

Support to the Energy Sector in Lesotho

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List of Abbreviations

CEDAW	Convention on the Elimination of All forms of Discrimination Against Women
DoE	Department of Energy
EDF	European Development Fund
EDM	<i>Electricidade de Mozambique</i>
ENERGIA	Global Network on Gender and Sustainable Energy
EWS	Early warning systems
GEWE	Gender Equality and the Empowerment of Women
KPI	Key Performance Indicators
LEC	Lesotho Electricity Company
LEWA	Lesotho Electricity and Water Authority
LHDA	Lesotho Highlands Development Authority
LREEAP	Lesotho Renewable Energy and Energy Access Project
MS	Member States
NGO	Non Governmental Organisation
NSDP	National Strategic Development Plan
PCC	Presidential Climate Commission
PMU	Programme Management Unit
REIPPPP	Renewable Energy Independent Power Producer Procurement Programme
SAGEN	Southern African Gender and Sustainable Energy Network
SE4All	Sustainable Energy for All
WEU	Women in Energy Unit
WIRE	Women in Rwanda Energy
WOESA	Women in Oil and Energy South Africa

Executive Summary

The report outlines measures to set up the Women in Energy Unit within the Department of Energy (DoE), and consequently the Energy Commission when formed. The setup of the Women in Energy Unit is part of the 11th European Development Fund (EDF) to enhance the policy environment and the institutional frameworks. The WEU is in line with the gender commitment outlined in Energy Policy. It would also support the implementation of Priority 4¹ of the Lesotho Gender and Development Policy.

The WEU is proposed as a stand-alone unit with the Department of Energy, at the same level, as the other units² and reporting to the Director. At the time when the DoE is transformed into a commission, the head of WEU would assume the same title as the heads of the other units. In terms of roles, 4 key roles are suggested; training and capacity building, knowledge management, information dissemination and advocacy and entrepreneurship and innovations. All the 4 roles are suggested to be reporting to the Head of Unit, WEU.

WEU is an advocacy and capacity building unit, located within the DoE and it is expected to advocate for policy measures, implementation and monitoring of women's rights and gender issues within the energy sector nationally and internationally. Its key functions include training and capacity building, knowledge management, information dissemination and advocacy, entrepreneurship and innovation advocacy and coordination.

WEU will target key units and institutions within the energy sector such as the soon to be established Energy Fund, one stop investment centre, the authorities, companies and funds within the energy sector. At the same time, WEU would serve as a platform to link women entrepreneurs to potential opportunities within the energy sector, and target young girls in schools, colleges and universities to elicit their interest in participating in the science, technology, engineering and mathematics (STEM) fields. WEU will be required to provide periodic **reports to the Department of Gender** within the Ministry of Gender and Youth, Sports and Recreation³

An **interim period of 3 years** is proposed for the setup of WEU. During the transitional phase, WEU will be headed by an external expert with the necessary skills and experience. The WEU Head of Unit will work with 2 staff initially. And it is proposed that the existing Gender Focal Points within the DoE are substantially appointed as full time staff to dedicate their time to women rights and gender issues. During the transition, it is expected that Development Partners will support the funding of the WEU, until such a time that the Energy Commission is able to absorb it into its budgetary framework.

The conceptualisation of WEU begins from the fact that although women are the ones largely responsible for energy, yet, they hardly exist in the professional, commercial and public policy in terms of decision making. The gender analysis of the energy sector conducted in 2020 for example indicated that 1 out of 7 contractors under Sustainable Energy for All (SE4A) was female. Hence, the naming of the unit uses the concept of **“women” as a recognition to promote women's role in decision making within the energy sector**. However, the WEU will adopt both the gender

¹ Gender, Productive Resources and Employment, Economic Empowerment

² Renewable Energy, Energy Efficiency, Conventional Energy and the Deputy Director

³ The Government of Lesotho through the Ministry of Gender and Youth, Sports and Recreation prepares periodic reports on progress made to address gender and women's rights to regional and international bodies such as Southern Africa Development Community (SADC), African Union (AU), United Nations (UN) Commission on the Status of Women (CSW) and the Convention on the Elimination of All forms of Discrimination against Women (CEDAW)

mainstreaming and women's rights approaches in its work. The 2020 gender analysis report also indicated weak conceptual understanding and awareness of gender issues across the energy sector.

Uniquely, a government Women in Energy Unit in Lesotho would be the first globally. Documentary review of existing women in energy Units or centers shows that they are led by non-government organisations (NGOs) or universities. Several examples exist where NGOs collaborate or partner with governments to address women and gender issues.

The report outlines the purpose, functions and structure of the WEU. It includes comprehensive guidelines and checklists for mainstreaming gender into projects, and it is pertinent that every project designs Gender Action Plan (GAP), and it shows existing practices of women in energy centres that exist elsewhere.

1. Context

1.1 Purpose

The report presents the establishment of the Women in Energy Unit (WEU) within the Department of Energy, and consequently into the Energy Commission to address the gender gaps in the energy sector. The WEU establishment is part of the support from the European Commission to the Kingdom of Lesotho under the 11th European Development Fund (EDF) to enhance the policy environment and the institutional frameworks.

1.2 Legal and Policy Context

The Kingdom of Lesotho committed to international and regional instruments to promote gender equality and the empowerment of women (GEWE). At the international level, the Kingdom of Lesotho is signatory to the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW) (1979), the Beijing Declaration and Platform of Action (1995), and the Sustainable Development Goals (SDGs, 2015-2030).

CEDAW mandates Member States (MS) to take measures to eliminate all forms of discrimination against women⁴. While the Beijing Platform for Action (BPFA) recognises that women play an essential role in the development of sustainable and ecologically sound consumption and production patterns and approaches to natural resource management⁵. Yet women remain largely absent at all levels of policy formulation and decision-making in natural resource and environmental management, conservation, protection and rehabilitation. Furthermore, women's experience and skills in advocacy for and monitoring of proper natural resource management too often remain marginalized in policy-making and decision-making bodies, as well as in educational institutions and environment-related agencies at the managerial level. Sustainable Development Goals (SDGs) 4-8 promote gender equality and provision of universal, reliable, affordable and appropriate energy for public service delivery and climate change mitigation⁶.

The Kingdom of Lesotho is also part of the Sustainable Energy for All (SE4All). SE4All brings together governments, businesses and civil society organizations to double the share of renewable energy by 2030⁷.

At the regional level, the Kingdom of Lesotho is signatory to Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (also referred to as the Maputo Protocol). Article 18 (2a) of the Maputo Protocol mandates Member States to promote the participation of women in the planning, management and preservation and sustainable use of natural resources at levels⁸. And Article 18 (2b) mandates MS to enhance research and investment in new and renewable energy sources and appropriate technologies, including women's access to and participation in their control. Furthermore, the Kingdom of Lesotho is signatory to the Southern Africa Gender and

⁴ United Nations (1979). Convention on All Forms of Discrimination Against Women) <https://www.un.org/womenwatch/daw/cedaw/cedaw.htm> on 23 Nov 2021

⁵ United Nations (1995). *Beijing Declaration and Platform for Action Beijing+5 Political Declaration and Outcome* <https://www.icsspe.org/system/files/Beijing%20Declaration%20and%20Platform%20for%20Action.pdf> on 23 Nov 2021

⁶ United Nations (2015). *The 17 Goals* <https://sdgs.un.org/goals> on 23 Nov 2021

⁷ United Nations (n.d.). Sustainable Energy for All (SE4All) <https://www.seforall.org/> <https://www.seforall.org/> on 23 Nov 2021

⁸ African Union (2001). *African Charter on Human and Peoples' Rights on the Rights of Women in Africa* https://au.int/sites/default/files/treaties/37077-treaty-charter_on_rights_of_women_in_africa.pdf on 23 Nov 2021

Development (SADC) Protocol⁹ although there are no explicit provisions concerning energy and the environment. And the Kingdom of Lesotho is also signatory to the Protocol on Energy in the Southern African Development (SADC) Region¹⁰. Article 2(3) mandates MS to take ensure that gender realities are considered in the development and the use of energy¹¹

At the national level, Lesotho's National Strategic Development Plan (NSDP) II, 2018/2019-2022/2023¹², energy is categorised within national priorities 3¹³. Although there is lack of gender specific outcomes in the NSDP 11, intermediate outcome 3.2 integrates gender interventions. While, the Gender and development policy 2018-2030 integrates gender aspects¹⁴ and the National Energy Policy commits to addressing gender issues. The Electricity Master Plan (2017–2036) lacks gender in its design, strategies and implementation framework¹⁵

1.3 Existing Practices on Women in Energy

Different strategies exist to address women rights and gender concerns in the energy sector. Earlier studies show that networks are important avenues for addressing gender issues for sustainable development. Two networks; ENERGIA, the Global Network on Gender and Sustainable Energy and Southern African Gender and Sustainable Energy Network (SAGEN), had networking resources, relevant expertise, and were aware of the gendered implications of climate change and energy policies¹⁶. Such networks faced challenges such as not knowing how to align their activities with policy makers especially in crisis situations, funding constraints, and limited number of partners.

Power Africa's Women in African Power (WiAP) network supports the participation and advancement of women in Africa's energy sector. WiAP build capacity of women in the energy sector, and it has country networks. For example Women in Oil and Energy South Africa (WOESA) which facilitates women's participation in business opportunities in the oil, gas and energy sector in South Africa ¹⁷. WOESA offers services to its member companies, organisations and individuals, to develop knowledge base and building capacity amongst women through education and training. It facilitates access to business opportunities; advocacy work for women by participating in drafting legislation and policies. While in Kenya, the Association of Women in Energy and Extractives in Kenya ("AWEIK") is a national

⁹ SADC (2008) SADC Gender and Development Protocol

https://extranet.sadc.int/files/2112/9794/9109/SADC_PROTOCOL_ON_GENDER_AND_DEVELOPMENT.pdf on 23 Nov 2021

¹⁰ SADC (2006¹⁰). Protocol on Energy in the Southern African Development (SADC) Region on 23 Nov 2021 https://www.sadc.int/documents-publications/show/Protocol_on_Energy1996.pdf on 23 Nov 2021

¹¹ SADC (2006¹¹). Protocol on Energy in the Southern African Development (SADC) Region on 23 Nov 2021 https://www.sadc.int/documents-publications/show/Protocol_on_Energy1996.pdf on 23 Nov 2021

¹²The Government of Lesotho (2018). National Strategic Development Plan (NSDP) II, 2018/2019-2022/2023), <https://www.gov.ls/wp-content/uploads/2021/06/National-Strategic-Development-Plan-II-2018-19-2022-23.pdf> on 23 Nov 2021

¹³ The Government of Lesotho (2018). National Strategic Development Plan (NSDP) II, 2018/2019-2022/2023), <https://www.gov.ls/wp-content/uploads/2021/06/National-Strategic-Development-Plan-II-2018-19-2022-23.pdf> on 23 Nov 2021

¹⁴ The Government of Lesotho (2018). The Gender and development policy 2018-2030 <https://genderlinks.org.za/wp-content/uploads/2020/03/Gender-and-Development-Policy-2018-2030.pdf> on 23 Nov 2021.

¹⁵ Bakesha, S (2020). Situational Analysis Report. Gender mainstreaming in the Energy Sector: Electrification in the Kingdom of Lesotho

¹⁶ Makhabane, T.(2002), "Promoting the Role of Women in Sustainable Energy Development in Africa: Networking and Capacity-Building", Gender and Development, 10 (2), pp.84-91

¹⁷ WOESA (2021). *Welcome to Women in Oil and Energy South Africa* <http://www.woesa.com/> on 24 Nov 2021

organization that fosters links between women with professional and business opportunities¹⁸. And in Rwanda, Women in Rwanda Energy (WIRE) fosters women's participation in decision making within the energy sector¹⁹.

In Lesotho, Women in Sustainable Energy Lesotho (WISEL) is a membership Non Governmental Organisation (NGO) organization established by women for women in the energy sector. WISEL seeks to promote the participation of women in the energy sector. It also seeks to promote women's entrepreneurship in the energy sector.

Outside Africa, the Association of South East Asian Nations (ASEAN) serves several functions; capacity building, dissemination of information, coordination with national and regional energy and climate policies, develop data base on energy and raise awareness on energy-climate related policy²⁰:

Women in energy Communities, for example by the University of Columbia²¹ to support women and student access to networking opportunities with women professionals in the field. The women in energy community exists within a larger programme of women in energy.

1.4 Gaps and Challenges

The energy sector is largely male dominated, given the low representation of girls and women in the STEM subjects. Besides, the sector is impacted by negative stereotypes about the roles of women and when they can do it. One senior academician put it this way, "if my wife was an engineer, I would not allow her to go out in the night to fix a broken down transformer. I would have to call the Unit and find out who was on duty that night...If they were all women, I could let her go"²². Such comments, although expressed by one person, mirror the sentiments that some women face within the science sector.

The gender analysis report of the energy sector shows several challenges impacting on gender issues. Lack of gender specific policies in the workplace, poor enforcement of gender related provisions existing in law e.g. maternity leave, poor conceptual understanding of gender issues within the energy sector, gender pay disparities and lack of provision at the workplace for nursing mothers and low representation of women in decision making. The gender analysis report also showed that there is only one company that deliberates targets to recruit women in the energy sector; 1 Power. In addition, female registered companies face challenges related to registration, access to capital, business education and absence of social capital such as mentors and networks and conflicting gender roles and cultural obligations related to mourning restrict free women's participation in the running of their businesses. Furthermore, most of these businesses are registered in informal settlements, they are registered in their husband's names and they are not registered with any network.

1.5 Rationale for the Women in Energy Center

The Government of Lesotho committed to international and regional instruments on gender equality, including the African Union (AU) Solemn Declaration on gender equality that advocates for gender parity at all levels. Although

¹⁸ Women in Energy and Extractives in Kenya (2021). *About* <https://www.linkedin.com/company/associationofwomeninenergyandextractivesinkenyaaweik/> on 24 Nov 2021

¹⁹ Power Africa (2021). "WIRED" for Success: Advancing Women in Rwanda's Energy Sector <https://powerafrica.medium.com/wired-for-success-advancing-women-in-rwandas-energy-sector-79695c7ca85c> on 24 Nov 2021

²⁰ ACCEPT (2021). ACCEPT <https://accept.aseanenergy.org/work/outlook/> on 24 Nov 2021

²¹ Earth Institute, Columbia University (2021). *Women in Energy* <http://energy.columbia.edu/education/women-in-energy/> on 24 Nov 2021

²² Comment by a participant at the Women in Energy Conference in Maseru on 26 Nov 2021

Lesotho has the highest number of women proportionate to men in Africa, their participation in the energy sector is low. Of recent, several development actors have invested in the energy sector, yet the participation of women remains marginal. The gender analysis of the energy sector revealed:

- that out of the 7 contractors under SE4All, only 1 was female
- providing household energy and cooking for the household in Lesotho largely rests with women and girls
- Fuel collection is estimated to take between 2 to 20 or more hours per week
- Women form the majority of energy users and producers, yet men dominate decision making in the energy sector

Therefore, the energy Unit will serve as a capacity building Unit to advance gender issues within the energy sector.

1.6 Methodology

Information collected for this report was using checklists (Annexure 1) It was informed by desk reviews and stakeholder consultations through interviews, meetings (Annexure 2) and workshops. Figure 1 below shows the stakeholders interviewed



Figure 1: Stakeholders Interviewed

Figure 1 above shows that more women than men were interviewed. Interviews were held with government, private sector and civil society respondents.

Documents were sourced from DoE and the internet. Search terms were used to search the documents e.g. women, gender, structure, objectives, functions, vulnerable and composition. Of relevance, was to examine previous work by DoE and other stakeholders in Lesotho as it relates to women and energy. Then external documents were sourced to examine practices relevant to promoting women’s rights and gender equality in the energy sector.

Information collected was synthesised and grouped into themes. Finally, the draft reports were presented at workshops before the report was finalised. Throughout the assignment, NKE 8 worked closely with the Gender Focal Points in the

DoE. The Gender Focal Points were instrumental in facilitating stakeholder consultations and providing feedback to the proposals presented from the stakeholder meetings. While the interns in DoE provided administrative support.

2. The Women in Energy Center

2.1 Purpose

The overall purpose of the Women in Energy Unit is to provide capacity building within the Energy Commission²³. Specific objectives are:

1. To play a leadership role in driving stakeholder and policy alignment and assist to address gender issues in the energy sector
2. Serve as the collective, unified voice of gender issues in the energy sector nationally and internationally
3. Link with regional and international networks that promote gender and women rights issues in the energy sector
4. Deepen the understanding on gender considerations in energy efficiency initiatives, as well as to highlight good practices in the sector.
5. Lobby for the increased participation of women in the energy sector
6. Facilitate gender research in conventional energy, renewable energy and energy efficiency
7. Disseminate information on gender issues inherent in the energy sector
8. Facilitate training, mentoring and capacity building for gender mainstreaming in the energy sector
9. Facilitate women in the rural areas and informal settlements to obtain skills in renewable energy (RE), energy efficiency (EE) and renewable energy integration (REI) from different service providers.
10. Serve as a platform for discussion, awareness raising and strategizing on issues of energy.

2.2 Function/Task

The Women in Energy Unit would serve these purposes;

2.2.1 Training and Capacity Building

WEU will provide gender related capacity building within the Energy Commission, through advice, training and provision of guidelines to address gender concerns. Such kind of service would need to be tailored for different audiences and purposes. For example, the training given to officials of within the energy sector who are responsible for decision making, would differ from those who are responsible for implementation of projects.

The role of training and capacity building will involve several activities:

- a) Engage stakeholders on capacity development
- b) Assess capacity needs and assets
- c) Formulate capacity development responses e.g. training guides
- d) Implement capacity development responses e.g. conduct trainings

²³ Once operational. As of Nov 2021, the WEU will be located within the Department

- e) Mentor and coach staff of the Energy Commission and Department of Meteorology to mainstream gender issues using the gender tools developed
- f) Evaluate capacity development.

2.2.2 Innovation and Entrepreneurship

WEU would also the public, an in particular serve different audiences. For example, reach out to women in the informal sector and provide information about business registration, financing opportunities or scholarship/internship opportunities for girls in the STEM sector. Where possible, WEU could partner with private sector agencies to provide specialised financing for women in the energy sector. The function of innovation and entrepreneurship is best summarised in the diagram below:

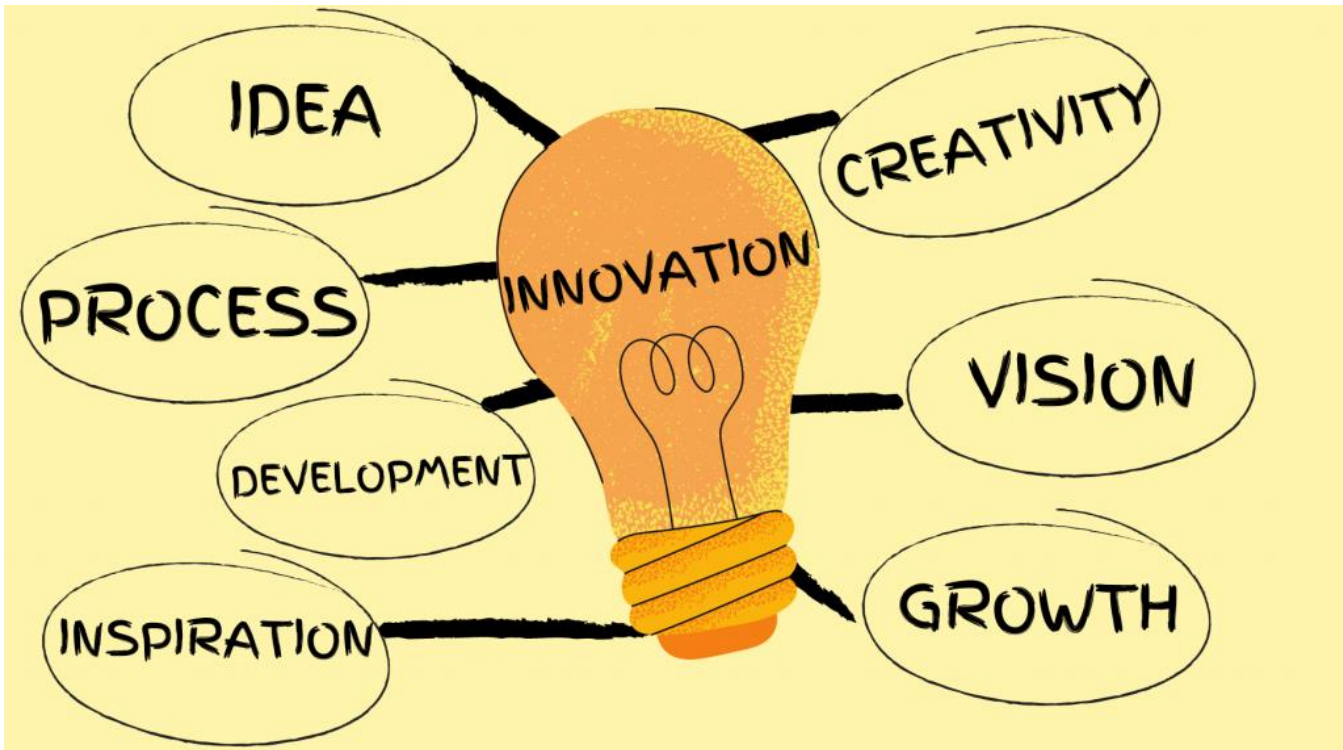


Figure 2: Innovation and Entrepreneurship. Source: (ALCOR, 2021)

The WEU will play a key role to generate ideas, assess opportunities and mobilise support for their experimentation, implementation and launch them. This specific function will ensure that women in the rural areas and informal settlements have access to energy, participate in decision making and conduct out-reaches to the private sector and the women, and facilitate access to technology.

2.2.3 Knowledge management

WEU would serve as a central point to collect, package and disseminate gender related information within the energy sector (Figure 3 below).

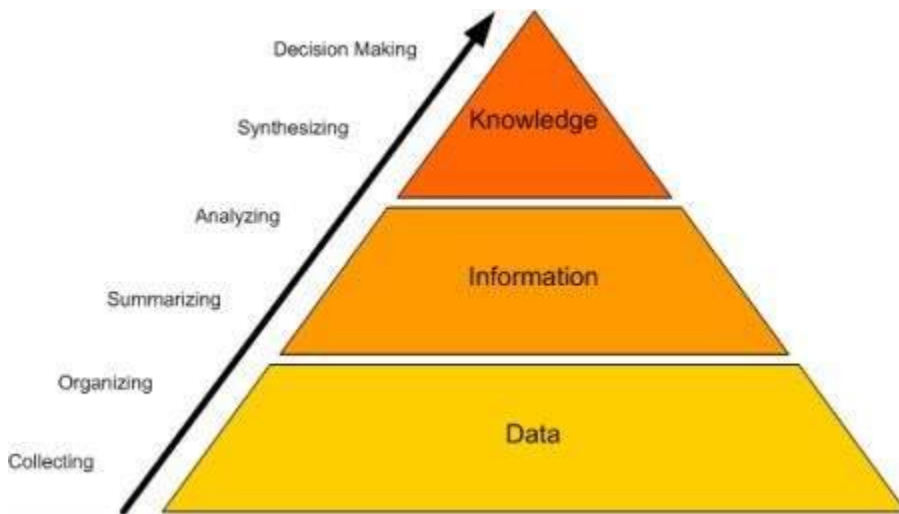


Figure 3: Knowledge Management. Source: (Tutorials Point, 2021)

In essence, the function of knowledge management will go through several iterative steps.

- First, data has to be **collected**, so that it can be used for decision making. Several methods can be used to collect data from primary and secondary data sources such as interviews, desk review, focus group discussions and many more.
- Several tools will need to be developed for data collection e.g. attendance registers, audio recorders and notes. The tools can be administered manually or electronically. In addition, the function of knowledge management has to determine how the data will be stored e.g. data base.
- In addition, the data has to be **organised**, depending on the purpose and the audience. Rules will need to be developed on how and where data is stored.
- Furthermore, the data has to be **summarized** e.g. through different ways to visualize like graphs, tables, charts and pictures.
- At this stage, the information is analyzed in order to find the relationships, redundancies and patterns.
- Then the information will need to be synthesized to become knowledge. The information collected could be linked to concepts and models or policies. At this stage, the knowledge is used for decision making.

Such information would need to serve different purposes and be tailored to different audiences. WEU should be the voice for women to place them in the strategic roles within the sector, raising issues for advocacy and creating awareness about women in energy. WEU would provide guidance to officials responsible for monitoring and evaluation (M & E) to design gender indicators, and collect information. It would conduct outreaches in the rural areas and informal settlements.

Monitoring the respect of gender equality will be a key role of the women in energy Unit. The WEU will monitor how gender equality principles are respected at all levels of governmental, private, non-governmental and academic institutions.

The Gender Monitoring Office also monitors how the national gender policy is implemented in all spheres of national development.

WEU will contribute to country level reports prepared by the Ministry of Gender, Youth, Sports and Recreation on the domestication, implementation and reporting on all regional and international gender commitments that Lesotho has ratified e.g. the reports prepared for the UN Commission on the Status of Women (CSW) annually.

2.2.4 Information dissemination and advocacy

This role will encompass the following;

- a) Lead strategy, planning, development and implementation of advocacy activities
- b) Develop strategic partnerships with key constituencies to elicit support and maximize impact of promotional activities
- c) Advocacy liaison to media houses, government units, private sector organisations, CSO etc
- d) Take lead in organizing media outreach, arranges all media contacts, press briefings and interviews
- e) Provides talking points and other materials as needed for senior officials
- f) Respond to media inquiries quickly
- g) Coordinate the production of diverse information products (audio/visual)
- h) Provide advice and expertise to senior officials on advocacy and outreach issues
- i) Draft communication and advocacy materials
- j) Evaluate communication activities
- k) Builds information networks; plans and oversees maintenance of publicly accessible information materials on the WEU

2.2.5 Coordination of gender interventions in the energy sector

The Women in Energy Unit would be the central point to provide gender advise and coordinate gender issues in the energy sector with the main focus on the Energy Fund, Rural Energy Agency, and the one stop energy investment centre.

The WEU proposes to set up Key Performance Indicators (KPI) for each agency, as shown

Table 1: Key Performance Indicators

KPI	Institution
<ul style="list-style-type: none"> • % of young girls supported to undertake internships • Incentives given to private contractors to promote women in decision making • Number of women in decision making • % of women to access the necessary capital through microcredit services, grants, and concessional loans 	Energy Fund
<ul style="list-style-type: none"> • Number of women in decision making 	Rural Energy Agency

KPI	Institution
<ul style="list-style-type: none"> • % of young girls supported to undertake internships • % of poor households that can afford electricity • Subsidies for poor households 	
<ul style="list-style-type: none"> • Number of women in decision making • % subsidies given to poor families • % of women led investment companies attracted to Lesotho • % investors willing to provide time and cost saving devices to families in the rural areas • % of young girls supported to undertake internships 	One stop energy investment centre.
<ul style="list-style-type: none"> • Number of women in decision making • % of young girls supported to undertake internships • % of procurement contracts given to women led firms 	Lesotho Electricity Generation Company
<ul style="list-style-type: none"> • Number of women in decision making • % of young girls supported to undertake internships • % of procurement contracts given to women led firms 	Lesotho Electricity Company
<ul style="list-style-type: none"> • Number of women in decision making • % of young girls supported to undertake internships 	Lesotho Electricity and Water Authority
<ul style="list-style-type: none"> • Number of women in decision making • % of young girls supported to undertake internships 	Lesotho Highlands Development Authority
<ul style="list-style-type: none"> • % of women to access the necessary capital through microcredit services, grants, and concessional loans 	Petroleum Fund

2.3 Target Groups/Beneficiaries

The WEU would tailor its services to different target groups such as;

Table 2: Primary Target Groups

Organisation	Entry Points
Energy Commission	Head of Energy Commission
Rural Electrification Unit	Chief Executive Officer
Energy Fund	Head of the Energy Fund
One Stop Investment Centre	Head of Investment Centre
Lesotho Electricity Generation Company	Chief Executive Officer
Lesotho Electricity Company	Chief Executive Officer
Lesotho Electricity and Water Authority	Chief Executive Officer
Lesotho Highlands Development Authority	Chief Executive Officer
Petroleum Fund	Human Resources Officer

Responsibility for gender mainstreaming in each institution is placed at the highest level of decision making. He/She may delegate the role to another officer. It remains however, the responsibility of the head of each institution to report on KPI as outlined in section 2.2.4.

Table 3: Secondary Target Groups

Target Groups	Entry Points
The executive within the energy sector	Director for Energy
Staff responsible for planning, M & E within the DoE	EUD supported project in DoE
Women entrepreneurs	Networks for women entrepreneurs
Women in the rural settings	Non Governmental Organizations (NGOs), Local Governments
Girls and young women at all levels of education	Ministry of Education, Ministry of Communication, Science and Technology, National Energy Research Centre

2.4 Approach/Method of Work

The approaches proposed here, are in line with the global practice to promote gender equality and the empowerment of women. Stand-alone programmes have been used in international development since the 1970s, when there was advocacy for women in development (WID) interventions²⁴. These in essence are stand-alone interventions that tend to be run by and benefit women. Following the Beijing Platform for Action in 1995, gender mainstreaming was embraced as an approach for gender equality²⁵.

Both approaches have their advantages and disadvantages. Stand-alone interventions while focused on women, could also lead to entrenchment of gender stereotypes and can exclude focus on power relational issues that undermine gender equality. While gender mainstreaming, assume a holistic approach, they can lead to the diminishing of power relations. In fact, some critics have levelled gender mainstreaming as “male streaming”.

Therefore, the mix of both approaches would be the most recommended for the WEU, so that the complimentary of both enhance gender equality and the empowerment of women.

2.4.1 Stand-alone Programmes

Table 4: Suggested Programs and entry points

Target Groups	Entry Points	Programmes
The executive within the energy sector	Director for Energy	Gender awareness training for policy makers. The Women in Energy Centre would target executives within the Energy Commission, One Stop Investment Centre, Energy Fund, Petroleum Fund, LEGCO, LEC and LEWA. Annexure 3 contains a checklist of gender mainstreaming at policy level
Staff responsible for planning, M & E within the DoE	EUD supported project in DoE	Guidelines for gender mainstreaming in different projects. Several guidelines exist, examples are; https://ppp.worldbank.org/public-private-partnership/sites/ppp.worldbank.org/files/documents/Energia Mainstreaming gender in energy projects A practical Hand book.pdf https://www.unido.org/sites/default/files/2015-01/Guide on Gender Mainstreaming ECC 0.pdf

²⁴ Cornwall, A. (2016). Women’s Empowerment: What Works? *Journal of International Development*, 28 , pp.342-359 <https://onlinelibrary.wiley.com/doi/epdf/10.1002/jid.3210> on 30 Nov 2021

²⁵ Cornwall, A. (2016). Women’s Empowerment: What Works? *Journal of International Development*, 28 , pp.342-359 <https://onlinelibrary.wiley.com/doi/epdf/10.1002/jid.3210> on 30 Nov 2021

Target Groups	Entry Points	Programmes
Women entrepreneurs	Networks for women entrepreneurs	<ul style="list-style-type: none"> • Linking women entrepreneurs to information, markets and finance • Supporting women entrepreneurs with registration of their businesses • Empower local/community lending and credit women-run associations to enable women to be bankable • Create a business portal of opportunities available in the energy sector • Provide outreach, training and education to support financial literacy and better understanding of available financial services • Promote access to and use of digital technology to enhance social networking and effective communication
Women in the rural settings	Non Governmental Organizations (NGOs), Local Governments	Linking rural women to energy and time saving devices
Girls and young women at all levels of education	Ministry of Education, Ministry of Communication, Science and Technology, National Energy Research Centre	<ul style="list-style-type: none"> • Conduct outreach programmes to schools, and other institutions of learning, churches and chief councils to raise awareness on scholarship and internship opportunities
Financial Institutions	Energy Investment/One Stop Centre (once operational)	<ul style="list-style-type: none"> • Advocate for simplification of approval and delivery process for loans for women enterprises • Engage financial institutions on provision of micro-loans and start-ups to support female energy entrepreneurs

2.4.2 Key issues for gender mainstreaming

Based on the gender analysis report, it is suggested that the WEU provides capacity within the energy sector for;

- Gender analysis at the different levels of decision making. This would imply, tailor made guidelines, mentorship and coaching for different staff within the Energy Commission. In the end, gender mainstreaming results should demonstrate that women and vulnerable groups have access to affordable, reliable and modern energy services
- Setting targets for gender results

- Implementing project activities that ensure women and men can equally access project resources and services, equally participate in project activities and decision making processes, and equally benefit from training or other capacity-building activities offered by the project.
- Developing guidelines to report on gender results

Annexure 4 contains guidelines for gender mainstreaming into different activities undertaken by the DoE

2.5 Structure and reporting

2.5.1 Positioning

The WEU should be a unit within the DoE to advance women and gender issues. This was against the background that the role for gender mainstreaming is left to Gender Focal Points, yet their level of influence is not at decision making level. And although several interventions on gender have taken place, the documentation is weak. Additionally, GFPs have other responsibilities on a day to day basis, and gender is an add-on. Moreover, there are no incentives in place to support the GFPs and no budgetary provisions to support their work. And locating the WEU within DoE implies that the government would allocate financial resources to it. Hence, the relevance of WEU in the DoE.

2.5.2 Structure

The WEU is added as an additional unit within the DoE structure. This means that whatever titles are given to the heads of units when the Energy Commission is set up would apply to the head of WEU. In this case, the WEU will be at the same level, as the other 4 positions at Grade I (Figure 4).

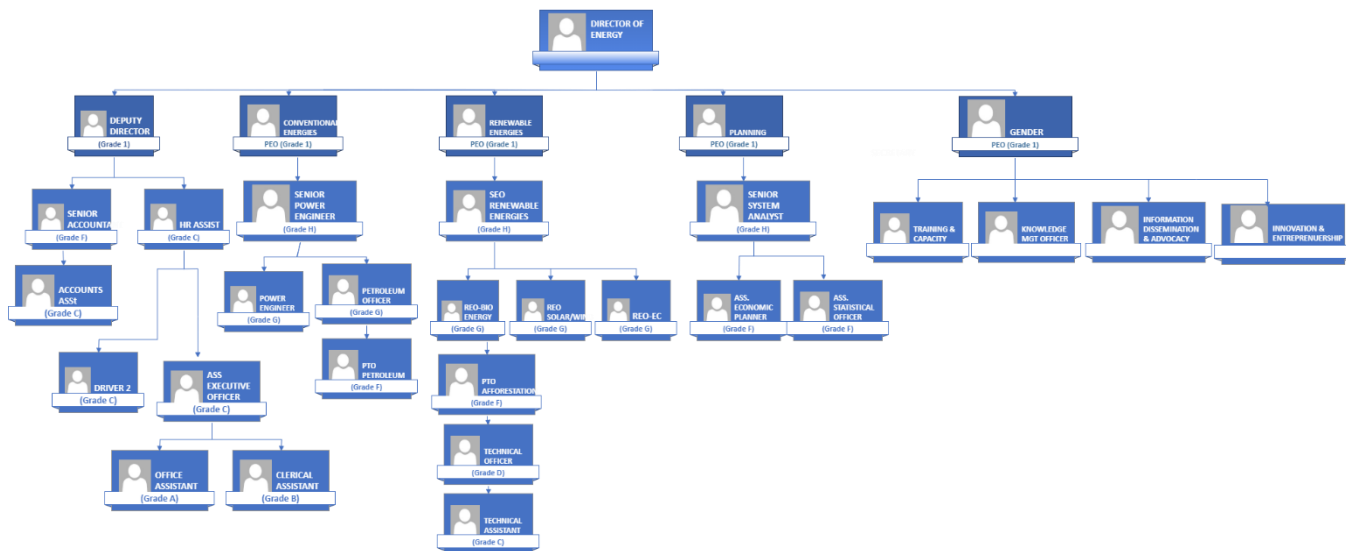


Figure 4: The Women in Energy Centre as a 5th Unit within the Department of Energy

5 key positions were identified (Figure 5)

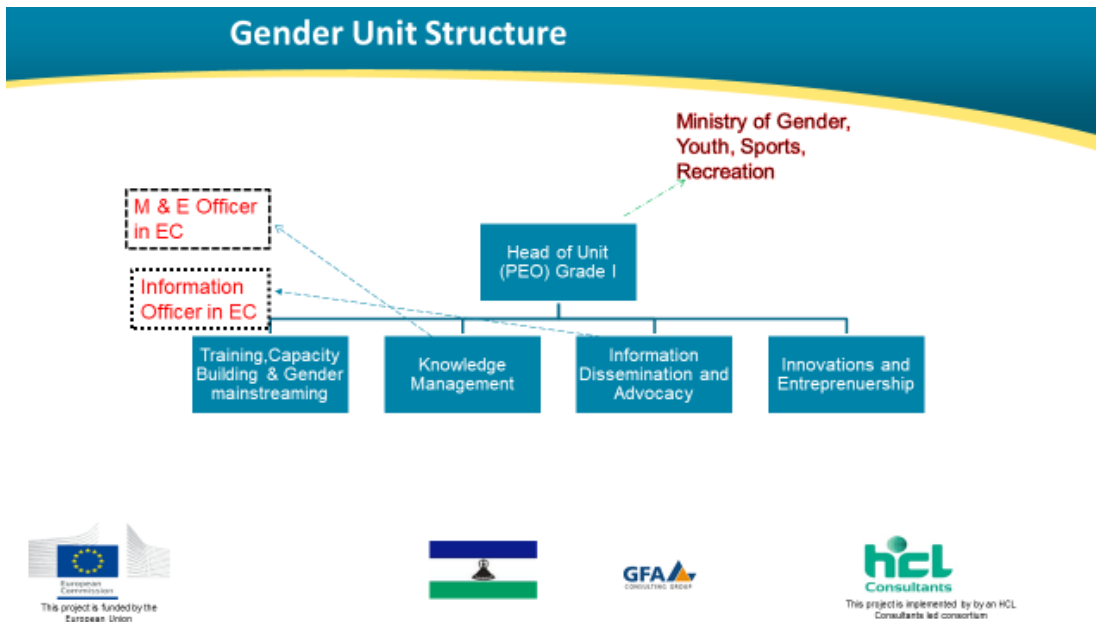


Figure 5: Gender Unit Structure

Figure 5 above shows that the **Head of WEU** would oversee the programmes and activities, develop and implements consistent policies, procedures, and operational guidelines for gender mainstreaming(Annexure 7).

She will be having 4 reportings; (1) Knowledge management, research and M & E: Would be responsible for M & E, prepare accurate and timely analyses that capture and communicate business results, variances, and performance trends from a gender perspective, coordinate information to share as appropriate. Provide diverse, training, career coaching, growth, and personal development for direct/indirect report employees. S/he will liase and work closely with the M & E Officer within the EC.

(2) Innovation and entrepreneurship

The officer would have a strong command of business and management principles as they pertain to development, resource allocation, production methods, and leading others. She/he would have deep technical background in business analytics with experience using project management and data visualization. Motivated team player with excellent public speaking ability and oral, written, and interpersonal communication. He/she would be an initiator and problem-solver using creativity, resourcefulness, and assets to break down and overcome organizational obstacles. Lifelong learner committed to staying on top of the best current and emerging business practices on gender in the energy sector, especially in an international context.

(3) Information dissemination and advocacy: She/he will play a lead role in conducting outreaches to rural communities, educational institutions, informal settlements, and also through social media and mainstream media. S/he will work closely with the person responsible for information management in the EC

(4) Training, capacity building and gender mainstreaming. S/he will conduct capacity assessments, propose appropriate responses, implement the responses, review the effectiveness of capacity responses, mentor and coach EC staff in the application of the gender mainstreaming developed for the energy sector (appear as annexures to this report).

2.6 Visibility

Although the WEU will be responsible for visibility, politically, the **Director for Energy will play a strategic role to promote WEU**. It will remain the responsibility of the Head of WEU to support the Director e.g. prepare talking points for his speeches, or organise media events where the Director promotes the role of WEU. And WEU will organise to ensure that the Director for Energy has periodic briefings with the Director for Gender in the Ministry of Gender and Youth, Sports and Recreation.

The official responsible for knowledge management will play a key role to collect information and share with the Monitoring and Evaluation Officer. While the official responsible for information dissemination and advocacy will liaise with the Management Information System to disseminate as appropriate.

Communication objectives for the Women in Energy Unit will aim to;

- Ensure project ownership by all stakeholders
- Promote and advocate activities and results among the energy sector and the general public
- Disseminate information on project activities in a timely manner, and build synergies with other projects and initiatives when possible
- Facilitate project coordination and monitoring among stakeholders

The main activities could include;

- Project milestones e.g. project launch, public-private policy meetings, etc.
- Main capacity building activities and events such as training workshops,
- Conferences e.g. women in energy conference

Table 5: Communication Tools

Tool	Advantage	Responsibility
Project flyer	<ul style="list-style-type: none"> • Short document (max. 4 pager) summarizing the main features of the women in energy centre • Can be used to share information to all target audiences • Both paper and online 	Information and Advocacy Officer
Project PowerPoint presentation	<ul style="list-style-type: none"> • Common standard presentation for use by all project partners to introduce and present the project to all target audiences at any event • Can be customized according to the needs of each event 	Information and Advocacy Officer
Press releases/Media advisories	<ul style="list-style-type: none"> • Create awareness about the WEU • Promote media coverage 	Head, WEU

Tool	Advantage	Responsibility
Energy Commission website;	<ul style="list-style-type: none"> • Provide an information package about WEU, accessible online by all target audiences • Share experiences and success stories, show progress, inform on project activities and events, build credibility with beneficiaries and with a wider audience 	Information and Advocacy Officer
Social media (Facebook group, Twitter account, WhatsApp)	<ul style="list-style-type: none"> • Constant and up-to-date flow of information to beneficiaries and stakeholders • Share practical information on project activities, events, experiences in real time • Attract interest towards the WEU 	Information and Advocacy Officer
Project video	<ul style="list-style-type: none"> • Provide statements and testimonials from partners and beneficiaries. • Show the project in live and through images. • Can be disseminated during events and online on You Tube. • Can be updated with new evidences of results. 	Information and Advocacy Officer

2.7 Partnerships

The WEU will seek to explore partnerships to serve different purposes. And depending on need, WEU could sign Memorandum of Understanding (MoU) with different partners. Examples of partnerships could include;

Table 6: Possible Partnerships

Type	Purpose
Development Partners	Funding specific interventions
Private Sector	a) Avail finance or technologies to women entrepreneurs or for women consumers b) Provide internship opportunities for young women
Academia	c) Commission research d) Provide training services
Media	e) Highlight success stories of women in the energy sector
NGOs and Local Governments	f) Disseminate information in rural and hard to reach areas

2.8 Road Map

To operationalize the WEU a phased approach is suggested as presented in Annexure 5. It is suggested that the WEU is given a transitional phase of 3 years. The first year will be focused on the operationalization of WEU (Annexure 5). During the transitional phase, the structure and roles of the WEU will be strengthened. Several steps are suggested;

2.8.1 Programme Management Unit

First a Programme Management Unit (PMU) is put in place to oversee the operation of the WEU. The PMU is suggested to consist of 3 persons who should include a mix of staff at Grade 1, Gender Focal Point and representative from development partner . The PMU will be responsible for overseeing the implementation activities of the WEU.

2.8.2 Transitional Work Plan

Aligned to Energy Policy	Activity	Target Group	Responsibility	Notes
Policy Statement 1: Institutional and Regulatory for the Energy Sector				
	Set up the Programme Management Unit (PMU) to oversee the operationalisation of WEU	2 representatives in DoE and 1 development partner	PEO- Planning/Team Leader	
	Recruit, Head WEU	External Expert with significant experience in providing TA internationally, capacity building, research, gender mainstreaming, knowledge management, advocacy and project management	Director Energy/Team Leader	See Annexure 6 for the ToR
	Executive lobby, advocacy and awareness raising	Heads of Institutions in the Energy Sector, Development Partners	Head WEU	See Annexure 7 for the Concept Note

Aligned to Energy Policy	Activity	Target Group	Responsibility	Notes
	Finalise the Revised Gender Mainstreaming Strategy for the Energy Sector, LESOTHO 2020-2024		Head, WEU	Include risk factors, logical framework, communication, action plan, financing, monitoring, evaluation and reporting. Revisit the vision, mission, goals, objectives and strategies. Validate with stakeholders- in light of Covid-19, a virtual workshop could be useful
	Validate Revised GM Strategy for the Energy Sector	Energy Institutions, NGOs in the energy sector, Women led companies	Head, WEU	
	Recruit, 2 Full time staff to WEU	GFPs	Director Energy/Team Leader	
	Secure funding	Development Partners	Director Energy/Team Leader	

Policy Statement 2: Information Management and Outreach

Popularise the Revised Gender Mainstreaming Strategy for the Energy Sector	Energy Institutions	Information Officer
Prepare educational/promotional products		Information Officer
Media and social media outreaches	Local Government Structures, Schools, Universities, Colleges, informal settlements, rural areas	Information Officer
Capacity Assessment of the Gender Focal Points in DoE	Target Group	Head, WEU

Aligned to Energy Policy	Activity	Target Group	Responsibility	Notes
	Develop appropriate capacity development plan for the GFPs	GFPs	Head, WEU	
	Implement and evaluate the implementation of the capacity development plan	GFPs	Head, WEU	
	Training of Energy Commission in the use of gender mainstreaming tools	Staff in the Energy Commission	Training and Capacity Building Officer	
	Mapping of women entrepreneurs	Women Entrepreneurs in the informal and formal sector-energy sector	Information Officer	
	Identification of potential opportunities for women entrepreneurs	Energy Investment Fund, One-Stop Investment Centre etc	Head, WEU	

2.8.3 Capacity Building

It is proposed that NKE8 role would continue to support the PMU during the transitional period. Several interventions are proposed; mentoring and coaching, training and provision of guidelines for gender mainstreaming.

3. Recommendations

Overall, the set-up of the women in energy centre is going to be a phased process. It proposed that WEU remains an internal structure, a stand-alone unit with its head and 4 reportings. For the interim period of 2 years, an external person is proposed to head the WEU, and support its operationalization. This is because, there is urgent need to operationalize the centre. In addition, elevating the WEU to decision making later will support oversight and accountability for gender mainstreaming. In this way, the problems cited earlier of lack of enforcement by Gender Focal Points could be alleviated.

- a) In addition, gender mainstreaming has resource implications to transform power inequalities. It is therefore important that the Energy Commission makes deliberate effort to allocate human, material and financial resources for the WEU
- b) Furthermore, it is recommended that the decision makers in the DoE, review and operationalize the WEU and support the measures identified in its Operational Plan.

Annexure 1: Data collection tool

1.1 Desk review

- a. What is the context of women in energy in Lesotho?
 - i. Legal and policy
 - ii. Institutional framework
- b. What is the role of women in energy centers?
- c. How are they structured?
- d. What services do they offer?
- e. What are their advantages?
- f. What is their sources of income
- g. What are their advantages?
- h. What risks and challenges do they face?
- i. Lay-out of the DoE organogram

1.2 Stakeholder consultations

Respondents: Government: Directors, CEOs, Managers, GFPs, Academia

Checklist	
Purpose	a. What should be the purpose of WEU?
Target Group/Beneficiaries	b. Which women should the WEU serve?
Roles	c. What should be the function of the women in energy centres?
Positioning	d. Where should WEU be located within the DoE
	e. What do you see as the role of the Gender Focal Points?
	f. How should the WEU be resourced?
Tasks	g. What services should the women in energy Unit do?
Partnerships/Collaborations	h. What should the role of the Private Sector, CSOs and academia be in the WEU?
	i. What should be the relationship between the Women in Sustainable Energy NGO and the WEU?
	j. Which regional/international bodies are relevant to WEU? And how should WEU relate with them?
Operationalisation	k. What are the envisaged risks of the WEU?
	l. What positions should exist in the WEU?
	m. What kind of information should the WEU collect, disseminate and use?
	n. How should the information be collected?
	o. How often should the information be disseminated?
	p. How should the information be used?
	q. On a day to day basis, what should the WEU do?

Respondents: CSOs

Checklist	
Purpose	a. What should be the purpose of WEU?
Target Group/Beneficiaries	b. Which women should the WEU serve?
Roles	c. What should be the function of the women in energy Units?
Positioning	d. What do you see as the role of the Gender Focal Points?
	e. How should the WEU be resourced?
	f. What services should the women in energy Unit do?
Partnerships/Collaborations	g. What problems does the Women in Sustainable Energy NGO encounter?
	h. How could the WEU address the above problems?
	i. What should the role of the Private Sector, CSOs and academia be in the WEU?
	j. What should be the relationship between the Women in Sustainable Energy NGO and the WEU?
	k. Which regional/international bodies are relevant to WEU? And how should WEU relate with them?
Operationalisation	l. What are the envisaged risks of the WEU?
	m. On a day to day basis, what should the WEU do?

Follow up interviews

- a) Considering that the WEU is to be the focal point for gender mainstreaming in the energy sector, how would you like it to support your work?
- b) Who is the entry point from your organization for gender mainstreaming? i.e. We are proposing that the entry point in your organization is at decision making level. He/she will be responsible for reporting on key performance indicators. He/she will ensure that the staff in your organization receive the necessary support e.g. training and tools for gender mainstreaming
- c) We are at the stage of validating the tools for gender mainstreaming that are to be used by the women in energy Unit, and we are looking for an opportunity to support any of your staff with gender mainstreaming, please advise us if you have any opportunities before the 15th Dec 2021.

Annexure 2: List of stakeholders consulted

Name	Designation	Institution	Date	Contact
1. Dr Albert Butare	Team Leader	Department of Energy	11 Nov 2021	albertbrw@gmail.com
2. Mabea Lengeta	PoE-Renewable Energy	Department of Energy	11 Nov 2021	mabeald@yahoo.com
3. Mabafokeng Mahahabisa	CEO	Lesotho Electricity Generation Company (LEGCO)	16 Nov 2021	mahahabisa@gmail.com
4. Liketso Seisa		Department of Energy	26 Nov 2021	sseisa.liketso@gmail.com
5. Palesa Malataliana	Gender Focal Point	Department of Energy	15 Nov 2021	maspyp@gmail.com
6. Genewe Mapekoane	Gender Focal Point	Department of Energy	15 Nov 2021	mamasheane@gmail.com
7. Dr Mpholo	Dean	NUL Energy Research Centre	18 Nov 2021 10.0am	52213529/62853040 Mpholo@gmail.com ;
8. Selho Notmae	LEC Finance	Lesotho Electricity Company	6 Dec 2021	S.mothae@lec.co.ls
9. Leana Kente	LEC Planning and Projects	Lesotho Electricity Company	6 Dec 2021	Kente@lec.co.ls
10. Serolo Tikoe	Operations Manager	Lesotho Electricity Company	6 Dec 2021	Tikoe@lec.co.ls
11. Noosi Makhotla	Corporate Planner	Lesotho Electricity Company	6 Dec 2021	Makhotla@lec.co.ls
12. Limpho Mokhesi	Planning and Projects	Lesotho Electricity Company	6 Dec 2021	Mokkhesil@lec.co.ls

Name	Designation	Institution	Date	Contact
13. Ms Nxoyi Shabalala	Human Resource/Admin Manager,		18 Nov 2021 2.30pm	22312137
14. Mohloko Lepamo	Finance Manager	Petroleum Fund	18 Nov 2021 2.30pm	
15. Khahliso Sebeko	Ag. CEO	Petroleum Fund	18 Nov 2021 2.30pm	
16. Ms Puleng Mahlatsi	Administration Officer	Rural Electrification Unit	Level 6, Moposo House 16 Nov 2021 2pm	
17. Mokhethi Seitlheko	Director, Energy	DoE	10 Dec 2021	seitlhekojerry@gmail.com
18. Tte Motlatsi Ramafole	CEO	Lesotho Electricity and Water Authority (LEWA)	18 Nov 2021, 10.00a.m	22312479
19. Mme Mantopi Lebofa	Director	Technologies for Economic Development (TED)/Lesotho Council for NGOs	8 Dec 2021	57255899/624000063/ Mantopi@yahoo.com
20. Mme Makhahliso Nokana	Chief Economic Planner	Ministry of Energy and Meteorology	20 Dec 2021	6309 4742
21. Mme Matau Futho-Letsatsi	Director, Gender	Ministry of Gender,	13 Dec 2021	58148112
22. Ntsebo Sephelanie	Operations Manager	Moscet Pty (Mosuncleanenergy technologies)	9 Dec 2021	Info.moscet@gmail.com /+266 52521197
23. Matapelo Silase	Coordinator	Lesotho Renewable Energy Access Project (LREAP)	13 Dec 2021	
24. Khaiso Tsepene	M & E Officer	Lesotho Renewable	13 Dec 2021	

Name	Designation	Institution	Date	Contact
		Energy Access Project (LREAP)		

Annexure 3: Checklist of gender mainstreaming at policy level

This guide follows different steps to support renewable energy policy and decision makers to integrate gender in a practical way.

Step 1: Identify and understand the gender dimensions to renewable energy. This implies that WEU will continuously bring to the attention of policy makers of the gender implications of energy. Example of issues to consider:

Table 7: Gender issues at policy formulation, or review

1. Gender needs and use of energy	2. Women's and men's access to energy, services and appropriate technologies	3. Women's participation in decision making processes and in the energy sector
<p>Can the policy refer to the vulnerable situation of women and or girls and the related implications (e.g. due to gender inequalities what specific challenges are women and girls facing)?</p> <p>Can the policy refer to the different energy needs and use of women and girls/men and boys at the household level (e.g. cooking, cleaning, income generating activities, education, etc.)?</p> <p>Can the policy refer to the impact of energy poverty on women's situation (e.g. what is the implication of no energy security)?</p> <p>Can the policy address indirect benefits to education, health, reduced in-door air pollution, and wellbeing of men and women and girls/men and boys?</p> <p>Can the policy include specific references to men or males, women or females, across age,</p>	<p>Can the policy refer to the enabling role of energy in women's economic empowerment (e.g. saving time from collecting fuel and cooking)?</p> <p>Can the policy refer to the role of energy in women's income-generating activities and savings (e.g. entrepreneurship activities, such as food processing, improved agricultural production, etc.)?</p> <p>Can the policy identify solutions to address gender inequalities related to household energy access, roles and related implications? (e.g. in terms of work burden, income and financial access, improved security, health etc.)</p> <p>Can the policy refer to gender integration as an important aspect in achieving energy policy goals? If yes, can the goals, targets and indicators reflect a gender perspective to better measure the results</p>	<p>Can the policy recognize the need to increase women's participation in policy and decision-making processes and in the energy sector at large (e.g. employment and consultation in energy programming)?</p> <p>Can the policy recognize women and/or girls as key agents of change in the energy sector?</p> <p>Can the policy refer to women's and men's distinct decision-making powers over energy that needs to be considered and inform policy making processes?</p> <p>Can the policy identify specific actions on how to enable women to participate in the energy sector and set targets on women can be more involved as stakeholders?</p> <p>Can the policy recognize gender equality and women's participation as important to achieving stated goals and targets in various facets of the energy sector?</p>

1. Gender needs and use of energy	2. Women's and men's access to energy, services and appropriate technologies	3. Women's participation in decision making processes and in the energy sector
ability, ethnicity, sexuality? If yes, in what context can women and men be referred to, and are they described as active agents of change, as vulnerable, or more or less impacted by the energy policy?		

Step 2: Integrate gender into the renewable energy policy

- a) Based on step 1 above, conduct a gender analysis on women's and men's energy needs, use and access and on the role of energy in income generating activities, uncovering any difference due to gender to identify barriers and opportunities for a sustainable and equitable renewable energy policy.
- b) Set policy objectives, targets and actions to enhance women's use and access to energy, services and appropriate technology, based on findings from step 1 and describe how this contributes to gender equality
- c) Develop measurable targets, activities to address the gendered dimensions of use and access to energy, services and technologies and identify ways to contribute to gender equality through the energy policy implementation
- d) Identify gender indicators that can measure the successes
- e) Allocate resources for the prioritized strategies e.g. budgets, personnel, Technical Assistance
- f) Monitor and evaluate the progress made and impact

Step 3: Address the lack of women's participation in decision making in the energy sector.

- a) Identify and analyse barriers to women's participation in decision making
- b) Introduce a minimum number of women members (quotas) in working groups and at decision making level
- c) Establish an incentive programme for women civil servants to join the energy sector
- d) Redefine workplace policies, regulations and practices including equal training opportunities and work/life balance initiatives
- e) Develop an awareness raising programme of the importance of women's voice in the energy sector
- f) Develop mentorship programme between senior and junior staff
- g) Identify links with the education sector to promote women in STEM related sectors

Annexure 4: Guidelines for Gender Mainstreaming in the different activities

These guidelines are structured based on the envisaged of the Energy Commission functions of the energy commission.

1. INSTITUTIONAL POLICY AND REGULATORY FRAMEWORK

Gender-Specific Outputs	Gender-Inclusive Design Features, Activities, Measures
Public consultation on energy policy or strategy conducted with participation by the poor and women	<ul style="list-style-type: none"> • Build awareness among policy makers of gender-energy linkages. • Set a minimum target (%) for the participation of women and the poor in policy formulation by promoting transparency, accountability, and broad consultation with the poor and women. • Increase women’s access to energy-related information such as laws, regulations, and incentives. • Collect and use sex-disaggregated and gender-specific data to raise awareness about women’s energy needs to inform policy decisions. • Conduct gender-responsive budgeting in the energy sector to identify the gender-differentiated impacts of public revenues and expenditures.
Gender-responsive approaches adopted in energy policy or strategy	<ul style="list-style-type: none"> • Expand energy access and improve affordability for the poor, and improve service delivery. • Maximize opportunities for women’s employment and livelihoods related to energy access. • Enhance environmental sustainability so that climate change reduction and mitigation measures contribute to reducing the vulnerability of poor communities, with a focus on women, children, and the elderly. • Recognize women’s role of collecting biofuel and use of polluting cook stoves and heating devices as an issue of concern in the energy sector. Expand poor women’s energy access to renewable energy supplies and nonpolluting technologies. • Promote gender equality and women’s empowerment through targeted policy support that maximizes positive impacts on services used by women and girls.
Institutional capacity of energy agencies and utilities built to provide gender-responsive energy services	<ul style="list-style-type: none"> • Build gender awareness of energy sector policy makers through <ol style="list-style-type: none"> (i) context-specific and targeted training programs to promote gender awareness; (ii) policy dialogue; (iii) gender budgeting; (iv) gender aware policy evaluation; (v) dialogue between government agencies, energy utilities, and

Gender-Specific Outputs	Gender-Inclusive Design Features, Activities, Measures
	<p>women's organizations; and</p> <p>(vi) lateral learning based on knowledge sharing of gender issues.</p> <ul style="list-style-type: none"> • Train government and utility staff (both women and men) in key gender issues in riskmitigation strategies and social safeguards. • Train government and utility staff (both women and men) in new energy technologies • Adopt a gender-equal human resources management strategy based on the implementationand application of gender equity laws and regulations in the energy sector, such as <ul style="list-style-type: none"> ✓ increasing the percentage of female employees and managers (set a % target); ✓ applying gender equity criteria in performance reviews of managers; ✓ establishing a gender-sensitive and secure working environment for women, such as <ul style="list-style-type: none"> (i) having adequate numbers of separate toilet and shower room facilities for women employees, and (ii) raising awareness of all managers and employees on sexual harassmentand other forms of violence against women; and ✓ establishing mechanisms to institutionalize the ongoing monitoring of gender equality principles in the workplace and to represent the interests of female and male employees inthe organizations' consultative processes. • Develop and update a sex-disaggregated project management database. • Train project staff on effective implementation and monitoring of project gender features andproject gender action plan.

2. INFORMATION MANAGEMENT AND OUTREACH

To ensure the effective monitoring of the respect of gender equality in all sectors, gender mainstreaming across all sectors, WEU will use different approaches including the following:

1. Establishment of Mechanisms for Measurement

- Disseminate information about the Gender Indicators and Baseline identified in the Energy Commission M & E framework

- Support the different units in the Energy Commission to report on the indicators
- Development of Gender Statistical Framework
 - 2. *Conduct Gender Auditing and Assessment*
- Conducting participatory Gender Auditing
 - 3. *Generation of Data for Evidence Based Advocacy*
- Analysis of laws, policies and strategies
- Research and dissemination of Findings
- Production of Gender Profiles
- Elaboration of policy briefs and concrete issue papers

3. RENEWABLE ENERGY AND ENERGY EFFICIENCY

Gender-Specific Outputs	Gender-Inclusive Design Features, Activities, Measures
<p>Access of poor, rural women and men to renewable energy systems and technologies improved</p>	<ul style="list-style-type: none"> • Provide remote rural households that cannot be economically connected to national electricity grids with alternative energy supplies, such as off-grid, dispersed, renewable energy systems, especially targeted for household energy use, e.g., small to micro hydro systems, solar photovoltaic home systems, domestic or community biogas digesters, and micro wind turbines. • Develop gender-inclusive, sustainable operational models, for the decentralized operation and maintenance of these systems based on women's participation, to include <ul style="list-style-type: none"> ✓ training for women in the new technology as system operators and technicians, and operation and maintenance crew; ✓ increased women's participation in cooperatives/users groups/committees; ✓ developing gender-sensitive user education programs in the safe operation and maintenance of renewable energy systems and technologies; and ✓ decentralizing the dissemination of this information and training activities. • Provide affordable options to offset the high, one-time initial cost of renewable energy technology and systems for women and low-income consumers through mechanisms such as capital grants, consumer credit/microfinance, rental models, and by developing smaller, low-cost systems.

Gender-Specific Outputs	Gender-Inclusive Design Features, Activities, Measures
<p>Women trained and employed as service providers in renewable energy systems and technologies</p>	<ul style="list-style-type: none"> • Educate and raise awareness among women and men in the new livelihood opportunities provided by the introduction of renewable energy systems, such as <ul style="list-style-type: none"> ✓ Biogas <ul style="list-style-type: none"> * biogas plant construction masons and maintenance * crop planting and animal breeding for biomass * waste management and treatment * collection and sale of bio-slurry for crop production and vegetable farming * service providers in biogas equipment construction and sales, such as improved cookstoves. ✓ Solar <ul style="list-style-type: none"> * assembly and installation of stand-alone solar photovoltaic systems and solar panels * operation and maintenance of solar energy systems * solar power enterprises: solar panels, controllers, and inverters for home systems; solar water heaters; solar lanterns * CFL and LED lamp assembly and sales. • Train rural women as village technicians in the construction, assembly, and routine operation and maintenance of renewable energy systems and set targets for women's participation. • Provide targeted incentives to support women's entry as energy suppliers in the emerging renewable energy market, such as microfinance, small and medium-sized enterprise financing, and grants and concessional loans; tax benefits; renewable energy technology rebates; measures and incentives to improve domestic banks and financial institutions risk perception and awareness of lending to women entrepreneurs and renewable energy investments.

4. POWER GENERATION AND TRANSMISSION

Gender-Specific Outputs	Gender-Inclusive Design Features, Activities, Measures
Energy access expanded for poor households	<ul style="list-style-type: none"> • Extend grid to widen energy access to poor households, especially those in rural areas. • Ensure affordability for the poor households (which often include those headed by women): <ul style="list-style-type: none"> ✓ free or affordable credit for up-front household connection costs (pole to house and inside household wiring); ✓ automatic eligibility for up-front household connections for poor households; ✓ revolving funds to support access for the poor; ✓ tariff levels set to reflect poor women's income levels; and ✓ gender-inclusive public consultation to assess women's opinions and preferences about affordability issues.
Energy-based women's enterprises established and operating	<ul style="list-style-type: none"> • Educate women and men about the new opportunities available for energy-based enterprises and livelihoods. • Partner with national and local NGOs to implement pilot livelihood programs which include training for women in <ul style="list-style-type: none"> ✓ the use of labor-saving end-use energy technologies; ✓ access to appropriate microcredit services, grants, and/or concessional loans; ✓ finance and business management; ✓ market access and marketing strategies; and ✓ other business development services. • Conduct technical training on energy-based entrepreneurship widely to local NGOs to promote more NGO participation in the energy sector.
Employment for women generated in the energy sector	<ul style="list-style-type: none"> • Include women in project construction activities and set targets for women's employment, where possible. Community-based maintenance contracts possibly offer women's wage labor opportunities much more than mechanized civil works contracts. • Promote and provide technical and vocational training for women to promote women's employment, e.g., as technicians, in routine operation and maintenance, meter readers, electricians. • Partner with education service providers, such as vocational and/or technical training institutes and colleges, to implement gender-inclusive technical training programs.

Gender-Specific Outputs	Gender-Inclusive Design Features, Activities, Measures
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	<ul style="list-style-type: none"> • Scholarship programs to promote girls' education in nontraditional sectors, such as engineering. • Implement core labor standards and/or appropriate labor laws in relation to equal employment opportunities, equal pay for work of equal value, and women's on-the-job health and safety. • Provide separate facilities for women, including separate toilets, rest rooms, and child-care facilities, in project sites.
Gender-sensitive user education programs conducted	<ul style="list-style-type: none"> • Develop user education programs and modules targeted at women and men to include the following topics: <ul style="list-style-type: none"> ✓ safe and efficient use of electricity and end-use technologies specifically targeted and relevant to women's household chores and economic activities; ✓ gender-sensitive consumption patterns and habits, such as the importance of cooking energy and energy use for housework; ✓ promotion of women's role as energy efficiency advocates; and ✓ awareness raising about consumer entitlements, rights, and responsibilities; on relevant energy sector regulations; linkages with gender equity policies/strategies/laws; decision-making structures and processes; and conflict management and resolution provisions.
Energy service delivery improved to poor and low-income households and basic services relevant to women and children provided	<ul style="list-style-type: none"> • Identify instruments and mechanisms to minimize power shortages and outages and improve service delivery to poor, rural households, and communities, such as health clinics and schools, pumped water, and street lighting.
Women's involvement as service providers in the energy sector increased	<ul style="list-style-type: none"> • Promote women's entrepreneurship to serve <ul style="list-style-type: none"> ✓ newly emerging renewable energy markets, and ✓ gaps in energy markets left unserved by the private sector. • Provide incentives to improve the profitability of women entrepreneurs, such as tax benefits, public funding, energy equipment rebates, microcredit, and small and medium-sized enterprise financing.
Women's participation in local public-private partnership initiatives increased	<ul style="list-style-type: none"> • Include women's cooperatives, self-help groups, and NGOs as civil society partners with government and the private sector. • Promote women's role in local franchisee partnerships as entrepreneurs, managers, shareholders and members, and staff. • Provide women with the technical training necessary to play these

Gender-Specific Outputs	Gender-Inclusive Design Features, Activities, Measures
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	roles effectively.
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Gender-responsive corporate socialresponsibility conducted	<ul style="list-style-type: none"> • Develop and conduct community development programs for the families of employees and/or nearby communities, such as community development service center, vocational training for women, micro- and small enterprise development for services, reproductive health and family planning awareness programs, and cultural and recreational activities forwomen and children. • Support scholarship programs especially targeted at increasing girls' enrollment inengineering and technical courses. • Improve women's mobility and safety in power plant areas and in the community at large,including through investments in street lighting. • Enhance and institutionalize gender-equitable human resources management. • Gender training for management and staff.
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5. RURAL ELECTRIFICATION

Gender-Specific Outputs	Gender-Inclusive Design Features, Activities, Measures
<p>Energy access by rural poor women and men increased and expanded</p>	<ul style="list-style-type: none"> • Extend grid to cover poor households in rural areas. • Provide remote rural communities that cannot be economically connected to national electricity grids with alternative energy supplies, such as off-grid generation capacity and dispersed renewable energy systems. • Ensure affordability through <ul style="list-style-type: none"> ✓ free or affordable credit for up-front household connections costs for rural poor households; ✓ automatic eligibility for up-front household connections for rural poor households headed by women; ✓ revolving funds to support access for rural poor; ✓ tariff levels to improve affordability and reflect rural women's income levels; and ✓ inform and consult rural poor women about affordability issues.
<p>Women's participation in decentralized, community-managed distribution models enhanced; and the technical and organizational capacity of these systems strengthened</p>	<ul style="list-style-type: none"> • Increase women's participation in electricity boards/users groups/committees and set targets to promote women's participation. • Train women to be employed as system operators, technicians, managers, account staff, and other duties pertaining to these entities. Include the following subjects: business management, energy efficiency, technical standards, design and maintenance of distribution networks, operation and maintenance, and safety. • Conduct gender-sensitive activities on community entitlements, rights, and responsibilities, such as gender equity laws and regulations, energy sector regulations, leasing agreements, decision-making structures and processes, and conflict management and resolution mechanisms. • Provide gender training for electricity boards/committees and user groups. • Develop and implement gender-sensitive user-education programs for rural consumers. • Educate women and men about the new opportunities to increase productivity and the value of their outputs, reduce postharvest losses in sustainable agricultural production and processing and non-agricultural cottage and village-level industries, e.g., traditional crafts, services and eco-tourism, through clean and renewable energy-based mechanization.

Gender-Specific Outputs	Gender-Inclusive Design Features, Activities, Measures
	<ul style="list-style-type: none"> • Introduce new clean technologies that can have a major impact on women's workload, e.g., agro-processing, food preparation, and household chores, and promote women's enterprises in new markets that emerge with energy access, such as low-energy-consuming information and communication technology.
Women's energy-based rural entrepreneurship at the cottage and village levels developed	<ul style="list-style-type: none"> • Partner with local and national NGOs to pilot interventions, including <ul style="list-style-type: none"> ✓ training women in the use of nonpolluting and time-saving technologies; ✓ training for women in energy-efficient and sustainable agricultural production methods and techniques, including eco-farming; ✓ enabling women to access the necessary capital through microcredit services, grants, and concessional loans; ✓ training for women in finance and business management; and ✓ market access information and marketing strategies. • Capacity development of local NGOs to participate in the emerging renewable energy sector.
Service delivery capacity transferred to rural poor women	<ul style="list-style-type: none"> • Promote women's entrepreneurship using rural electrification through <ul style="list-style-type: none"> ✓ capacity building of rural women as modern energy providers (e.g., electricity cooperatives, franchisees) to their communities; and ✓ public-private partnerships promoting women's role in local distribution franchises, as entrepreneurs, managers, shareholders, and members. • Transfer skills to rural poor women by training women as village technicians, and provide them with jobs and livelihoods in the sustainable operation and maintenance of household village-level systems.

6. POLICY PLANNING AND IMPLEMENTATION

Early Identification	Planning	Policy Promotion	Implementation
<ul style="list-style-type: none"> • Prepare a project concept note or initial project profile • Collect sex disaggregated data 	<ul style="list-style-type: none"> • Engagement of gender specialist to conduct gender analysis and GAD plan preparation; 	<ul style="list-style-type: none"> • Briefing of DoE staff and collaborating partners on gender mainstreaming 	<ul style="list-style-type: none"> • Hiring of Gender a specialist(s) to oversee mainstreaming compliance and

Early Identification	Planning	Policy Promotion	Implementation
<ul style="list-style-type: none"> • Conduct stakeholder analysis and gender analysis • Screen project impacts on gender • Identify issues concerning gender equality, benefits and women empowerment • Formulate strategies to address gender issues that could possibly be addressed by the project 	<ul style="list-style-type: none"> • Include responsibilities on GAD plan implementation in the TOR of transaction advisers • Prepare strategies and mechanisms to implement the gender action plan (GAD) and any budget required; • Develop Gender mainstreaming guidelines specific for sectors. 	<ul style="list-style-type: none"> • Conduct workshop orientation for bidders on guidelines on gender • Include women gender expert as members of the external monitoring team for projects; 	<p>GAD plan implementation</p> <ul style="list-style-type: none"> • Conduct consultation and encourage participation of local women’s organizations in project identification, gender analysis and GAD planning • Collection of sex disaggregated data for gender analysis by Implementing agency’s Gender specialist and trained support staff • Include a gender component for every feasibility study • Establish a registry of gender specialists where possible

7. PROGRAMME LEVEL GENDER CHECKLIST

Project Stage	Guidelines on Gender
Preliminary Design stage	<ul style="list-style-type: none"> ▫ Prepare a project design integrating GAD concerns ▫ Prepare a Gender responsiveness checklist for projects ▫ Assess project design using checklists to determine its responsiveness to GAD <p>Prepare a simple GAD plan for gender mainstreaming the following minimum contents:</p> <ul style="list-style-type: none"> o explicit gender equality goals, objectives and outcomes; o issues and strategies; o programs and projects; o budget estimates; if required o monitoring and evaluation plans
Feasibility Study	<ul style="list-style-type: none"> • Incorporate Gender responsiveness in the TORs of the consulting firms preparing Feasibility Studies (FS) and the Design and Monitoring Framework for project • Assess potential impacts of the project's design using a Project impact checklist for gender • Prepare a separate chapter on GAD in feasibility study
Tendering and Contracting	<ul style="list-style-type: none"> • Include Gender data collection as part of the TOR for the contract manager • Conduct briefing and seminars for the private sector on the GAD component of PPP projects
Construction	<ul style="list-style-type: none"> • Prepare periodic reports by the private sponsor on statistics needed to be tracked (e.g., number of women employed and benefitted by the project) • Monitor compliance of contractors with performance standards established
Monitoring and evaluation	<ul style="list-style-type: none"> • Formulate strategies and measures to safeguard women's rights and enhance equal opportunities with men using the results of project evaluation • Develop sex disaggregated monitoring and performance indicators for Gender

Project Stage	Guidelines on Gender
	<ul style="list-style-type: none"> • Develop a M&E system including a reporting system for Gender - Generate format for regularly performance reports on gender progress • Monitor compliance of the PPP project to GAD plan • Evaluate performance of gender indicators

8. KEY ISSUES TO CONSIDER IN THE GENDER ACTION PLAN

Prepare a Gender Action Plan for sector **projects** with the following minimum contents:

- Be explicit about gender equality goals, objectives and outcomes; (e.g. identify basic services access and employment opportunities and target this)
- Identify key gender issues (what impediments might face women and girls from accessing more affordable services or gaining more equal employment opportunities?)
- Include gender strategies; (what can the project do to ameliorate the above? (How to fix)
- Indicate programs and projects
- Include budget estimates

9. GENDER PRE- IMPACT ASSESSMENT CHECKLIST

This matrix tool is useful for assessing the potential impacts of projects during its implementation stage on identified gender indicators and for formulating the strategies and measures to mitigate or avoid negative impacts .			
Checklist of Gender Indicators	YES	NO	Strategies to improve (Action Plan)
Will the project.....			
1.Improve physical welfare of women and girls in terms of:			
lower incidence of malnutrition, morbidity, and mortality among girls			
improved functional literacy females, particularly in rural areas and among indigenous peoples groups			
improved school participation of girls at various levels			
2. Promote equal access of women and men to development opportunities in terms of:			

employment generated by the project			
resources, and benefits, which implies the removal of constraints, barriers, and various forms of gender-based discrimination with respect to women's access to resources			
3. Greater understanding of women's rights and endowments in terms of:			
recognizing, protecting, and fulfilling rights, and endowments, particularly of women and girls to benefits			
4. Growing participation of women in bodies or organizations created by projects			
5. Growing recognition equality of both women and men to resources, processes and outcomes of development of projects.			

10. GENDER IMPACT SCREENING MATRIX

Project Impact Screening Matrix						
Gender Concerns	Potential Impacts of PPP project			Magnitude of Impacts		
The project will affect:	Positive	Negative	Uncertain	Low	Medium	High
Equal Rights and access of women to:						
health						
housing						
land						
natural resources						
food						
decent work						
livelihoods						
credit & capital						
ownership of assets						
education and training						
information						
Social protection						

Cultural Identity:						
roles						
traditional work displacement						
Traditional habitat displacement						
Safety from natural and man-made disasters:						
floods						
earthquakes						
toxic hazards						
chemical pollution						
Other:						

11. GENDER RESPONSIVE ENERGY SERVICES

Women and Men as Users and Customers (Service Demand Side)

- Improve service delivery for poor households and women
- Expand energy access and ensure affordability for the poor and low-income groups, including households headed by women.
- Introduce clean energy sources and/or appropriate technology for cooking and heating that improve women's health and reduce drudgery.
- Enhance energy-related income-generating activities of men and women, and women's entrepreneurship.
- Maximize women's employment opportunities in the energy sector.
- Implement user education programs building upon women's important roles in households and in communities.
- Apply gender-inclusive participation strategy in all stages of project design, development, and implementation.

Women and Men as Energy Suppliers (Service Supply Side)

- Promote women's involvement as service providers in the energy sector.
- Promote women's role as partners in public-private partnership initiatives (e.g., as owners of local franchisee partners).
- Build gender awareness among policy makers, government energy agencies, and energy utilities through targeted capacity development and training programs.
- Apply a gender-equal human resources management strategy through the effective application of gender equity laws and regulations in government energy agencies and energy utilities.
- Promote gender-responsive corporate social responsibility

Note: Adapted from the Asian Development Bank

<https://www.adb.org/sites/default/files/institutional-document/33650/files/gender-toolkit-energy.pdf>

Annexure 5: Road Map-12 months

Activity per Month	1	2	3	4	5	6	7	8	9	10	11	12
Set up PMU												
Recruit Head WEU												
Mobilise donor funding												
Review T.o.R for the PMU												
Review job descriptions												
The PMU will review and appoint officials in the WEU.												
Conduct capacity assessment												
Provide training, mentoring and coaching as required												
Prepare promotional materials about the WEU												
Launch the new structure												
Develop annual work plans, job descriptions, staffing schedules and budgets												
Coordinate with all units/departments for the implementation of gender equality and social inclusion (GESI) action plan activities.												
Capacity building												
Mentoring and coaching for the one stop energy investment centre and Energy Fund												
Provide guidelines as required												
Trainings												
Prepare request letters to the private sector												
Contact private sector and SoE to identify internship opportunities												
Publicise internship opportunities in educational institutions, through chiefs, local governments, the media and social media												
Prepare a profile of interns												
Propose incentives to private sector companies that promote women in decision making												
Lobby private sector to increase women in decision making												
Collect, synthesize M & E information relevant to gender												
Disseminate information to targeted audiences												
Resource Mobilisation												
Conduct Executive Dialogue with CEOs/Heads in the Energy Sector												
Prepare funding requests for government funding												
Map potential sources of funding from the private sector												

Activity per Month	1	2	3	4	5	6	7	8	9	10	11	12
Reach out to private sector sources												
Prepare funding proposals to development partners												
Knowledge Management												
Identify learning needs in the Energy Fund, One stop energy investment centre and Energy Commission, and all energy institutions												
Prepare tailored trainings												
Prepare policy briefs on gender issues in the energy sector												
Prepare media/social media briefings												
Commission research												
Disseminate research to targeted audiences												
Innovations and Entrepreneurship												
Identify and document cost and time saving technologies												
Link women in rural and remote areas to energy saving technologies												
Provide incentives to companies that offer time and saving technologies to rural areas and the urban poor												
Lobby for women led companies to obtain procurement in different energy value chains												

Annexure 6: Terms of Reference: Head Energy and Energy Unit

The Head of Women in Energy Unit will provide technical leadership and oversight to the gender equality, women's empowerment and energy sector coaching activities.

Responsibilities:

- Lead the work of the WEU Office in strategic planning, implementing, monitoring and resourcing work plans, consistent with country needs and the Energy Police and DoEs overall Strategic Plan
- Complete and popularize the gender mainstreaming strategy for the energy sector
- Work closely with the Gender Focal Points in management and decision-making to ensure gender-related project activities are meeting client and stakeholder expectations.
- Raise the profile of the essential component of equity, gender and cultural diversity in the energy sector within technical and policy dialogues with governments, non-governmental organizations, research/academic institutions, the private sector, civil society and others, including donors
- Develop, define and establish the objectives, strategy, plan and budget of the WEU Office; ensure an Organization-wide approach and strategies and objectives that are aligned with the Energy Policy's mission, vision, values, policies, strategies, business needs and priorities, in order to ensure continuing operations and maximize results. Ensure that the results are aligned with the Energy Commissions Office's biennial and multi-year plans, including monitoring of activities, adjustments to any deviations, such as redefined objectives or strategies;
- Formulate and recommend policies, plans, strategies, and budgets, in support of the Energy Commission's mandates related to the work of the WEU Office; develop and establish guidelines, norms, practices and procedures to improve the Office's effectiveness and efficiency; report to Ministry of Gender and Youth, Sports and Recreation, through executives presentations and reports, on the status or results of the WEU's activities;
- Advise and guide the process of planning and accountability of mainstreaming equity, gender and cultural diversity in the policies, programs and planning and monitoring systems of the Energy Commission
- Develop and strengthen partnerships with United Nations (UN) and other multilateral agencies, collaborating centers, donors and civil society organizations for advancing equity, and gender and ethnic equality, in the energy sector
- Coordinate the preparation of project profiles and proposals to mobilize resources within the programmatic approach of the WEU, and stimulate the mobilization of national and international resources to support its activities
- Collaborate closely with the Information Specialists, and Monitoring, Evaluation and Learning (MEL) Specialist during implementation.
- Lead the design and execution of activities that help increase the number of women and girls pursuing careers in the energy sector, as well as support the recruitment, retention, promotion, mentorship, and leadership development of women in the sector.
- Provide technical assistance to energy sector employers in integrating gender into human resources policies and other business operations.

- Ensure that gender policies, frameworks, and best practices are applied throughout all project activities
Create and update knowledge management products on employers' experiences with gender integration.
- Collaborate with the project team on communication and monitoring, evaluation and learning (MEL) activities.

Essential Knowledge, Skills, and Abilities Required:

- Masters degree in political science, economics, sociology or related social science/humanities discipline.
- Desirable: A Doctoral degree would be an asset.
- Substantive experience of 10+ years' in gender analysis, planning, and integrating gender equality and diversity and inclusion into projects internationally.
- Ability to mobilise donor resources
- Demonstrated ability to work with organizations to plan for and implement gender equality interventions, coaching, capacity building and training programs that facilitate behavior change among both women and men to create a more gender inclusive environment.
- Ability to identify capacity development needs regarding gender knowledge, attitudes, and practices.
- Provide technical, managerial and policy advice to staff assigned to the Office; review reports submitted by staff and provide constructive feedback;
- Ability to facilitate training initiatives to mainstream gender equality to ensure the differential needs, constraints, capacities, and priorities of women and men targeted by the project are understood and addressed.
- Experience developing and implementing a Gender Equality and Social Inclusion Action Plan to prioritize women's and underrepresented communities' roles in academia, households, government, and businesses.
- Experience identifying strategic interventions to increase capacity, supply and demand of women by creating an enabling environment for gender equality.
- Ability to mainstream gender into project activities and project management tools, including tracking of gender equality results and data.
- Experience integrating gender into MEL plans to develop a comprehensive monitoring and evaluation framework and gender-specific indicators for the program.
- Experience leveraging consultations with women's networks and other community stakeholders to incorporate best practices in women's economic empowerment into an energy sector development program.
- Experience working diplomatically with government, civil society and NGOs, local communities, and private sector organizations in policy development, human resource development, and training programs.
- Experience working with large international donors.
- Experience in coordinating with multilateral donor programs in emerging markets.
- Experience holding public meetings and coordinating with local governments, legal experts, developers, the public, and special interest groups to formulate and develop plans for vulnerable populations.
- A proven record of excellent management, strong administrative and organizational skills, strategic thinking and decision-making, leadership, communication and interpersonal skills, including being a strong writer and articulate speaker.

- Excellent leadership skills including strategic thinking, decision-making, oral and written communications, ability to motivate and collaborate with others to achieve team goals.
- Proven ability to handle multiple tasks in a fast-paced, deadline-oriented environment.
- Technical: Extensive progressive expertise at a senior level in advising complex programs that address equity and equality in at both national and international levels. Wide and varied knowledge of the application of equity, gender and cultural diversity approaches to the energy sector. Ability to provide authoritative technical advice and contributions.
- Administrative: Skills in resource mobilization (including fundraising and partner collaboration) and financial management for the delivery of expected results.
- Languages: Very good knowledge of English
- Demonstrated ability to effectively use a computer and software programs such as Microsoft Office Word, Excel, PowerPoint, SharePoint, Outlook, Teams and Zoom. Other IT skills and knowledge of other software programs such as Visio, Project, and qualitative data analysis software would be an asset.

To be considered applicants must submit the following:

- Cover Letter
- CV in reverse chronological format

ANNEXURE 7:TERMS OF REFERENCE: EXECUTIVE DIALOGUE

ESTABLISHING THE WOMEN IN ENERGY CENTRE EXECUTIVE DIRECTORS BREAKFAST MEETING

Date: TBC

Venue: Lancers Inn

No of Participants: 15

1. Background

The setup of the women in energy centre is part of the 11th European Development Fund (EDF) to enhance the policy environment and the institutional frameworks. The report provides comprehensive guidelines and checklists for mainstreaming gender into projects, and it is pertinent that every project designs Gender Action Plan (GAP).

Since Nov 2021, stakeholder consultations were held to shape the purpose, structure and gender mainstreaming tools of the women in energy centre. Three main challenges identified that impact on gender mainstreaming were; the existence of Gender Focal Points (GFPs) who have no influence to decision making in their institutions, lack of gender plans and budgets to support gender mainstreaming and the lack of incentives to Gender Focal Points to do their work. Not to mention, that GFPs are women, leading to entrenched stereotypes of sameness of gender and women.

While the tools to support gender mainstreaming have been developed, there is need to operationalize their use. Operationalisation of the gender tools requires that the Non-Key Expert-8 (women in energy centre) actively works with designated staff to validate the tools. For example, in monitoring visits, there are specific tools to support the integration of gender issues. Likewise, during planning, there are specific tools to support gender mainstreaming.

2. Purpose

1. To present the women in energy centre (WEC) framework to the executive.
2. To raise gender awareness and seek executive support for gender mainstreaming.

3. Expected Output

1. To get executive buy-in and endorsement for the operationalization of the women in energy centre
2. To commit to reporting on gender key performance indicators (KPIs) contained in the women in energy centre framework.

4. **Duration** : 2 hours

5. Programme

Time	Activity	Resource Persons
6.45am	Arrival	All
7.00am	Welcome Remarks	Director, Energy
7.10a.m	Opening Remarks	EUD Representative
7.30a.m	The relevance of gender mainstreaming in the energy sector	UNDP Representative
7.40 am	Funding opportunities	World Bank Representative
7.45a.m	Question and Answer	CEO, LEGCO
7.50a.m	Presentation of the Women in Energy Centre	Non Key Expert 8, Women in Energy Centre
8.15a.m	Question and Answer	CEO, Petroleum Fund
8.45a.m	Closing	Permanent Secretary, Ministry of Energy and Metrology

6. Participants

Organisation
1. Department of Energy (5)
2. Rural Electrification Unit (1)
3. Energy Fund (1)
4. One Stop Investment Centre (1)
5. Lesotho Electricity Generation Company (1)
6. Lesotho Electricity Company (1)
7. Lesotho Electricity and Water Authority (1)
8. Lesotho Highlands Development Authority (1)
9. Petroleum Fund (1)

Organisation
10. Permanent Secretary, MEM (1)
11. EUD (1)
12. UNDP (2)
13. World Bank (2)

7. Budget Estimates

Item	Quantity	Cost (M)	Total (M)	Notes
1. Venue hire		5,000	5,000	Estimated costs
2. Breakfast	20	300	6,000	Allow for support staff (5) who may accompany executives
3. Stationery	20	60	1,200	Pen, Note books
4. Transport refund	20	300	6,000	To be paid to participants
5. Media costs	4	2000	8,000	Media presence to raise awareness about the meeting proceedings.
Sub-total			26,200	
Contingency (10%)			2,620	
GRAND TOTAL			28,820	