participatory project design and implementation with linkages between headquarters-based staff and field practitioners, as well as training of women trainers who take the lead in energy efficiency measures and sensitization campaigns, should be considered.

In order to enhance the effectiveness and development impact of energy projects and to reduce gender inequalities in access to and control over resources and benefits of development, it is therefore critical to consider gender differences throughout all stages of the energy project cycle and in all energy projects.

[20] Karlsson, Gail and Ana Rojas. "The Benefits of Gender Balance in Climate Change Mitigation Investments and Sustainable Energy Initiatives".

[21] NREL, "The Role of Women in Sustainable Energy Development", 2000.

A joyous dolotière beer brewer

UNIDO energy efficiency project, Burkina Faso

# 2. GENDER MAINSTREAMING THE PROJECT CYCLE

Gender mainstreaming goes beyond simply having a women's component in a specific project or programme. Good gender mainstreaming in practice involves all stakeholders and partners, both women and men, to collectively tackle the issue at hand. This approach recognizes the need to use participatory methodologies (i.e. including both women and men) in order to address gender inequality and promote the advancement of women. Gender mainstreaming is a process that should be embedded throughout all stages of a project cycle.

Gender mainstreaming the project cycle serves to ensure that the intervention advances women's equal participation as decision makers in shaping the sustainable development of their societies and reduces gender inequalities in access to and control over the resources and benefits of development.

These objectives are based on two principles: that women and men have different needs, roles, interests and access to resources and their benefits, and that women and men have to play equally important roles in achieving sustainable development.

The following sections are designed to provide guidelines for mainstreaming gender throughout the project cycle for the specific interventions provided by the Energy and Climate Change Branch.

As a starting point, table 1 provides an overview of key activities to consider during the gender mainstreaming process in the formulation, implementation and evaluation of a project.

### ECOWAS PROGRAMME ON GENDER MAINSTREAMING

The ECOWAS Programme on Gender Mainstreaming in Energy Access (ECOW-GEN) is a flagship programme being implemented by the ECOWAS Regional Center for Renewable Energy and Energy Efficiency (ECREEE) with the objective to meet the Sustainable Energy for All (SE4ALL) goals in West Africa.

With technical assistance from UNIDO and ENERGIA, the programme's strategy includes building and strengthening capacities for gender mainstreaming in energy policies and projects, supporting the development of gender-sensitive policies, promoting knowledge management, creating awareness and advocacy on gender and energy issues, and implementing gender-responsive investment and business promotion in sustainable energy development. Additionally, the ECOWGEN programme is being integrated into ECREEE's other programmatic activities to ensure the mainstreaming of gender across all its areas of work, including the elaboration of national renewable energy action plans, supporting the ECOWAS Bioenergy Programme and its initiative, the West African Clean Cooking Alliance, and implementing projects that support energy efficiency in West Africa. Through these gender mainstreaming efforts, ECREEE aims to ensure universal access to energy services in the region.

As a result, gender considerations have been incorporated in institutional frameworks, networking and knowledge sharing, capacity-building, and clean energy interventions within the region. This programme also helped organize a Ministerial Conference on Energy and Gender for the Mano River Union (MRU) in May 2013, resulting in the development of a framework action plan on women's economic empowerment through energy access in the MRU subregion.

*Source:* ECREE

## Table 1. Gender mainstreaming the project cycle

| Stage | Formulation | Implementation | Evaluation |
|---|---|---|---|
| OBJECTIVE | • To understand the situation of women and men in a given context and ensure project design addresses the practical and strategic needs and priorities of women and men | • To ensure proposed gender activities are implemented and any adjustments made consider a gender perspective | • To assess whether or not the project has (or aspects of the project have) contributed to the achievement of gender equality and the empowerment of women |
| KEY ACTIVITIES | • Assess the gender relevance of the project.<br>• Analyse the gender context of the project and identify the differentiated needs and roles of women and men with respect to the energy and/or climate change interventions of the project.<br>• Identify and consult women's groups, associations or stakeholders concerned with gender and energy/climate change issues on project design.<br>• Consider lessons learned from previous projects with gender dimensions.<br>• Differentiate between female and male beneficiaries and explain how each will benefit.<br>• Develop a gender mainstreamed log frame with key project components—objectives, outcomes, outputs—that promote gender equality and women's empowerment and include gender-specific targets and/or sex-disaggregated indicators that measure performance and impact.<br>• Create ToRs for project management and implementing staff that ensure equal opportunity for women and men, and where applicable, require skills/expertise in gender.<br>• Allocate sufficient financial resources for gender equality and women's empowerment activities in the energy/climate change-focused interventions of the project.<br>• Take into account any adverse impacts or risks, differentiated by sex, that may impede project implementation. | • Ensure adequate resources—human and financial—are in place for gender equality and empowerment activities to take place.<br>• Ensure management arrangements (e.g. composition of project management team, implementing partners, steering committee) promote gender balance.<br>• Recruit a gender specialist/expert or ensure at least one member of project management team is gender-sensitized.<br>• Engage with gender focal points in-country (e.g. women's groups, associations, NGOs) as project counterparts and/or as gender advisers.<br>• If the project is considered gender-relevant, conduct a more comprehensive gender analysis in the field and establish a baseline.<br>• Collect sex-disaggregated data to measure performance and impact of energy and/or climate change outputs of the project through a gender equality and empowerment lens.<br>• Monitor benefits, participation and feedback among women and men, and incorporate remedial action that promotes gender equality, as appropriate.<br>• Regularly report on how gender is mainstreamed and ensure mid-term reviews, assessments, audits, etc. include gender-specific components.<br>• Build capacity within the project and among stakeholders to ensure that gender equality initiatives in relation to energy/climate change are maintained after the project ends. | • Recruit a gender evaluation specialist/expert to be part of the evaluation team or ensure at least one member of the evaluation team is gender-sensitized.<br>• Integrate gender-specific evaluation questions and components in the ToRs of evaluation in line with the UNIDO Evaluation Group's Guide for integrating gender.<br>• Identify good practices and lessons learned on project outcome/outputs or activities that promote gender equality and/or women's empowerment.<br>• Ensure the evaluation report assesses gender mainstreaming results and impacts using both qualitative and quantitative data disaggregated by sex. |

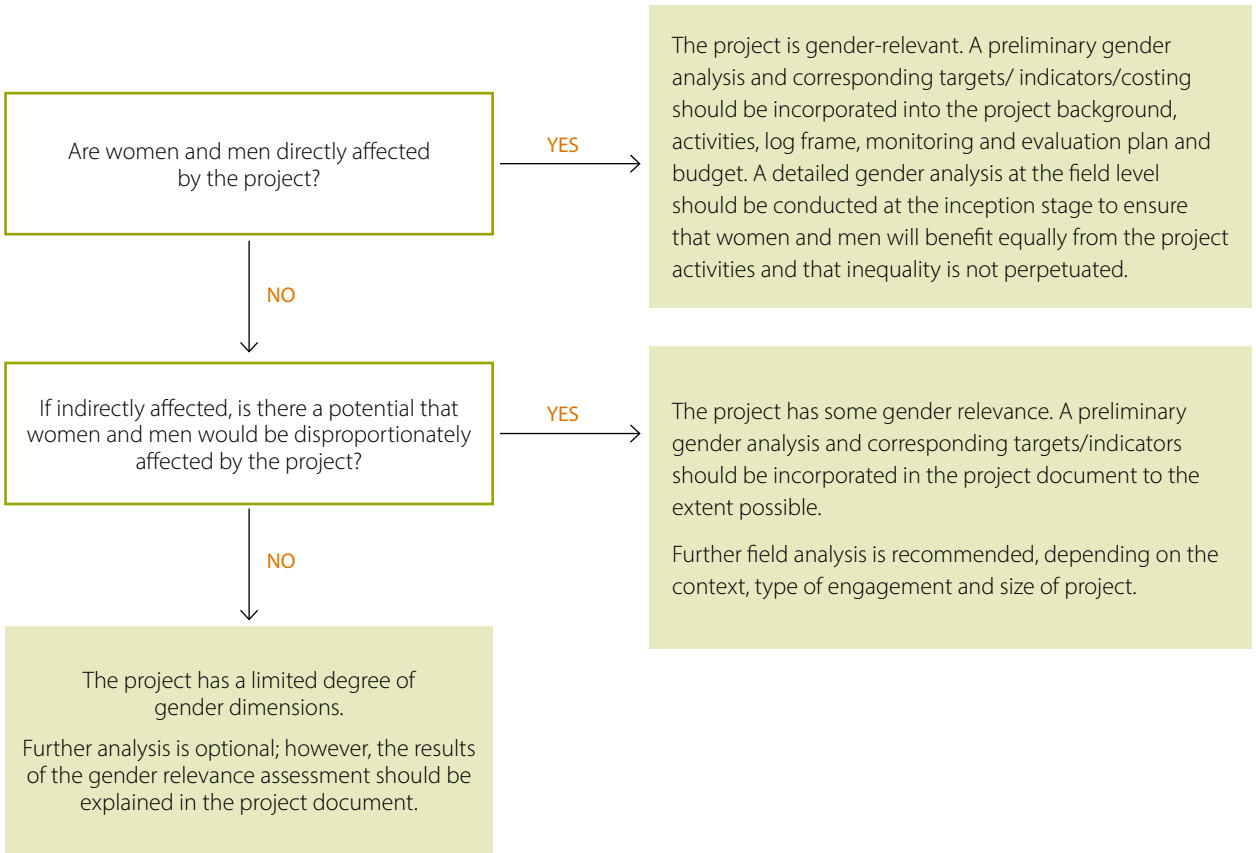
# 3. GENDER MAINSTREAMING IN PROJECT FORMULATION

Energy projects take place in specific social and economic contexts where the division of labour, decision-making power, access to education and other differentials between men and women are embedded. A gender analysis is essential to better understand the situation of women and men and their relations in a given context. The gender analysis will help determine the most effective strategies in a particular context that will support gender equality and the empowerment of women.

## Gender relevance

Depending on the type of intervention and scope of activities, the degree of relevance of gender dimensions may vary. Figure I provides a simple assessment on the gender relevance of a project. This diagram can also be found in annex I, Gender analysis tool. Once it has been determined that gender plays a role in the planned intervention, a gender perspective should be integrated into all phases of the project cycle.

### Figure I. Gender relevance assessment



## Gender analysis

A gender analysis examines the different roles, rights, needs and opportunities of women and men, boys and girls, and the relations between them in a given context. It is a practical tool that is used to inform policies and programmes, as well as to identify opportunities and entry points for promoting gender equality and women's economic empowerment in technical projects.

Once the gender relevance has been assessed and it has been determined that gender plays a role in the intervention, a gender analysis should be undertaken.

Ideally, a gender analysis would be undertaken by a gender expert who is knowledgeable about the regional and contextual background of the intervention. For examples on the specific tasks to be undertaken or qualifications for gender experts, please refer to annexes II and III, Terms of reference for gender expert for project design and project implementation.

If, however, resources are limited, a gender analysis can also be undertaken by project managers with the appropriate tools and guidance. One specific tool that provides an overview of key elements to consider in a gender analysis is the Gender analysis tool provided in annex I. Complementary to the Gender analysis tool, the following sections will provide more in-depth guidance on the collection and analysis of information, as well as general considerations for your gender analysis.

### *Collection of information*

Sex-disaggregated information (qualitative and quantitative data) may be collected on:

- The likely impact of your energy programme or project interventions, for instance, at the level of outputs on men and women;
- The participation of women and men in the labour market of the area considered, including division of labour (e.g. skilled vs. unskilled) and its value (e.g. remunerations, associated benefits). While statistical data will only provide the country-level situation, this information can then be compared with the division of labour that the project identifies and the remuneration, benefits, etc. within the intervention itself;
- The different perspectives, roles, needs, priorities and interests of women and men at the local level, i.e. the actual project locations and within the project context;
- The different levels of access to and control over resources, benefits and decision-making processes in the country and later within the project context;
- The social and cultural constraints, as well as opportunities (policy and legal framework) and entry points for reducing gender inequalities, including in project locations and during inception and/or implementation stages;
- Counterparts, partners and institutional capacity on gender responsiveness;
- Access to and control of assets, such as:
  - Financial (sources of income, savings, loans, etc.);
  - Natural (soil, water, forest, etc.);
  - Physical (house, land, workshop buildings, school, clinics, etc.);
  - Human (health, skills, education, knowledge, etc.);
  - Social (family links, support groups, social acceptance, etc.);
  - Productive (technology, land, value-adding inputs);
  - Political (political participation);
  - Training and information.

Potential sources of information useful for a gender analysis that are commonly available without dedicated data gathering include: energy access and end-use data, energy policy, legal and regulatory frameworks and budgets, policies and laws outside the energy sector but impacting energy sector activities (e.g. in the areas of industry, labour, etc.) and household survey information for poverty assessments, social assessments in other sectors and household energy surveys related to other energy sector projects.

Tools for information collection can include a literature review, focus groups, surveys, consultations, and community and social mapping. New gender analysis studies could be conducted or commissioned to address information gaps or to update existing information. In many countries, key gender issues, major energy issues and critical development issues have already been identified separately in national reports and workshops.

## *Analysis of information*

Collected data is analysed primarily to identify the potential of the project to affect the conditions and opportunities of women and men in general, as well as those at a disadvantage in particular. Key aspects to be considered are decision-making power, access to resources, knowledge, linkages to the market, risks to health and worsening of heavy workloads, among others.

Analysis of data from a gender perspective will also help to determine the following:

- Can men and women be addressed by the project in the same way without the risk of worsening existing gender gaps?
- What are the risks and consequences of mainstreaming gender (or not) in the project?
- Which project activities may be considered "gender-neutral" and which ones require specific action?
- Which aspects (e.g. access to training, mobility, workload, others) must be taken into account to establish project goals, indicators and activities that will promote gender equality?
- What supporting tools, expertise and/or alliances are necessary to meet gender equality goals in the project?

## *Gender analysis at the regional/country level*

A gender analysis should start at the regional/country level, addressing the national contexts that frame the energy project's area of intervention.

At the national level, the context analysis has many dimensions: social, economic, political, cultural and environmental. This analysis will determine the conditions, limitations and opportunities to implement the energy project while being aware of gender inequalities in place.

The following provides some key questions for context analysis at the regional/country level.

### GENDER ANALYSIS AT THE REGIONAL/COUNTRY LEVEL

**Guiding questions**

#### Policy framework analysis

- What are the legally binding international and regional human rights instruments, commitments and polices that have been signed by the country? (e.g. CEDAW; as a quick resource, refer to the universal human rights index: www.universalhumanrightsindex.org)
- Are there any government programmes relevant to the project that address gender inequalities?
- Are there any relevant gender indicators that are regularly monitored at the national level, e.g. by the National Bureau of Statistics or by an agency responsible for reporting on national development plans?

#### Political and empowerment framework analysis

- What is the percentage of seats that women and men have in parliament and in decision-making ministerial and regional posts, and particularly in the ministry/agency responsible for your project?
- What is the percentage of men/women in high-paying positions in the project sector?
- What is the percentage of women in professional, technical, managerial and administrative jobs in the country?
- Are there relevant civil society organizations or international agencies that work in the sector of intervention with a gender equality or women's empowerment perspective?

#### Labour-market framework analysis

- What is the division of labour between women and men in the country?
- What is the percentage of women in professional, technical, managerial and administrative jobs in the country?
- Are there gender gaps in income for equal work among women and men in the country?

#### Economic and financial framework analysis

- What is the percentage of women in relation to men who have access to land tenure and credit in the country?
- What is the availability of outreach programmes to women that target the provision of business development and/or financial services through government initiatives, private lenders and others in general, and relevant to the sectors/localities of the project?

Social and cultural framework analysis

- What are the social or cultural values, norms, attitudes and beliefs in relation to gender equality?
- Are there gaps in literacy levels between women and men (rural/urban)?
- What are the enrolment rates for primary, secondary and tertiary education?
- Are there gender gaps in access to health?
- What is the level of gender-based violence in the country?

Energy framework analysis

- What are the key country-level energy-related gender issues that the project must be aware of, and could possibly deal with?
- Are there policies on energy management related to the intervention? Are these policies gender-mainstreamed?

The data published by the United Nations is a good source of information for specific gender indicators at the national level. They include the Gender-related Development Index (GDI) and the Gender Empowerment Measure (GEM), which were introduced in 1995 in the Human Development Report published by the United Nations Development Programme (UNDP).[22] Other useful data include the Gender Inequality Index (GII), the Women's Economic Opportunity Index (WEOI) and the Global Gender Gap Index (GGI). There is also gender information at the country level in a database that collects human rights data at www.universalhumanrightsindex.org. Gender violence-related information at the country level may also be available at this website.

Additionally, in many countries, indicators are being nationalized and data is collected in relation to their national needs by national bureaus of statistics and ministries of labour and/or social affairs.

The regional/country context review will equip you with useful arguments to successfully discuss gender mainstreaming of your projects with counterparts and stakeholders.

[22] The GDI identifies gender gaps in life expectancy, education and incomes. The GEM is based on estimates of women's relative economic income, participations in high-paying positions with economic power and access to professional and parliamentary positions. It is indicative of the relative empowerment of women in a given country.

### *Gender analysis at the sectoral level*

It is crucial to have a good understanding of the differences between men and women to not only help understand and prioritize gender issues, but also to effectively identify the sector for intervention that will make the most sustainable impact.

There are considerable differences in availability of information by sector in relation to gender. Fields such as governance, environment and rural development may offer more information than sectors such as industry, transport and infrastructure.

Often, dispersed information is available in decentralized offices, municipal or district plans and even in documents produced by the private sector. When written information is not available, interviews with key informants, meetings and even workshops may be employed to gather information.

The following provides some key questions for context analysis at the sectoral level.

**GENDER ANALYSIS AT THE SECTORAL LEVEL**

**Guiding questions**

General framework analysis

- Are there sector policies supporting or causing gender inequalities?
- Is there a gender focal point in the counterpart ministry?
- What is the most common division of labour in the industry by gender? Are there wage gaps between women and men working in the sector of the project?
- How many small and medium enterprises are owned or managed by women in the sector?
- What are the barriers/challenges that reinforce gender inequalities? How might this affect different groups' ability to participate in energy project interventions?
- Are there any similar energy projects currently being implemented that address gender issues?
- Will women's workloads increase/decrease as a result of innovation and changes in technology? If their workload is decreased, will this involve loss of income?

## Integration of findings

The results of the gender analysis should be integrated into the project in a relevant and meaningful way. The following sections provide suggestions on how to mainstream gender into and throughout your project.

Moreover, please refer to annex I, Gender analysis tool, for a universal checklist on how to integrate gender dimensions into project design.

### *Mapping of potential partners and stakeholders*

One key way to integrate a gender perspective into your project is during stakeholder mapping.

Among the key stakeholders that could be involved throughout the process are gender focal points of the relevant national ministries (e.g. industry, labour, trade), industry associations, labour organizations, laboratories, universities, NGOs, civil society organizations, etc.

Additionally, if a strong gender imbalance exists among the project stakeholders, you may need to take measures to involve more of the underrepresented gender—be it men or women—and contribute to raising awareness among them. This is a question of accountability and credibility.

Some key questions to consider when mapping potential partners and stakeholders include:

- Do key stakeholders include individuals or groups with a gender perspective (e.g. ministries of women and/or social affairs, a committee or membership organization related to promoting gender equality, women's rights or the empowerment of women)?
- Is there a balanced gender representation among key stakeholders?
- Is there at least one stakeholder who has the necessary skills and expertise to provide gender mainstreaming inputs?
- Are stakeholders willing to seek women's participation during the implementation?

### *Gender considerations for project formulation*

To further identify entry points for integrating gender dimensions into your project, the following are gender considerations and questions that can assist you in the formulation of key components of your project (e.g. specific outcomes, outputs, activities, indicators). For examples of potential gender outcomes, outputs and indicators, please refer to table 2, ECC indicator framework for monitoring gender-related impacts.

In general, consider the following:

- How will women and men be targeted and reached?
- Are there any women's groups, associations or NGOs in the country that the project can partner with?
- Is the project responding to gender-differentiated patterns of division of labour, wage gaps, etc.?
- How will the activities and services of the project benefit women and men?
- Is the project likely to have adverse effects on women or men?
- How will the project affect relations between women and men?
- How will the project ensure women and men have equal access to the opportunities and services that the energy project provides?
- How can the project ensure and enhance women's participation in the activities or services provided by the project?

#### QUESTIONS SPECIFIC TO ENERGY ACCESS

- Does the project address energy service needs of both women and men?
- Does the project consider women's time burdens due to childcare, long distances and domestic responsibilities; social and cultural norms, etc., which might affect their ability to attend training sessions on energy services?
- Does the project provide power to key "social" infrastructure (e.g. water distribution, public lighting, training and health centres)?
- Is there room for the project to relieve women's and men's workloads in their specific productive/processing roles through energy-facilitated technologies?
- How could the project address the fact that female-headed households might not be able to pay for initial connection costs and the purchase of appliances that could be used for income generation?
- Is there room for the project to address women's barriers to credit and to provide financing mechanisms for adoption of energy technologies and fuels?

- Does the project assess market outreach and financial services for gender balance and potential banking alternatives (mobile banking, women's funds/group lending)?
- How can women's awareness of rights, entitlements and opportunities be raised?
- How can women's leadership and participation in energy decision-making be promoted?
- In off-grid locations, are women included in training on maintenance and development of energy services?
- In large-scale energy infrastructure projects, does the project address the fact that displacement, resettlement, loss of livelihood and job creation triggered by the project can be unequal between men and women?
- Does the project train women in jobs related to construction and operation in order to improve local income generation related to large-scale energy infrastructure?
- Does the project design consider women as a homogeneous group or does it also take into account economic, ethnic and cultural differentiations in order to favour those who need it most?

### QUESTIONS SPECIFIC TO RENEWABLE ENERGY

- How can the project facilitate the establishment of women's sustainable local enterprises (e.g. biogas production, PV distribution enterprises, others)?
- What objectives and activities take into consideration women's disadvantages, if any, in education, access to credit, land tenure, lack of experience in energy businesses, difficulties in connecting to the markets, etc.?
- Does the project contribute to the education, training and professional development of women?
- How could the project address the fact that women traditionally have less access to information about new forms of energy?
- How could the project address intra-household power relations that might prevent women from benefiting from or purchasing the energy services provided?
- Does the project design ensure that information and training on renewable energy technologies targets both women and men?
- Is there room for women and men to functionally upgrade their traditional roles, for example, in export, marketing, new forms of organization in cooperatives or self-help groups?
- In which activities can women's leadership in renewable energy be promoted and how?
- Is there any risk of women or men refraining from utilizing available renewable energy sources for productive uses?
- Does the project design include women's empowerment indicators (e.g. increased income for women from renewable energy enterprises)?
- Which activities address non-traditional roles of women, such as marketing and promotion of women in STEM (science, technology, engineering and mathematics) fields of education?

### QUESTIONS SPECIFIC TO ENERGY EFFICIENCY

- How can the project ensure that women are involved in the technology design process?
- Have both women's and men's views about technology options and design features been taken into account?
- Does the project include women in household-level training for energy efficiency? Does the project also include women-owned or managed small and medium enterprises for energy efficiency interventions? If not, why?
- How can the project address the fact that lack of awareness can prevent women and men from adopting new energy-saving technology and efficiency options?
- To what extent does the project address the fact that women and men have different access to finance for improved technology options?
- Does the project consider women's and men's different roles in decision-making—from purchasing power to end-user adoption?
- Is there room for promoting consumer energy-efficiency awareness by, for example, mobilizing women's groups and social compacts?
- Does the project promote engagement of utilities with communities, specifically including women in demand-side management programmes?
- Does the project design make clear its commitment to contributing to gender equality (e.g. in the objectives, specific outputs and indicators)?

### *Monitoring and evaluation plan*

Central to a gender-responsive monitoring and evaluation plan is the identification and inclusion of women-specific targets and sex-disaggregated performance indicators.

Women-specific targets and gender-responsive indicators are useful tools to track progress and impact of the gender results over time of a particular intervention.

It is important to note that gender-responsive indicators should not be superficial, but rather should add value and give information about the underlying questions of the project; that is, whether conditions for women and men are really changing in terms of economic or political power, social status, energy and food security, etc. Therefore, it is good practice to review all indicators of the project (from development objective to output/activity levels) and to identify whether each indicator lends itself to sex-disaggregation. Reviewing what the indicator aims to measure, both for women and men, is also useful.

Gender-responsive indicators should identify whether the situation has changed and how or whether the project has contributed to gender equality or has perpetuated or even increased existing inequalities.

Such indicators can be formulated to be quantitative (e.g. monitoring sex-disaggregated data by level of poverty or participation) or qualitative (e.g. monitoring changes in attitude, perception or levels of empowerment).

The following matrix (table 2) provides suggested indicators for specific interventions undertaken by the Energy and Climate Change Branch (ECC).

## Table 2. Energy and climate change indicator framework for monitoring gender-related impacts

| Type of intervention | ECC outputs and activities | Possible GEEW outputs | Possible GEEW indicators | Indicative GEEW outcomes |
|---|---|---|---|---|
| POLICY FORMULATION | • Supporting development of sustainable energy policies and regulatory frameworks for industry | • Associations and networks focusing on gender equality and women's empowerment are included in policy consultations<br>• Impact assessments of possible gender-differentiated outcomes of policy options are undertaken<br>• Policymakers receive appropriate training on gender implications of sustainable energy polices and regulatory frameworks<br>• Sex-disaggregated and gender-relevant data is collected (e.g. data related to access to and control over resources, energy use patterns, division of labour in the energy sector, and impacts of energy development) | • Percentage of women and men in policymaking organs/structures<br>• Percentage of policy decisions in which associations focusing on gender equality and women's empowerment have been consulted<br>• Number of impact assessments<br>• Number of gender-specific recommendations for mitigating impact of policy decisions on women<br>• Number of gender-specific targets included in energy policy | • Women's participation and leadership in energy governance is promoted<br>• An increased number of women participate in decision-making processes and structures<br>• Policies recognize women and men as key users of energy services and enable them to benefit equally from access to modern energy services and energy efficiency technologies<br>• Women have improved access to sustainable energy for productive uses<br>• Environment is created that enables women and men to benefit equally from modern energy services and technologies, including RETs and EE measures |
| AWARENESS-RAISING AND CAPACITY-BUILDING | • Awareness-raising of RE and EE potentials and benefits | • All stakeholders are gender-sensitized and aware of the benefits (especially economic benefits) of gender mainstreaming<br>• Associations and networks focusing on gender equality and women's empowerment are included in awareness-raising workshops | • Percentage of women and men participants at workshops<br>• Percentage of time dedicated to gender aspects of RE and EE potentials and benefits for each awareness-raising effort<br>• Number of events that include dedicated gender sessions | • Sustainable energy interventions have greater impact as women and men equally contribute to and benefit from implemented activities and outputs |
| | • Support in development and provision of professionally recognized engineering programmes and vocational higher-education institutions | • A national campaign promotes and favours enrolment of girls and young women in STEM fields<br>• An education initiative (e.g. fellowship/scholarship) supports girls and young women who pursue higher education in STEM fields<br>• Partnerships with energy institutions to establish management-level career tracks for girls and young women<br>• Energy related mentorship-networks and programmes focusing on gender equality and women's empowerment are created | • Percentage of girls and young women and boys/young men enrolled in STEM educational programmes<br>• Percentage of women and men professionals, engineers, technicians in targeted sectors<br>• Percentage of women- and men-owned businesses newly engaged in RE and EE | • Women's leadership in energy institutions is more prominent<br>• Women have more technical expertise and experience in sustainable energy issues |

| | | | | |
|---|---|---|---|---|
| | • Development of training materials and conducting training sessions<br>  - RE: RETs, RE standards, sustainability measure for biofuels, environmental impacts of RETs, etc.<br>  - EE: Energy systems optimization, ISO 50001 (lead auditor programmes), EnMS<br>• Financing mechanisms and risk mitigation | • Training opportunities are available for women with specific incentives and facilities<br>• Training materials are developed to sensitize trainers and trainees on gender dimensions of respective RE/EE measures<br>• All stakeholders are trained on the associated gender implications and opportunities of sustainable energy | • Percentage of women and men participants at training sessions<br>• Number of workshops that include dedicated gender sessions<br>• Percentage of women and men professionals, engineers, technicians for targeted sectors<br>• Percentage of technical interventions with high GEEW impact potential | • An increased number of women engage and lead discussions on sustainable energy solutions<br>• Sustainable energy interventions have greater impact as women and men equally contribute to and benefit from implemented activities and outputs |
| TECHNOLOGY DEMONSTRATION AND TRANSFER | • Demonstration of RE/EE potentials<br>• Construction and operation of pilot facilities employing renewable energy technology<br>• Implementation of EE measures<br>• Facilitation of technology transfer, including South-South cooperation<br>• Localization of EE/RE technologies and introduction to the local market | • Impact assessments of possible gender outcomes of RE/EE potentials are undertaken<br>• Dialogues are facilitated among key stakeholders from government, civil society, private sector and community leaders to discuss gender implications of the demonstration/technology transfer<br>• Operational plan of pilot facilities and management systems includes compulsory gender training and specific conditions for technical training opportunities for women | • Number of impact assessments<br>• Number gender-relevant dialogues facilitated<br>• Percentage of women and men trained on new technologies<br>• Percentage of women and men working in pilot facilities<br>• Number of new/improved technologies for women in sustainable energy | • An increased number of women lead sustainable development solutions in local communities<br>• Sustainable energy interventions have greater impact as women and men equally contribute to and benefit from implemented activities and outputs<br>• Environment is created that enables women and men to benefit equally from modern energy services and technologies including RETs and EE measures<br>• Gender-based drudgery decreased in the workplace through RE/EE technology improvements |

*Abbreviations:*

| | | | |
|---|---|---|---|
| GEEW | gender equality and the empowerment of women | RE | renewable energy |
| EE | energy efficiency | RET | renewable energy technology |
| EGMs | expert group meetings | R&D | research and development |
| EnMS | energy management standards | | |

| Type of intervention | ECC outputs and activities | Possible GEEW outputs | Possible GEEW indicators | Indicative GEEW outcomes |
|---|---|---|---|---|
| INVESTMENT PROMOTION AND ENTREPRENEUR-SHIP DEVELOP-MENT | • Support development of sustainable energy technologies including RETs and EE measures (innovation, R&D) | • Sex-disaggregated and gender-relevant data is collected on benefits and impacts of innovations/developments of energy technologies (e.g. assess how women's and men's time and labour burdens are impacted by innovations/developments) | • Number of gender-specific recommendations concluded from research | |
| | • Training on business skills<br>• Financial analysis of new business models employing RE/EE measures<br>• Mentoring of start-up entrepreneurs and SMEs, including through business clinics | • Training opportunities are available for women with specific incentives and facilities<br>• Clear and functional technical guidelines are developed to facilitate gender mainstreaming in their business models<br>• RE/EE needs of women and men explicitly considered in investment promotion and entrepreneurship development<br>• Networks and mentorship programmes for start-up entrepreneurs and SMEs including a focus on gender equality and women's empowerment are established | • Number of new enterprises owned and/or managed by women<br>• Percentage of women-owned and men-owned business newly engaged in RE and EE<br>• Number of additional jobs for women and men in sustainable energy sector<br>• Income increase for women and men in targeted industries<br>• Number of new/improved sustainable energy technologies for women and men<br>• Number of women and men with access to sustainable energy technologies | • Women and men are equally empowered to become energy entrepreneurs<br>• Gender-based drudgery decreased in the work-place through RE/EE business-start ups<br>• Women and men are equally empowered to engage in income generating activities<br>• Increased participation of women in green industry jobs |
| | • Support in the development of bankable RE/EE project proposals and business models<br>• Resource assessment of renewable energy potentials and identification of appropriate technologies<br>• Development of portfolio of potential projects and sites, and matchmaking with potential investors | • Resource assessment should include a gender dimension where possible (e.g. assessment of access to and control of RE potentials)<br>• Partnerships with potential investors to support projects with high GEEW impact potential | • Number of gender-specific recommendations included in assessments<br>• Number of new enterprises owned and/or managed by women and men using sustainable energy<br>• Number of additional jobs for women and men in sustainable energy<br>• Income increase for women and men in targeted industries<br>• Number of new/improved technologies for women and men in sustainable energy<br>• Number of new ventures with high GEEW impact potential created | • Women and men are equally empowered to become energy entrepreneurs<br>• Gender-based drudgery decreased in the workplace through RE/EE business-start ups<br>• Women and men are equally empowered to engage in income generating activities<br>• Increased participation of women in green industry jobs |
| | • Business networks established among RE/EE service providers and among target industries | • Energy-related networks focusing on gender equality and women's empowerment are established, including linkages to international forums | • Number of new networks with high GEEW impact potential established<br>• Number of women and men speakers at national and international industry events | • Increased number of women engage and lead discussions on sustainable energy solutions<br>• Sustainable energy interventions have greater impact as women and men equally contribute to and benefit from implemented activities and outputs<br>• Women have more technical expertise and experience on sustainable energy issues |

| | | | | |
|---|---|---|---|---|
| GLOBAL FORUM | • Organization of conferences/EGMs to raise awareness, promote partnerships and disseminate information | • All stakeholders are gender-sensitized and are aware of the benefits of gender mainstreaming<br>• Associations and networks focusing on gender equality and women's empowerment participate in conferences and EGMs | • Percentage of women and men participants at the conferences and EGMs<br>• Percentage of women and men professionals, engineers, technicians for targeted sectors<br>• Percentage of women-owned and man-owned business newly engage in RE and EE<br>• Number of women and men speakers | • Visibility of gender-specific needs and priorities as related to sustainable energy is increased<br>• Increased number of women engage and lead discussions on sustainable energy solutions<br>• Sustainable energy interventions have greater impact as women and men equally contribute to and benefit from implemented activities and outputs |
| | • Network of partner institutions and regional economic communities, including assistance in the establishment and operation of regional sustainable energy centres (e.g. ECOWAS Centre for Renewable Energy and Energy Efficiency) | • A national/regional strategy is developed on achievement of GEEW goals<br>• A steering committee is established whose specific focus is to mainstream gender in the establishment and operation of regional sustainable energy centres | • Percentage of GEEW goals integrated in overall implementation of sustainable energy centres<br>• Percentage of regional sustainable energy centres that employ a gender-responsive approach to management and operations | • Sustainable energy interventions have greater impact as women and men equally contribute to and benefit from implemented activities and outputs |
| | • Publications of lessons learned, best practices, research findings and knowledge management initiatives, including online platforms, are developed | • Publications focusing on gender dimensions of sustainable energy developed and widely disseminated<br>• Business case and evidence-based case studies prepared<br>• Gender is mainstreamed in any knowledge material developed<br>• Online platforms include gender-relevant content where appropriate<br>• Research and sex-disaggregated, gender-relevant data is collected (e.g. data related to access to and control over resources, energy use patterns, division of labour in the energy sector and impacts of energy development) | • Number of specific knowledge material developed on gender<br>• Number of gender references in information/knowledge material produced<br>• Number of online platforms developed disseminating gender-relevant information | • Visibility of gender-specific needs and priorities as related to sustainable energy is increased<br>• An increased number of women engage and lead discussions on sustainable energy solutions<br>• Sustainable energy interventions have greater impact as women and men equally contribute to and benefit from implemented activities and outputs |

*Abbreviations:*

| | | | |
|---|---|---|---|
| GEEW | gender equality and the empowerment of women | RE | renewable energy |
| EE | energy efficiency | RET | renewable energy technology |
| EGMs | expert group meetings | R&D | research and development |
| EnMS | energy management standards | | |

### *Risk assessment*

Among the risk factors identified during the project design, it is important to identify those related to outputs concerned fully or partially with gender equality and women's empowerment. A risk assessment will show how the energy project will be influenced by a variety of factors outside the control of the project manager, such as socio-economic and environmental factors, the operation and functioning of institutions, legal systems and sociocultural practices (e.g. discriminatory attitudes, domestic responsibilities, etc.), as well as output-level risks that directly relate to the project design. It is equally important to be aware of the potential consequences of empowering women or changing the existing gender balance (e.g. increase in gender-based violence).

Risks are specific to the context of each project and the following questions can help to identify risks related to gender during project formulation.

#### RISK ASSESSMENT

**Guiding questions**

- Is there a possibility that the project can reduce women's access to or control of resources and benefits?
- Is there a possibility that the project can adversely affect the situation of women or men (e.g. potential increased burden on women or social isolation of men)?
- What factors may influence women's or men's ability to participate in the energy project's activities (such as lack of time, missing transport, lower educational levels, discriminatory approaches, etc.)? Can changing the project design eliminate these risks? What are the mitigating measures and have these been incorporated as activities into the project?
- What social, legal and cultural obstacles could prevent women from participating in and benefiting from the energy project? Can changing the project design eliminate these risks? What are the mitigating measures and have these been incorporated as activities into the project?
- Will women's workload increase/decrease as a result of innovation and changes in technology? If their workload is decreased, will this involve loss of income?

### *Gender-responsive budgeting*

Gender-responsive budgeting helps to ensure gender equality in outputs and programmes by incorporating a gender perspective into the regular budgetary process. It seeks to address possible differences in roles, contributions and needs for women and men through the allocation of an adequate budget for the relevant project activities under the appropriate output. Gender-responsive budgeting will involve a gender budget analysis to identify the different impacts of expenditures on men and women and the potential need for re-allocation of expenditure to ensure fair and equitable distribution of benefits to both sexes. Ultimately, there should be a gender-sensitive allocation of resources.

Budget and resources for a gender expert, fieldwork, workshops, gender training for staff, possible new activities identified through gender mainstreaming and activities related to mitigating risks that may adversely impact women will need to be taken into consideration in the overall budget of the energy project and not in a separate "gender budget". Once again, an initial gender analysis is therefore vital for determining priorities.

The proportion of your budget dedicated to gender-specific activities will depend on the energy project objectives, target group, design and outcomes. The first priority should lie with integrating gender dimensions into project design. If that is done well, a specific budget for "gender activities" may not even be necessary.

#### GENDER-RESPONSIVE BUDGETING

**Guiding questions**

- Does the distribution of programme funds reflect the level of commitment to gender-related goals?
- Are there sufficient funds to achieve the expected results that support gender equality?
- Are there sufficient funds to include women's and men's differentiated needs and consider them in all activities?

# 4. GENDER MAINSTREAMING IN PROJECT IMPLEMENTATION

In the case of an existing energy project that is already in the implementation stage, a good starting point for gender mainstreaming would be to review the gender questions and considerations specific to the type of intervention provided by the ECC Branch (e.g. energy access, energy efficiency and renewable energy) in the "Gender mainstreaming in project formulation" section to identify what entry points and opportunities to integrate gender dimensions into the project remain.

For projects that are just beginning to be implemented, the selection of the implementation team and key stakeholders is an essential first step.

## Selection of the implementation team

In general, women tend to be underrepresented in energy projects at all levels. When building the project management team, think about having a gender-balanced team at different staff levels. You could promote an increased gender balance by:

- Specifically encouraging women to apply for positions in job advertisements;
- Advertising positions in places where women are more likely to see the advertisement, as well as using women's networks (e.g. women's associations);
- Offering family-friendly working conditions.

To ensure that a gender perspective is integrated into the implementation of the project, consider hiring a gender expert to be part of the project implementation team. For continuity, this could be the gender expert who conducted the gender analysis at the onset of the project. In the implementation phase, the gender expert would undertake the data collection and monitoring of the project's gender dimensions.

If resources are limited, there are several ways to ensure that the project implementation team is gender-responsive. One way would be to include gender responsiveness as a criterion for selection of team members. You should also include gender-responsive activities in the terms of reference (ToR) of the implementation team (e.g. undertake a gender analysis, monitor and report disaggregated figures).

It is important to note that female staff are not necessarily gender-sensitive or knowledgeable about gender work, so building the whole team's knowledge may still be necessary. To this end, it would be advisable to have an orientation workshop with local staff to sensitize them on gender issues in the context of the project, as well as to inform them on how specific components of the project will address those issues. During the workshop, one could carry out a preliminary assessment of staff gender perceptions, including the challenges and opportunities seen by staff in mainstreaming gender in the project.

In any situation, it would be advisable to think about building the capacity of the international and national industrial experts on gender mainstreaming to ensure that gender equality activities are maintained after the conclusion of the project.

## Working with stakeholders

It is imperative that counterparts and energy project stakeholders are made aware and informed about gender inequality issues and UNIDO's commitment to addressing them. This means assessing and creating gender awareness among potential partners, such as civil society groups, government institutions and private-sector institutions.

The following are guiding questions to briefly assess partners. These questions can also be posed in focus groups or individually, collecting information from women and men separately.

### ASSESSMENT OF GENDER POLICY, ATTITUDES AND AWARENESS AMONG PARTNERS

- **Does the partner organization have a policy or strategy for gender equality?**
- **What are the roles among women and men within the partner organization?**
- **Do women and men equally participate at decision-making levels at the partner organization?**
- **Are partners aware of gender inequalities among beneficiaries?**
- **What are their views on such gender inequalities?**
- **Which population groups are generally served by the partner organization?**

# 5. GENDER MAINSTREAMING IN PROJECT MONITORING AND EVALUATION

Project monitoring and evaluation (M&E) is central to ensuring that a gender perspective is fully integrated into all phases of the project and that gender results are collected and monitored.

A baseline, including targets and benchmarks, should be identified at the design stage in order to effectively monitor and evaluate the impact of the project on men and women. The logical framework of the project should show these baselines.

The M&E system should collect and report sex-disaggregated information on all project components where possible and relevant.

Essential to establishing and maintain a gender-responsive M&E system is a commitment at the decision-making level and a shared responsibility among all project team members, including partners and beneficiaries of the project, on the relevance and importance of gathering data to monitor gender results.

## Monitoring gender results

The monitoring process can be made more gender-responsive by including a gender expert in the implementation team or by making sure that the implementing partners are gender-sensitized so that data on women and men are effectively collected and monitored.

Monitoring can be the direct responsibility of project staff compensated through the UNIDO budget.

However, a more strategic approach would be to allow for the monitoring function to be the shared responsibility of partners and women and men of the beneficiary groups, in cooperation with UNIDO. This can serve to build capacity among partners and beneficiaries, as well as strengthen the sustainability of the project.

Gender-sensitive indicators and gender results should be regularly assessed and reported on in progress reports. Part of monitoring and evaluation includes the systematization of good practices.

## Evaluating gender results

As with monitoring, the evaluation process can be made more gender-responsive by including a gender expert as part of the evaluation team or by making sure that the evaluator's terms of reference specify the need for some gender expertise.

The explicit gender dimension of the project's goals, objectives and outputs will be a good reference point to evaluate progress. To this end, gender-specific evaluation questions should be identified and integrated into the terms of reference of the project's evaluation in line with the UNIDO Evaluation Group's guidelines on integrating gender into evaluations. Moreover, it would be beneficial to integrate an evaluation component that identifies good practices and lessons learned from the intervention with regard to gender equality and the empowerment of women. For more detailed information, please refer to annex IV, Guide for integrating gender into evaluations of UNIDO projects and programmes.

Even if the project doesn't address explicit gender issues, it still could be evaluated against gender criteria. This is because gender awareness can be implicit in the decision-making that went into project planning and implementation (e.g. "soft issues" such as gender or beneficiary participation can be subsumed in projects).

Take into account the following pointers of gender-blind and gender-responsive evaluations:[23]

[23] International Service for National Agricultural Research (ISNAR), 2001. Available at: www.fao.org/sd/dim_pe1/pe1_040702_en.htm

A gender-blind evaluation:

- Pays no attention to gender policy or national development plans;
- Uses "neutral" indicators regardless of sector;
- Does not use mix of skills in evaluation team/does not seek expert advice/does not require specific tools to address gender concerns in reported evaluation mission reports;
- Disregards relationships between gender and poverty or gender and environment.

A gender-responsive evaluation:

- Makes explicit the action(s) on gender dimensions of project goals/objectives;
- Makes explicit the gender policy used in support of analysis;
- Uses sex-disaggregated data and gender-sensitive indicators;
- Indicates the management team's hard/soft sides;
- Includes the participation of beneficiaries and specialists in evaluation;
- Makes clear the mechanism for gender analysis.

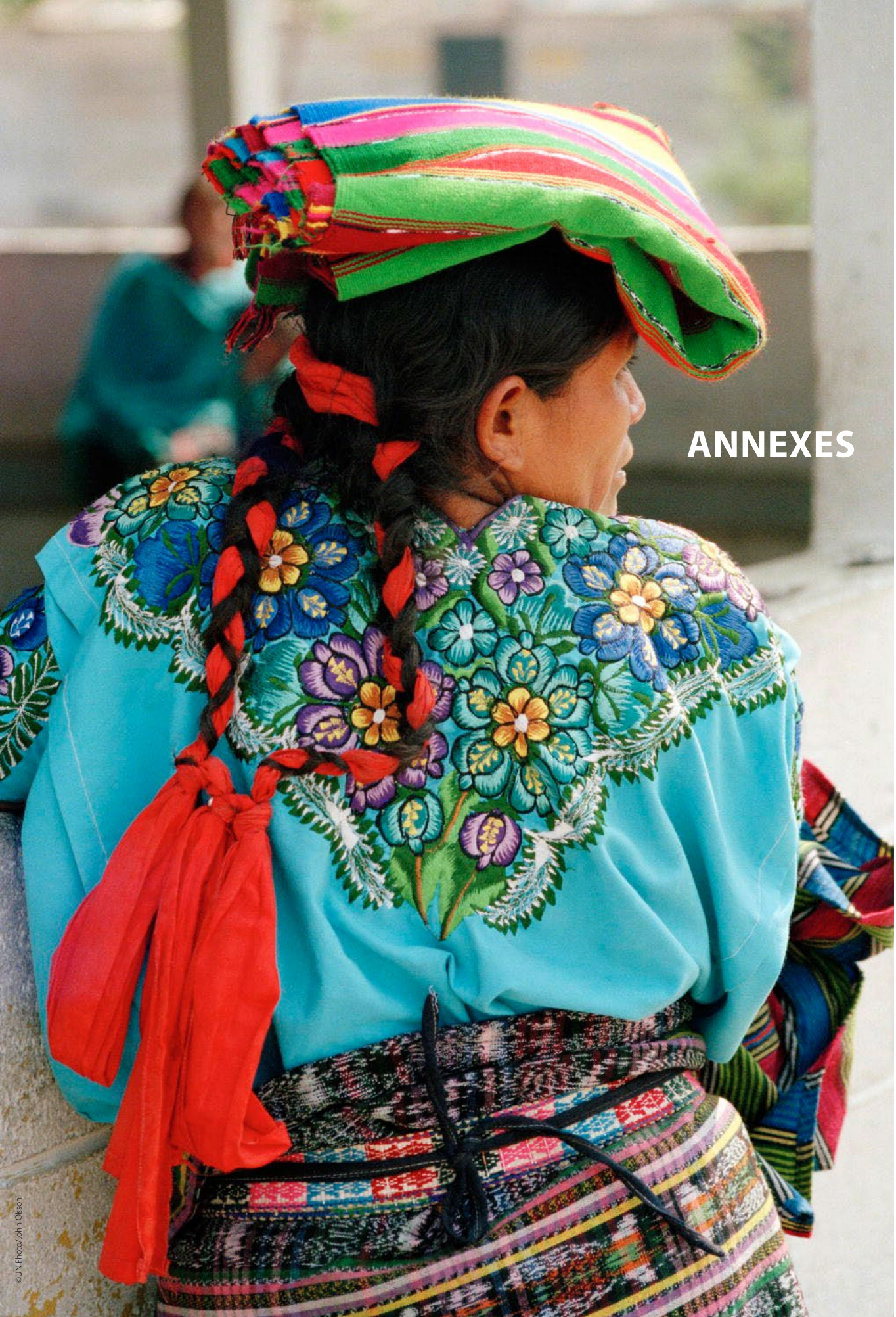
## Communicating gender results

Disseminating gender results in a way that is understandable and useful for different stakeholders is one of the main challenges for gender mainstreaming. Usually, there is a general information gap and lack of understanding among partners on:

- The situation in the field from a gender perspective;
- Government or organizational mandates for gender equality;
- Policies and programmes targeting gender equality;
- Efforts of stakeholders and other actors in promoting gender equality;
- Commitments of stakeholders to contributing to gender equality;
- Good practices in women's empowerment and gender equality as experienced by the partners or by others in areas related to the project.

Gender results should be integrated into the regular means of communication (e.g. newsletters, reports, website) to promote information sharing and contribute to awareness-building and advocacy efforts. Alongside this, it would be beneficial to consider communicating gender results in specific reports developed to highlight the gender dimensions of the intervention. Other possible means to communicate information on gender issues and results are through workshops, posters, flyers or the dissemination of case studies and success stories.

It is important for the communication team to be aware of bridging the information gap to suit the different types of stakeholders (e.g. donors, policymakers, entrepreneurs, project staff, etc.) through using channels adapted to their specific needs and realities, as well as adopting gender-sensitive language. In order to ensure this, job descriptions of project experts and staff, including for communications, should specifically include gender-responsive and gender-sensitive communication materials production and delivery.



# ANNEXES

©UN Photo/John Olsson

# ANNEX I. GENDER ANALYSIS TOOL

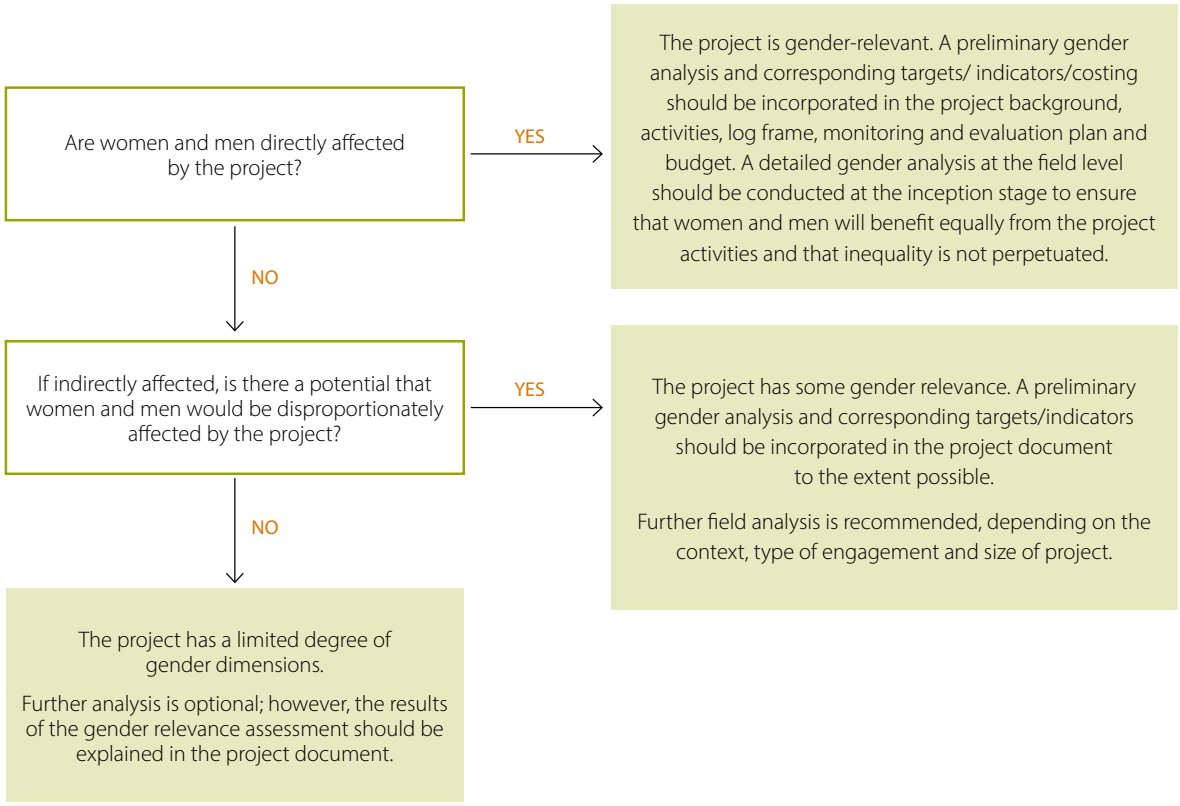
A gender analysis examines the different roles, rights, needs and opportunities of women and men, boys and girls and the relations between them in a given context. It is a practical tool that is used to inform policies and programmes, as well as to identify opportunities and entry points for promoting gender equality and women's economic empowerment in technical projects.

## Step 1.

### Assess the gender relevance of the project

In principle, all projects dealing with people can undergo a gender analysis. However, due to UNIDO's scope of technical projects, gender relevance may vary from project to project. To ensure there is value added in conducting a gender analysis, a gender relevance assessment should first be undertaken.

**GENDER RELEVANCE ASSESSMENT**



## Step 2.

### Develop questions to conduct the gender analysis

The key to a gender analysis is developing specific questions relevant to your project. The following are examples of key questions to consider in your analysis. Be sure to specifically tailor these questions to the context of your project.

**GENDER ANALYSIS QUESTIONS**

| | |
|---|---|
| What is the context? | What is the legal status of women in the country of intervention? What are the gender norms and values? What are the training and education levels among women and men?<br>What are commonly held beliefs, perceptions and stereotypes relating to gender? |
| Who does what? | What is the division of labour among women and men? What is the situation of women and men in the specific sector of intervention? What is the participation between women and men in the formal/informal economy? Who manages the household? Who participates in the care of children and of the elderly? |
| Who has what? | Do women and men have equal access to resources, including finance, technologies, information and services? Who has control over these resources? Do women and men equally benefit from these resources? |
| Who decides? | Who participates in the decision-making in the household? Are the bargaining positions of women and men different? Are women involved in making economic decisions? Is there equal participation of women and men in the political sphere? Who has political influence? |
| Who benefits? | Where are the opportunities or entry points to ensure equal participation and benefits? Does the project address the different needs and priorities of women and men? Will the services and technologies provided by the project be available and accessible to both women and men? |

## Step 3.

### Use the information to mainstream gender into project design

In principle, the information gathered from the gender analysis should be considered in all stages of your project cycle: design, formulation, implementation, and monitoring and evaluation.

However, this section will specifically look at project design and how to integrate gender dimensions that can contribute towards strengthened and more sustainable results for the project. Remember, the information gathered from the gender analysis should be integrated in a way that makes sense and adds value to your project.

#### GENDER MAINSTREAMING CHECKLIST FOR PROJECT DESIGN

- ☑ Identify and address the different needs of women and men.
- ☑ Integrate gender into project components (objectives, outcomes, outputs) and reflect this in the log frame.
- ☑ Develop gender-specific targets and/or sex-disaggregated indicators that measure performance and impact.
- ☑ Identify and consult with women's groups, associations or stakeholders concerned with gender issues.
- ☑ Allocate sufficient financial resources for activities that promote gender equality and the empowerment of women.
- ☑ Identify any gender-related risks or adverse impacts and provide measures to avoid or minimize them.

# ANNEX II. TERMS OF REFERENCE FOR GENDER EXPERT FOR PROJECT DESIGN

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

**TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)**

| | |
|---|---|
| Title: | Gender Expert for Project Design* |
| Main duty station and location: | |
| Mission/s to: | |
| Start of contract (EOD): | |
| End of contract (COB): | |
| Number of working days: | |

## ORGANIZATIONAL CONTEXT

UNIDO is a specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. The Organization pursues the programmatic goals of gender equality and the empowerment of women both collectively within the United Nations system and individually with its mandate to advance the well-being of women and men in all countries through inclusive and sustainable industrial development. UNIDO is committed to integrating a gender perspective in all its policies, programmes, projects and organizational practices.

## PROJECT CONTEXT

Briefly provide the context of the project.

* As a first step to identifying gender experts, contact the following: UNIDO human resources and gender team; UN agencies or NGOs focused on women, women's groups or associations in the region of intervention.

## DUTIES

Within the duration of the assignment, the Gender Expert is expected to undertake a gender analysis in order to effectively mainstream gender into the design and formulation of the project. Specifically, under the direct supervision and guidance of the project manager and in close collaboration with industry/sector experts, the Gender Expert will assume the tasks shown in the table below.

| Duties | Concrete/measurable outputs | Expected duration | Location |
|---|---|---|---|
| • Review relevant UNIDO documents on the requirements for gender mainstreaming, including UNIDO's Policy on Gender Equality and the Empowerment of Women (2009) and UNIDO's Guide to Gender Mainstreaming in ECC Projects (2014).<br>• Conduct a detailed gender analysis as guided by UNIDO's Guide to Gender Mainstreaming in ECC Projects, particularly emphasizing access to energy services and use of energy services, gender division of labour, control of energy sources and technologies, women's and men's energy needs and preferences, and opportunities for and constraints on women's participation. | • In-depth gender analysis is conducted | 10+ days | Field-based |
| • Assess and identify potential gender-differentiated impacts of the project. | • Impacts and risks are identified | | |
| • Collect sex-disaggregated baseline data that could be used to monitor potential gender impacts. | • Baseline is established | | |
| • Identify government agencies, NGOs, community-based organizations and women's associations or groups whose work focuses on gender and energy or climate change that can be utilized during project preparation and implementation. Assess their capacity. | • Relevant government agencies, NGOs, community-based organizations and women's associations or groups in-country are identified and consulted | | |
| • Based on gender analysis, develop a plan of action that identifies opportunities and entry points for mainstreaming gender into the project. The plan of action for gender mainstreaming should mirror the project's log frame and include the development of gender-specific project components, gender-responsive targets and indicators, timelines, assigned responsibilities and implementation arrangements.<br>• Provide cost estimates for the implementation of the plan of action for gender mainstreaming. | • Plan of action for gender mainstreaming is developed and costs for implementation are estimated | 5 days | Home-based |
| • Integrate relevant gender components from the plan of action for gender mainstreaming in the project document, including cost estimates for its implementation. | • Project document is gender-mainstreamed | | |
| • Prepare terms of reference for gender specialist to implement the gender-responsive components of the project. | • ToR for gender specialist for project implementation is finalized | | |

## REQUIRED COMPETENCIES

**Core values**

1. Integrity
2. Professionalism
3. Respect for diversity

**Core competencies**

1. Results orientation and accountability
2. Planning and organizing
3. Team orientation

**Managerial competencies (as applicable)**

1. Strategy and direction
2. Judgement and decision-making

## MINIMUM ORGANIZATIONAL REQUIREMENTS

### Education

The Gender Expert should have a postgraduate university degree in Social or Natural Sciences or other relevant discipline, preferably with a specialization in gender, project cycle management and/or energy.

### Technical and functional experience

The Gender Expert should have:

- A minimum of five years practical experience in the field of gender equality and gender mainstreaming;
- Formal training in gender analysis and gender planning and demonstrated expertise in mainstreaming gender in projects and programmes, especially in the energy sector, including renewable energy systems and/or industrial energy efficiency;
- Thorough understanding of the gender context in [country], and experience working with government institutions and international or non-governmental organizations supporting gender and development work in the energy sector;
- Familiarity with gender analysis tools and methodologies in the energy sector;
- Strong communication skills, and ability to liaise with various stakeholders, including government officials.

### Languages

Fluency in written and spoken English is required.

# ANNEX III. TERMS OF REFERENCE FOR GENDER EXPERT FOR PROJECT IMPLEMENTATION

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

**TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)**

| | |
|---|---|
| Title: | Gender Expert for Project Implementation* |
| Main duty station and location: | |
| Mission/s to: | |
| Start of contract (EOD): | |
| End of contract (COB): | |
| Number of working days: | |

## ORGANIZATIONAL CONTEXT

UNIDO is a specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. The Organization pursues the programmatic goals of gender equality and the empowerment of women both collectively within the United Nations system and individually with its mandate to advance the well-being of women and men in all countries through inclusive and sustainable industrial development. UNIDO is committed to integrating a gender perspective in all its policies, programmes, projects and organizational practices.

## PROJECT CONTEXT

Briefly provide the context of the project.

* As a first step to identifying gender experts, contact the following: UNIDO human resources and gender team; UN agencies or NGOs focused on women, women's groups or associations in the region of intervention.

## DUTIES

Within the duration of the assignment, the Gender Expert is expected to act as the main focal point for all gender-related activities of the project. Specifically, under the direct supervision and guidance of the project manager and in close collaboration with industry/sector experts, the Gender Expert will assume the tasks shown in the table below.

| Duties | Concrete/measurable outputs |
|---|---|
| • If not already established, collect sex-disaggregated baseline data that will be used to monitor gender impacts. | • Baseline established |
| • Assess the gender "awareness" and "sensitivity" of project beneficiaries and stakeholders. | • Assessment of gender awareness/sensitivity of project stakeholders is undertaken |
| • Conduct gender-sensitization training for project staff at all levels and maintain the desired level of gender awareness. | • Gender-sensitization training is conducted |
| • Assist in the recruitment of project staff to ensure gender equality in recruitment and a gender focus in staff competencies to support implementation of gender activities. | • Site visits are conducted and data is collected on a regular basis |
| • Conduct regular site visits to monitor implementation of gender activities, collect sex-disaggregated data on gender-responsive targets and indicators and prepare corresponding progress reports. | • Gender results are systematically monitored and regularly reported |
| • Identify any unanticipated risks and/or negative gender impacts. Adjust and/or develop project activities to mitigate these issues as needed. | • Unanticipated risks and/or negative gender impacts, if any, are identified and addressed |
| • Engage and provide necessary support to the relevant government agencies, NGOs, community-based organizations and women's associations or groups whose work focuses on gender and energy or climate change to facilitate collaboration and enhance gender results of project implementation. | • Relevant government agencies, NGOs, community-based organizations and women's associations or groups in-country are identified and regularly consulted throughout the project |

## REQUIRED COMPETENCIES

**Core values**

1. Integrity
2. Professionalism
3. Respect for diversity

**Core competencies**

1. Results orientation and accountability
2. Planning and organizing
3. Team orientation

**Managerial competencies (as applicable)**

1. Strategy and direction
2. Judgement and decision-making

## MINIMUM ORGANIZATIONAL REQUIREMENTS

### Education

The Gender Expert should have a postgraduate university degree in Social or Natural Sciences or other relevant discipline, preferably with a specialization in gender, project cycle management and/or energy.

### Technical and functional experience

The Gender Expert should have:

- A minimum of five years practical experience in the field of gender equality and gender mainstreaming;
- Formal training in gender analysis and gender planning and demonstrated expertise in mainstreaming gender in projects and programmes, especially in the energy sector, including renewable energy systems and/or industrial energy efficiency;
- Thorough understanding of the gender context in [country], and experience working with government institutions and international or non-governmental organizations supporting gender and development work in the energy sector;
- Familiarity with gender analysis tools and methodologies in the energy sector;
- Strong communication skills and ability to liaise with various stakeholders, including government officials.

### Languages

Fluency in written and spoken English is required.

# ANNEX IV. UNIDO EVALUATION GROUP GUIDE FOR INTEGRATING GENDER INTO EVALUATIONS OF UNIDO PROJECTS AND PROGRAMMES

## GUIDANCE ON INTEGRATING GENDER IN EVALUATIONS OF UNIDO PROJECTS AND PROGRAMMES

### Introduction

Gender equality is internationally recognized as a goal of development and is fundamental to sustainable growth and poverty reduction. The *UNIDO Policy on gender equality and the empowerment of women* and its addendum, issued respectively in April 2009 and May 2010 (UNIDO/DGB(M).110 and UNIDO/DGB(M).110/Add.1) provides the overall guidelines for establishing a gender mainstreaming strategy and action plans to guide the process of addressing gender issues in the Organization's industrial development interventions.

According to the *UNIDO Policy on gender equality and the empowerment of women*:

***Gender equality*** refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not suggest that women and men become "the same", but that women's and men's rights, responsibilities and opportunities do 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, recognizing the diversity of different groups of women and men. It is therefore not a "women's issue". On the contrary, it concerns and should fully engage both men and women and is a precondition for, and an indicator of sustainable people-centred development.

***Empowerment of women*** signifies women gaining power and control over their own lives. It involves awareness-raising, building of self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions that reinforce and perpetuate gender discrimination and inequality.

***Gender parity*** signifies equal numbers of men and women at all levels of an institution or organization, particularly at senior and decision-making levels.

UNIDO projects/programmes can be divided into two categories: 1) Those where promotion of gender equality is one of the key aspects of the project/programme; and 2) Those where there is limited or no attempted integration of gender.

The *Guide* at hand[1] proposes key issues for evaluation managers and evaluators to consider when incorporating gender issues in UNIDO evaluations of both categories. Evaluation managers/evaluators should select relevant questions depending on the type of interventions.

[1] Bibliography:

United Nations Industrial Development Organization (UNIDO), "Policy on gender equality and the empowerment of women". UNIDO/DGB(M).110 (April 2009) and UNIDO/DGB(M).110/Add.1 (May 2010).
United Nations Evaluation Group (UNEG) (2009), "Integrating Human Rights and Gender Equality Perspectives in Evaluations in the UN system".
Canadian International Development Agency (CIDA) (2008), "How to Perform Evaluations—Gender Equality".
International Labour Organization (ILO) (2007), "Considering Gender in Monitoring and Evaluation of Projects".
United Nations Educational, Scientific and Cultural Organization (UNESCO) (1997), "Checklist for the Integration of Gender Equality Issues in the Evaluation of UNESCO's Programmes".

## I. Gender-responsive evaluation questions

The questions below will help evaluation managers/evaluators to mainstream gender issues in their evaluations.

### 1. Design

- Is the project/programme in line with UNIDO[2] and national policies on gender equality and the empowerment of women?
- Were gender issues identified at the design stage?
- Did the project/programme design adequately consider the gender dimensions in its interventions? If so, how?
- Were adequate resources (e.g. funds, staff time, methodology, experts) allocated to address gender concerns?
- To what extent were the needs and priorities of women, girls, boys and men reflected in the design?
- Was a gender analysis included in a baseline study or needs assessment (if any)?
- If the project/programme is people-centred, were target beneficiaries clearly identified and disaggregated by sex, age, race, ethnicity and socio-economic group?
- If the project/programme promotes gender equality and/or women's empowerment, was gender equality reflected in its objective/s? To what extent are output/outcome indicators gender-disaggregated?

### 2. Implementation management

- Did project monitoring and self-evaluation collect and analyse gender-disaggregated data? Were decisions and recommendations based on the analyses? If so, how?
- Were gender concerns reflected in the criteria to select beneficiaries? If so, how?
- How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?
- If the project/programme promotes gender equality and/or women's empowerment, did the project/programme monitor, assess and report on its gender-related objective/s?

### 3. Results

- Have women and men benefited equally from the project's interventions? Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g. division of labour, decision-making authority)?
- In the case of a project/programme with gender-related objective/s, to what extent has the project/programme achieved the objective/s? To what extent has the project/programme reduced gender disparities and enhanced women's empowerment?
- How have the gender-related results contributed to the overall results of the project/programme?
- To what extent were the project's/programme's stakeholders aware of the project's/programme's gender-related objectives or interventions (if any)? To what extent are female and male stakeholders satisfied with the gender-related results?
- To what extent are the gender equality-related results likely to endure after project/programme completion?

[2] Once the gender mainstreaming strategy and action plans to guide the process of addressing gender issues in industrial development interventions are developed, the project/programme should align to the strategy or action plans.

## II. Making evaluations gender-mainstreamed

Gender issues should be considered in all steps of the evaluation process. Evaluation managers and evaluators are encouraged to use the following checklists for mainstreaming gender in UNIDO evaluations.

### 1. Preparing terms of reference (ToR)

- Gender issues should be mainstreamed in the ToR (e.g. scope, stakeholder involvement, team members, accountabilities, responsibilities, deliverables).
- The ToR includes specific questions for gender assessments.
- Responsibilities for assessing gender results are clearly designated.

### 2. Recruiting consultants

- The evaluation team leader has the capacity to integrate gender concerns into evaluation findings, conclusions and recommendations.
- Evaluation team members have sufficient gender expertise and/or a gender specialist is included in the team.[3] If not, the evaluation team should receive a proper briefing on relevant gender issues to be addressed in the evaluation.
- The evaluation team is gender-balanced.

### 3. Conducting the evaluation (e.g. surveying, data collection, interviewing in the field, analysis)

- Tools, methods and gender equality indicators are identified and used to collect and analyse gender-disaggregated data and information (from both the desk review and field visit).
- The interviewing sample is representative of target groups (e.g. sex, age, ethnicity, race and socio-economic groups).
- Appropriate time and resources are allocated to assess gender equality results.

### 4. Report writing (recommendations and lessons learned)

- Gender equality-related results are presented with evidence.
- Factors contributing to (or hindering) the achievement of gender equality results are identified (from design, actual implementation and management).
- Answers for specific gender questions raised in the ToR are provided.
- Recommendations/lessons to improve project/programme performance on gender are included in the evaluation report, if appropriate.

[3] Experience from other organizations indicates that the assessment of gender equality brings an additional dimension to traditional evaluation and requires additional time and resources.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# INCLUSIVE SUSTAINABLE INDUSTRIAL DEVELOPMENT

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Vienna International Centre, P.O. Box 300, 1400 Vienna, Austria
Telephone: (+43-1) 26026-0, Fax: (+43-1) 26926-69
E-mail: gender@unido.org, Internet: www.unido.org/gender