



ENERGIA PHASE 6 STRATEGY 2018 - 2021

ENERGIA International Network
on Gender and Sustainable Energy
April 2018

ENERGIA PHASE 6 STRATEGY 2018 - 2021

ENERGIA International Network on
Gender and Sustainable Energy
April 2018



TABLE OF CONTENTS

1.	Why this document	6
2.	Profile and guiding principles	7
3.	The context and the ENERGIA answers	8
4.	Strategic choices	11
5.	Theory of change assumptions	12
6.	Intervention areas and priorities	15
7.	Partnership strategy: from actors to partners	19
8.	Energia International Organisation	21
9.	Funding reality and ambitions	22

1. WHY THIS DOCUMENT

With this strategy document, we—the ENERGIA network—share what we aim to achieve between 2018 - 2021. We also present how we intend to capitalise on our strengths to scale our collective impact, how we will improve our weaknesses and how we will find solutions to persistent and emerging issues around sustainable energy and equitable energy access for all. This document is the result of a reflection process involving many ENERGIA stakeholders over the past year. In it, we explore opportunities for expansion, evolution, consolidation and engagement with new issues on our horizon. This strategy is the fundamental guide for the activities of our network and provides a coherent foundation for the activities of the International Secretariat. Since the context of our work is changing rapidly, we have decided to make this a living document, which we will adapt and improve every year.

This strategy document also serves as the basis for our continued engagement with present and

future funding partners. It provides an insight into the existing commitments of the funding partners and into the gaps between ambitions and funding that exists in the short- and long run. As such, the document also acts as a guide for the network's resource mobilisation strategy.

The function and set-up of the ENERGIA Network has changed over time. Therefore, we start in the next section with a brief description of the historic development. The analysis of our latest trends and issues in section 3 is followed by an overview of our strategic choices for 2018-2021 in section 4. The ENERGIA comprehensive Theory of Change (TOC) is presented in section 5. In section 6, we outline the ENERGIA intervention areas and operational priorities for the coming years. Section 7 outlines our partnership strategy, followed by the key elements of our internal organisation in section 8. The last section gives an overview of our ambitions and the current buy-in from funding partners.



In Kakamega county, Kenya, Agnes Wahero, 24 years, sells solar lamps from her stand at a local market. Photo: Sven Torfinn/ENERGIA

2. PROFILE AND GUIDING PRINCIPLES

The International Network on Gender and Sustainable Energy was founded in 1996 as an informal network with a shared mission of promoting policies and actions to recognise, validate and support women's roles in sustainable energy development.

ENERGIA envisions a world where people's household, community and workplace energy needs are met through sustainable and socially inclusive energy systems. As long as gender inequality persists in the energy sector globally, ENERGIA's mission—'to increase women and men's equal and equitable access to and control over sustainable energy services as an essential right to development'—retains its relevance and urgency.

The partners in the ENERGIA network are united in their shared beliefs: that women must be empowered to become change agents in the energy sector; that inclusiveness and equality forge stronger and more effective partnerships; that diversity and flexibility contribute to a stable network; that each context calls for its own specific mix of themes and approaches; and, that mutual learning and creativity constitute the core of the network's innovative capacity.

ENERGIA is recognised worldwide as a thought leader and a powerful voice in advancing global and national agendas for a more gender-inclusive energy sector. ENERGIA's steadfast work is acknowledged for leading a significant transformation by helping to ensure that gender aspects in the energy sector are more widely accepted. The network connects, supports, convenes and coordinates the actions of 36 committed organisations (entrepreneurs, NGOs, social enterprises, media, universities and research institutions) in 18 countries across Africa, Asia and Europe. All are guided by a common vision and shared principles.

ENERGIA's uniqueness is also its ability to convene, engage and commit public and private decision

makers, innovative on-the-ground implementers (including civil society), and the research community, while these groups often operate quite separately. This unusual combined force enables ENERGIA to effectively participate in high-level bodies, such as the SEforALL forum and the High Level Forum on SDGs, and contribute to global decision-making at the highest level. This holistic approach to engagement in the energy sector is what makes ENERGIA's approach distinctive from other similar networks.

Since March 2016, Hivos (the Humanist Institute for Development Cooperation), an international nongovernmental organisation based in the Netherlands, has hosted the network and provides the legal framework within which ENERGIA's work is funded and implemented. Hivos is guided by humanist values and strives for a world in which all citizens, both men and women, have equal access to resources and opportunities for development and can determine their own future.

¹ www.energia.org

3. THE CONTEXT AND THE ENERGIA ANSWERS



The 'Gendered' Nature of the Energy Access Gap

About a billion people currently live without electricity. This significantly limits their development opportunities.

Almost three billion people lack access to clean cooking solutions and are exposed to dangerous levels of air pollution. This results in millions of deaths each year, mostly among women and children. Women disproportionately bear the burden of energy poverty in most developing countries. They suffer more than men and differently from men.

The above description and underlying assumptions remain subject to investigation and scrutiny. So far, ENERGIA research has proven that providing women in rural areas and urban slums with access to energy liberates women and girls from drudgery and allows time for income-generating opportunities, education and rest or leisure. Other research points out that it also reduces women's exposure to hazardous air pollutants and decreases their vulnerability to physical and sexual violence when they have to venture far from their home to collect firewood to cook. Overall, the 2017 external evaluation of ENERGIA emphasised the continued relevance of ENERGIA's mission and activities



The Sustainable Development Agenda

A number of new global agreements and commitments promoting gender equality and women's empowerment are in place that can contribute to

eliminating energy poverty and promoting a clean energy transition. Significant among these is the global agenda of the Sustainable Development Goals (SDGs) adopted by the member States of the United Nations in 2015. Goal 5 aims to "achieve gender equality and empower all women and girls". Goal 7 seeks to "ensure access to affordable, reliable, sustainable and modern energy for all" by 2030. These two SDGs, although separately listed, are inextricably linked, and gender and sustainable energy is now in the forefront of the development agenda.

ENERGIA helped shape the Sustainable Development Goals 3, 5 and 7 on health, gender equality and energy access. Together with the Global Alliance for Clean Cookstoves, and other civil society and national organisations, ENERGIA succeeded in getting cooking energy and indoor air pollution included as part of the SDG indicators. As the co-chair of the multi-stakeholder SDG 7 Technical Advisory Group convened by UN DESA, ENERGIA directly contributes to the review of progress of SDG 7 and its interlinkages with other SDGs for the 2018 High Level Political Forum.



Gender Imbalance in Upstream Energy Supply

Interventions on gender and gender inequality in the energy sector emphasise the impact of clean cooking technologies on women's health, rural electrification, and improved energy access. There has been considerably less research on the role of women in the generation, transmission, or distribution of electric power. Consequently, upstream actors have little knowledge about how to improve women's participation in the generation, transmission, and distribution of power.

ENERGIA has led the first ground-breaking gender mainstreaming assignments for upstream energy actors. It developed the first comprehensive how-to materials, and has accumulated experience and expertise for well over a decade. As such, it is uniquely positioned to lever its know-how to meet the evolving demand from government agencies, development finance institutions (DFIs) and electric utilities for guidance, practical tools and examples on how to undertake gender mainstreaming in a systematic manner that makes energy interventions more effective, and results in more benefits for women, as well as men. ENERGIA's research programme studies whether, and how, taking a gendered approach in the energy sector leads to more effective outcomes.



Energy Sector Financing for Gender Equality

The global availability of financing targeting gender equality in the energy sector is insufficient. In June 2016, the OECD DAC Network on Gender Equality (GENDERNET) noted that only a small proportion of ODA to the energy sector included gender equality (9%). Recent data collected through desk research and structured interviews on 174 programmes operating at the gender-energy nexus revealed that only 12% of organisations focus on moving capital into this space.

As of 2018, ENERGIA promotes a more methodical inclusion of women-centred funds into existing sustainable energy financing vehicles. ENERGIA has tested approaches that increase the awareness and capacities of donors and financing institutions to understand the business case for financing gender-responsive programmes and to facilitate access to capital for women’s energy businesses.



Decentralisation of Energy Paradigms

Decentralised energy technologies offer the chance to electrify last-mile customers and empower women energy entrepreneurs. Several global, regional and national initiatives are promoting this approach using a range of innovative strategies. Women’s access to finance is high on their agendas.

ENERGIA aims to scale up and consolidate its efforts to empower women energy enterprises in the design, production and distribution of decentralised renewable energy services by developing their technical and business skills. Moreover, in their role as critical consumers and conscious citizens, ENERGIA supports women to better use the emerging local space for advocacy and negotiation.



Demographic Changes

In “The World’s Cities in 2016” the UN reports that 55 percent of the global population currently reside in urban

areas. This proportion is expected to rise to 60 percent by 2030. Peri-urban areas often have poor services, falling in the gap between urban electric companies and rural electrification agencies. Utilities also lose revenue as half of slum dwellers are illegally connected to electricity. The traditional definition of ‘last mile’, which previously focused on geographical remoteness, now includes urban and peri-urban poor people.

The need for empirical studies and practical gender approaches for delivery energy access in urban settings is growing every year. Accordingly, from 2018 onwards, the ENERGIA research programme and innovation hub aim to explore the ‘last mile’ urban sub-groups and the role that gender plays in mediating energy access outcomes.



Environmental Concerns

Decentralised energy provision comes with End-Of-Life (EOL) issues for the e-waste generated by small-scale solar systems and appliances. Lead from batteries, mercury from compact fluorescent lamps (CFLs), and more harmful substances, are spreading far and wide. In the markets where ENERGIA works, the EOL issues present women with the opportunity to repair, collect, recover and recycle materials from non-functioning solar systems.

Similar to urbanisation above, the e-waste trend provides ENERGIA with an opportunity to innovate and experiment in order to identify feasible sustainable solutions that stimulate latent business opportunities for women in markets where ENERGIA is active.



author: Freepik



author: Pixel perfect



author: Swifticons



author: Freepik



author: Freepik



4. STRATEGIC CHOICES

This section provides a succinct overview of ENERGIA's new strategy for 2018-2021 based on the previous context analysis, ENERGIA's achievements and experiences, and the findings from external evaluation. The overall goal and mission remain the same. While we maintain some strategic elements, such as our holistic approach, there are five key changes from earlier phases, which we describe below.

First, ENERGIA's key drivers for organising its actions so far have been networking, women's entrepreneurship, gender mainstreaming, advocacy and policy influencing, and an extensive research programme. In this phase 6, ENERGIA's interventions will be better structured to: deploy the network's envisioned 'pathways of change': catalyse women's economic empowerment (WEE); create an energy policy- and energy market environment that enable gender equality in the sector; and, strengthen the network's voice and thought leadership. The pathways are informed by the level of change we aim to see and are described in our Theory of Change (TOC) in section 5. With this TOC, we expect to achieve greater impact with our interventions.

Second, from now on, we will connect the two previously separated elements of the ENERGIA gender strategy better. On the one hand, a targeted women's economic empowerment (WEE) approach will foster growth beyond subsistence, so women energy enterprises can achieve a sustainable level of business. On the other hand, a gender mainstreaming approach will target upstream energy actors to operationalise gender action plans in their institutional practices and operations. As of phase 6, we will combine these complementary approaches and implement them concurrently. The gender mainstreaming will be directed predominantly at large-scale and centralised energy provision, while the women's economic empowerment will focus on smaller scale, decentralised, off-grid solutions.

Third, given the quickly changing energy landscape, continuous innovation is crucial for ENERGIA to maintain its catalysing role and leadership. In phase 6, the ENERGIA Innovation hub will take this on. Financial and human resources will be dedicated to take on challenges encountered in the implementation space, in particular around WEE. The Hub will allow us to respond to emerging trends, such as gender and energy implications of urbanisation and gender and e-waste. As a consequence, knowledge development and learning will grow in importance in this coming phase.

Fourth, ENERGIA's engagement with private sector actors will be more targeted and systematic in three ways. We will: i) increase financial institutions' capacity to provide operational and scale up (growth) capital to women energy enterprises; ii) encourage and support energy companies to mainstream gender, and iii) support and contribute to a creating a more gender-responsive and enabling environment.

Lastly, in previous phases, our advocacy efforts mainly focused on the SEforAll initiative and related partnerships. In phase 6, we will use the negotiations on the operationalisation of the SDGs as a new platform for ENERGIA's policy influencing efforts. We will facilitate multi-actor initiatives with new allies and jointly participate in events, such as the High Level Political Forum that is responsible for monitoring progress on SDGs 5 and 7 (the gender and energy goals).

Photo left: Gotikehl village, Lalitpur district, Nepal. Since equipping her foot paddel sewing machine with a electricity powered paddel, Goma Pariyar has been able to boost her production.
Photo: Bunu Dhungana/ENERGIA

5. THEORY OF CHANGE AND ASSUMPTIONS

Our analysis of the global energy context shows a massive energy access gap marked by prevailing gender asymmetries. Rectifying these imbalances is the motivating force behind all of ENERGIA's interlinked and mutually supporting efforts.

ENERGIA's mission, 'to increase women and men's equal and equitable access to and control over sustainable energy services as an essential right to development', remains relevant and urgent because:

- The international development community may increasingly embrace gender and energy issues, but the translation of these sentiments into effective instruments and financial commitments needs more priority;
- The actual use of these instruments at national and sub-national levels requires close monitoring by local civil society;
- The awareness among the public and local civil society organisations of the need for a more gender-inclusive energy sector is still low and must improve;
- The private sector is a key stakeholder in closing the energy access gap, but is only beginning to

engage on gender issues, and requires further encouragement; and

- The implementation know-how and commitment to realising a gender-equitable energy supply and consumption worldwide has not yet reached a tipping point, which has to change.

Taking into account our previous experiences, the lessons learnt and the above aspirations, the ENERGIA Theory of Change (TOC) explains our pathway to transformational change.

In the below visualisation of our TOC, we show how the our interventions lead to desired outcomes, and how these in turn shape our strategic goals. We also identify the assumptions that underlie our TOC, which we cannot influence, but will check regularly to ensure that we remain effective.

We plan to review the validity of this TOC and its assumptions every year and adapt or improve as necessary. Furthermore, some of the key assumptions may also be scrutinised by independent researchers to ensure their continued relevance to our interventions.



Siaya village, Kenya. Bibian Safeth, runs a clay work factory. She produces the inner part of cookstoves, which are integrated into the metal housing for the stove. Bibian employs two people. Photo: Sven Torfinn/ENERGIA

Impact:
Women and men have equal and equitable access and control over sustainable energy services as an essential right to development

Strategic Goals:

Women are economically empowered in the sustainable energy value chain	The policy- and market-environment for gender equality in the energy sector has become more enabling.	WEE partners, advocacy partners and research partners are well connected, share an evidence base, co-create new solutions and have an influential shared voice in the energy sector.
--	---	--

Outcome Areas:

Women entrepreneurs are empowered and equipped with skills, knowledge and resources to be sustainably engaged in the supply of energy services to last-mile communities and in the productive use of energy.	There is an improved and enabling policy and market environment following enhanced awareness and gender-responsive actions of public and private sector actors	ENERGIA's thought leadership and voice are enhanced through robust evidence, knowledge products, tools and tested pioneering innovations of energy	There is a shared coherent discourse and strengthened synergies from a distinct networking approach
--	--	--	---

Intervention Areas:

Women's economic empowerment	Enabling environment	Thought Leadership	Networking
<p>Consolidate business models of implementing partners</p> <p>Develop capacities of, and mentor, women entrepreneurs</p> <p>Develop business growth approaches for women-led businesses</p> <p>Attract financial institutions to finance women energy entrepreneurs and productive uses of energy</p>	<p>International policy influencing</p> <p>Private sector involvement through multi-stakeholder roundtables and dialogues</p> <p>Create a 'Leader for Inclusive Energy Platform' for sharing and learning</p> <p>Public awareness campaigns</p>	<p>Collect robust empirical evidence of impact as input to all other intervention areas;</p> <p>Establish Gender and Energy Innovation Hub to pilot innovative solutions</p> <p>Manage knowledge, as well as communicate and disseminate good practices and tested innovations</p>	<p>Partner meetings</p> <p>Coherent agenda and strategy</p> <p>Work with other consortia in and between countries</p> <p>Support collaborative actions between partners</p>

Assumptions

- International community remains committed to achieving and investing in SDG 5 and SDG 7.
- Women are not on a level playing field with men - their participation in the economic sector is obstructed (e.g. by collateral, land titles, registration as a business, literacy).
- Growing decentralised energy markets provide an opportunity for women entrepreneurship in the energy sector.
- Energy companies and financial institutions have an interest in promoting an enabling environment for gender-responsive energy actions.
- In ENERGIA focus countries, a minimum of political stability and national civic space exists to allow for societal dialogue.
- ENERGIA partners remain committed to its vision and principles.
- Policy makers and practitioners are open to using empirical evidence and innovations in gender and energy to strengthen policy and programme design and implementation.



6. INTERVENTION AREAS AND PRIORITIES

As highlighted in the TOC model, the following intervention areas are priorities for ENERGIA phase 6.

Area 1: Women's Economic Empowerment Practice

By combining business development with agency and empowerment training, the ENERGIA WEE intervention has reached some 2.6 million end users through more than 4,000 women entrepreneurs selling energy products. The implementation of the WEE programme has proven the viability of creating and nurturing an energy enterprise pipeline led by women entrepreneurs. Equally, it has reconfirmed ENERGIA's roles as connector, convener, convincer and committer.

ENERGIA intends to consolidate its 2018-2021 work with the five existing implementing partners in six countries (Indonesia, Kenya, Nepal, Nigeria, Senegal and Tanzania) to scale and expand their work. Focusing on a select number of countries leverages the 'business mindset' already in place among partners to: i) better respond to entrepreneur needs and market conditions; ii) drive improvements in business practices; and iii) increase entrepreneur sales and profitability. Consolidating and scaling equally will allow ENERGIA to remain at the forefront of a growing number of actors working in the WE space. We will continue to create and share tools and approaches that will allow others to follow suit. Challenged by the WEE experience, ENERGIA will take women entrepreneurship in the energy sector to the next level.

Priorities:

- Focus on those women entrepreneurs (WEs) that are committed to growing full-fledged energy enterprises.
- Assist WEs to transform from being sales agents to having self-owned enterprises.
- Train, mentor, and provide business support services including specialised information and services designed for borrowers and investees.
- Pilot the use of the latest information technology for entrepreneurs.

- Include dynamic medium-sized entrepreneurs, capable of expanding into new markets and reaching more customers.
- Explore new areas of engagement with implementing partners to address persistent challenges, in particular financing, with an additional focus on productive uses and inter-sectoral entry points, such as health and education.
- Expand private sector engagement, and consider engaging mid- to larger-sized private sector companies as implementing partners.

Area 2: Stimulating an Enabling Environment for Gender Equality in the Energy Sector

An adequate enabling environment—including resources and policies—must be established to foster gender equality in the energy sector. Doing so will improve women's energy access, and their engagement in energy value chains and decision-making processes. Key conditions to be met include overcoming structural barriers that create bias against women within policy-, market- and institutional environments, where governments, financiers, utilities, energy companies and consumers play key roles. ENERGIA and its partners will use global and national advocacy, awareness campaigns, and gender mainstreaming within selected national energy actors to create a gender-responsive and enabling environment in the energy sector.

Priorities:

- Use the ENERGIA global partnership base, its vast network, its research findings and its presence at high-level events to influence policy and maintain the current focus on combining international engagement with local advocacy approaches.
- Profile and equip our network to be the go-to resource for international development partners seeking to mainstream gender within their policies and operations over the long term.

Photo left: Kakamega county, Kenya. Children making their homework at the light of a solar lamp.
Photo: Sven Torfinn/ENERGIA

Youth:

ENERGIA will continue to seek ways to raise awareness of sustainable energy and gender among school age populations. With the twin challenges of i) integrating large numbers of youth into labour markets, and ii) preparing women for careers in energy by promoting education and training in STEM fields, ENERGIA is well positioned to increase its youth focus in connection with other activities in education, leadership development and entrepreneurship training.

Urban solutions:

ENERGIA will continue to examine and add to the evidence base in the gendered nature of urban energy poverty and work to pioneer new implementation strategies to address gender and energy in urban and peri-urban environments, especially in the areas of cooking, electrification, and productive uses.

Displaced persons:

ENERGIA will be thinking strategically about how its specialised knowledge, tools and methods may be applied to ameliorate the conditions of displaced persons, given the scale and urgency of the humanitarian crises that are unfolding around the world in the wake of war, natural disasters and anthropogenic climate change.

- Challenge the upstream energy and private sector actors to become a Leader for Inclusive Energy to exchange and learn from each other's experiences.
- Work towards unlocking finance from the private sector, financial institutions and other donors for women's energy businesses.
- Use awareness campaigns to appeal to the general public as informed citizens who can influence their policymakers, and as critical consumers of renewable energy products and customers of women energy entrepreneurs.

Area 3: Thought Leadership**Research and Evidence Building**

ENERGIA's research programme aims to generate a robust evidence base to inform and improve WEE implementation, to explore scalable gender inclusive approaches, to feed data-backed arguments to decision makers. Another crucial goal is to better understand change processes that are related to the achievement of gender equality in and across energy sectors.

The present programme's five broad research areas were selected three years ago on the basis of a literature review and expert consultation. ENERGIA will continue to attach great value to the objectifying perspective of academic research, and will further improve the translation of research findings into meaningful knowledge for energy policymakers and energy practitioners.

²*Electrification through grid and decentralised systems; Productive uses of energy; The political economy of energy sector dynamics; Energy sector reforms and regulation; The role of the private sector in scaling up energy access*

A comprehensive strategy for the research programme will be developed further in 2018, the final year of the current research programme funding. The priorities below provide an initial indication of the direction we wish to take.

Priorities:

- The research agenda will be co-defined by policymakers, implementers and key stakeholders through a more participatory process of research agenda setting.
- Research will be developed to give better insight in the interlinkage of the ENERGIA intervention areas.
- Systematic evaluations of ENERGIA programmes will be used as case studies in broader comparative studies in order to achieve better project designs and insight into the added value and impact of ENERGIA's interventions.

Gender and Energy Innovation Hub

ENERGIA has reached a point in time where its history is long enough, its experience rich enough, and its network broad enough that it can design and create a gender and energy innovation hub unlike any other. This is a new and exciting component of ENERGIA that will address the tough issues from our women's entrepreneurship and gender mainstreaming practice, such as catalytic early-stage financing of business ventures, e-waste management, emerging cross-cutting issues, such as youth, urbanisation, and human migration (see boxes), and other pilots.

Photo right: Niru Shrestha (left) a clean energy entrepreneur from Nepal shares her experiences, encouraging the audience to think about challenges women entrepreneurs face, at the 2017 SEforALL Forum. Photo: Adam Schultz/ENERGIA



Priorities

- Create an innovation fund to test and apply new gender responsive approaches towards transformation in the energy sector. ENERGIA will mobilise this by providing small grants (10 to 25.000 US\$) to organisations and social enterprises that are developing new ways to tackle the gender equality and energy access challenges.
- Enrich our robust publications database with an interactive portal for a needs inventory and for sharing information and resources on women's entrepreneurship and leadership.
- The environmental concerns that come with the e-waste motivate ENERGIA to put End-Of-Life (EOL) issues high on the international and national agendas. E-waste will be one of the issues that can be addressed together with new partners in order to identify feasible and sustainable solutions.

Area 4: Networking

Networking is central to ENERGIA's approach. The success of our intervention areas can only lead to success if the networking function is exploited to the maximum. ENERGIA is not just an individual sounding board for partners, it is also a place where partners can integrate their experiences and perspectives in order to position these in a constructive way vis-à-vis the global energy community. Partners also work with ENERGIA to strengthen their overall institutional capacities, to solve specific implementation challenges together and to jointly contribute to a favourable enabling environment. Therefore, actions and reflections are well-connected to allow for joint interventions, continuous learning, and, ultimately, greater thought leadership for all network members.

Priorities:

- ENERGIA intends to remain the place where many diverse perspectives are united into one coherent agenda, strategy and voice. Therefore, we will invest in innovative approaches to bridge the gaps between very diverse kinds of partners. We will pilot new approaches and innovations by engaging existing and new partners.
- We will continue to strengthen our strategic alliances with like-minded networks, including the SEforALL People-Centred Accelerator, Global Alliance for Clean Cookstoves, Power for ALL, and the Hivos Green and Inclusive

Energy Strategic Partnership programme. We will maintain our good links with the Multi-Stakeholder SDG 7 Technical Advisory Group in order to influence the agenda. This will allow ENERGIA to influence key stakeholders beyond that which it would be able to influence on its own.

- We wish to convene more partners so that we have a larger advocacy voice and common discourse. In particular, we will invite organisations from Cambodia and Vietnam to join the network. This will be funded through a partnership with UNEP.
- The Network will support mentoring and learning exchanges for women working in the energy sector. ENERGIA will foster South-South and North-South cooperation to share innovative ideas and practices rapidly around the world, while helping women ascend career ladders in the corporate, academic and policy arenas. Now is an opportune time to deconstruct ENERGIA's international advocacy practice, to create a package of tools and messages, and to prepare a cadre of future leaders acting as message multipliers.

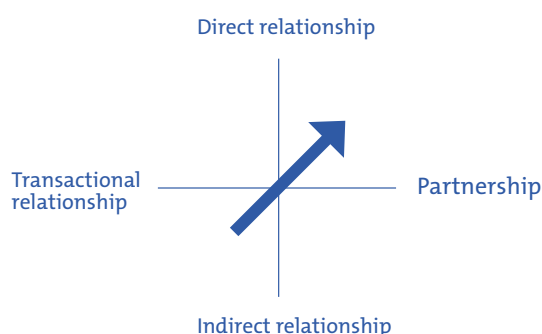
Knowledge management and communication.

The monitoring, evaluation and learning from the individual programmes will be subject to co-learning activities. Project managers, service providers, and programme staff (including mentors and communities) will be encouraged to document their own lessons learnt and to compare these with new insights and knowledge from other organisations, from our knowledge partners and from research institutes. Thus, our own practice will be better informed and our lessons learnt better shared.

Priorities:

- Systematically document impacts, benefits, lessons learnt and successful approaches.
- Produce project implementation updates and thought pieces; share via blogs, newsletters and social media channels; complement with photos, videos, and graphics.
- Develop a media strategy to actively reach out to various key actors.
- Further develop the ENERGIA website into a more interactive platform with an online depository of key insights and evidence to facilitate information sharing, user-centred design and collaboration on the internet.

7. PARTNERSHIP STRATEGY: FROM ACTORS TO PARTNERS



ENERGIA's early approach to networking was focused on building a network structure with southern constituencies and national focal points. In 2018-2021, the networking approach will follow the pathways of change. This means that contributing and adding value to WEE, to creating an enabling environment, and to fostering thought leadership, will form the basis of maintaining and developing new relationships. Meanwhile, expanding the network structure will receive less attention. Furthermore, besides a clear commitment to the ENERGIA mission, partner organisations will be those who have the ability and the maturity to scale. Within this networking approach, the focus will be more outcome-based and on the scaling of solutions.

Although partnership is central to the ENERGIA approach, not all ENERGIA relations are partners. Some of our relationships are contract-based—some more direct, some more indirect. Since we believe in the importance of working collectively to address the challenges of women and their communities, ENERGIA tries to convert a multitude of stakeholders into real partners, into allies with a shared cause (see image above). In practice, this means that, in each context, we invest time in and strive for mutual accountability, co-creation of joint interventions and joint resource mobilisation, as well as risk sharing.

Our great diversity of partners demonstrates our capacity to respond to the needs and interests of a multitude of stakeholders. Since relationships and partnerships evolve in each context, it is difficult to put them into mutually exclusive categories. Generally speaking, ENERGIA works with the following stakeholders:

Last mile communities

ENERGIA's 'last-mile' definition is not about geographical remoteness, but rather the degree of exclusion from access to sustainable energy services. These women and men may be in urban or rural areas, they may be extremely poor or excluded for reasons other than lack of income, for example, by a lack of access to energy, decision-making and participation. They will remain our indirect partners and ultimate beneficiaries.

Local, national and regional policy makers

Government and regional initiatives are concerned with ensuring a high quality of life for citizens through economic growth, while maintaining environmental integrity. ENERGIA's social value proposition to national and regional policymakers is to help improve the quality of life of their citizens based on experience in conducting gender analyses of energy policies and collecting evidence from research, as well as from on-the-ground experience.

International change makers

Changemakers include development partners, academic/research institutes and funding agencies who are key to changing discourses and interaction modalities because of their positions on the global stage. They include traditional and new donors/ODA providers, multilateral development banks and philanthropic communities. ENERGIA's value proposition to this segment is to provide evidence-based models for increasing access to energy services, while ensuring gender equity and addressing climate and environmental challenges.

Business communities

Energy businesses are looking to new customers for their products and services. ENERGIA's research clarifies the needs of women and men in the energy sector. ENERGIA's wide distribution network of women entrepreneurs can reach last-mile consumers. This offers energy providers, financial service providers and technological companies a way to widen their customer base, while also addressing societal problems. ENERGIA will actively promote the value proposition of investing in women-owned businesses and the large market share that is being overlooked, while safeguarding the interests of marginalised groups.

Network partners

The transformational changes that ENERGIA promotes require leverage beyond the capacity of each individual network partner. Be it in implementation, lobby and advocacy or research, we depend on each other in order to have an impact that is bigger than the sum of our individual programmes. The ENERGIA network partners constitute the backbone of this collaboration. They enable each other to switch between perspectives: between local and international, between context-specific and generic, between individual interests and shared interests. Together, we are better capable of understanding and adapting to the complexity, history and realities that influence the potential for change and growth in our contexts. ENERGIA presently convenes and coordinates joint activities of 36 committed partner organisations in 18 countries in Africa, Asia and Europe. These organisations include non-governmental organisations, social enterprises, media, universities and research institutions.

Strategic Alliances

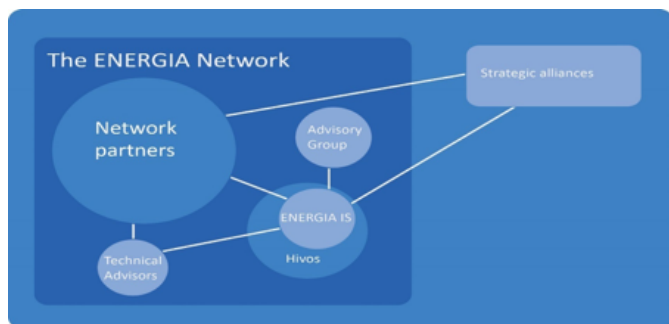
ENERGIA aligns its work closely with international 'allies', such as the Energy Sector Management Assistance Program (ESMAP), the Global Alliance for Clean Cookstoves, the SEforALL People-Centred Accelerator, the Multi-stakeholder Technical Advisory Group for High Political Forum on Sustainable Development on Energy, the Hivos Green and Inclusive Energy Partnership, the Partnership on Women's Entrepreneurship in Renewables (WPower), and Power for All. ENERGIA has even been instrumental in setting up several of these. ENERGIA will continue its collaboration with other like-minded networks for its international advocacy activities, developing common messages and undertaking joint policy influencing, while positioning itself as a thought leader amongst its peers.



Dewi Dona Ponis has big dreams for herself and her village. She sells solar lamps and optical glasses door to door in the weaver's villages of Lembata, Indonesia. She hopes that one day she will own her own optical store. Photo: Arley Mardo/ENERGIA

8. ENERGIA INTERNAL ORGANISATION

Our institutional structure has evolved to complement our developing network and to respond to the external environment. Core elements of ENERGIA's organisational set up, including its key actors, are visualised in the diagram and described below.



ENERGIA International Secretariat

ENERGIA's International Secretariat (IS) coordinates the International Network and is primarily responsible for connecting its members and facilitating the joint activities (management, planning, administration, financial/quality control, and reporting of ENERGIA's programmes). This corresponds to the agreements with ENERGIA donors and is in keeping with its fiduciary responsibilities for the programmes. The IS also coordinates fundraising efforts at the international level and acts as the main contact with ENERGIA international donors. In Phase 6, the core staff consists of a minimum of eleven professional staff in various fields, supplemented by three to four staff members on a project basis.

Host organisation

Hivos People Unlimited is an International NGO guided by humanist values, with 50 years of experience in the international development sector. Hivos is located in The Hague, the Netherlands, and has four regional hubs. It works in 33 countries in Africa, Asia and Latin America in the areas of renewable energy, sustainable food, freedom and accountability, women's empowerment, and sexual rights and diversity. Not only can ENERGIA create synergies with the Hivos renewable energy programme and the Hivos women empowerment programme, it is also in a unique position to be a bridge between these two Hivos areas. Hivos provides the legal, institutional, and fiduciary

framework within which ENERGIA's programmes are funded and implemented. By embedding itself within Hivos, ENERGIA IS can also build on Hivos' experiences in managing large, multi-donor, multi-partner programmes according to internationally set standards and requirements.

Network partners

Representatives of the network partners (see section 7), the ENERGIA IS and the Advisory Group meet on an annual basis to facilitate ownership and commitment to ENERGIA, as well as to contribute to reflection, leadership development and continued strategic development of the programme. Representatives of the network partners (see section 7), the ENERGIA IS and the Advisory Group meet on annual basis to facilitate ownership and commitment to ENERGIA, as well as to contribute to reflection, leadership development and continued strategic development of the programme.

ENERGIA advisory group (AG)

The AG provides strategic advice to the ENERGIA IS and network partners on its outcomes, reviews the programmes' results, facilitates strategic alliances and supports the dissemination of its findings. The AG comprises of six members who are leading experts on gender and on energy. They reflect a representation of ENERGIA partner organisations in Africa, Asia and Europe and key international partners. In Phase 6, we will select new AG members to reflect the evolution of ENERGIA through a consultative process between the ENERGIA IS and ENERGIA network partners.

ENERGIA technical advisors (TAs)

The TA are ten leading experts with unique and proven track records illustrating their expertise in gender and/or energy. The TAs have had long-term relationships with ENERGIA, either as founding members, or based on their unique expertise. The TAs support the network's activities at the international, regional and national level on a demand-driven basis. Their inputs ensure the quality of ENERGIA's work by building the capacity of ENERGIA's network partners through mentoring/coaching/backstopping, and developing gender and energy tools and technical content that enhances ENERGIA's knowledge base.

9. FUNDING REALITY AND AMBITIONS

Currently, ENERGIA has co-funding from the Netherlands Ministry of Foreign Affairs (DGIS), the UK Department for International Development (DFID), the Millennium Challenge Corporation (MCC), and the Swedish International Development Cooperation Agency (SIDA).

ENERGIA's envisaged budget for the Phase 6 strategy (2018-2021) is €4.5 million Euros per year to implement projects and cover core operations. Our ambition is to have our operations covered by several, multi-year grants. We recognise that there are real challenges to achieving this, given the current funding landscape. Evidence shows that a very small proportion of ODA in the energy sector goes to gender equality. In addition, since 2015, funding to INGOs has been on the decline, as most bilateral donors, such as USAID, DFID, Norad and the EU, are shifting their funding modalities and disbursement away from granting to using a contracting model. However, building on the success of Phase 5 (as reported by the 2017 external evaluation), we hope to be in a strong position to present a solid value proposition to old and new donors.

ENERGIA's financial resilience plan is based on four complementary strategies:

- Secure core funding from current donors, such as Sida, DFID and ADB for follow-up programmes (ENERGIA Phase 6, follow-up to the Gender and Research Programme, follow-up to the Gender Social Inclusion and Energy Programme in Nepal);
- Use core funding to leverage additional funding from other donors (such as Norad, DGIS and Netherlands Development Finance Company, private foundations);
- Use upcoming lobby and advocacy events - such as the SE4ALL forum, High Level Political Forum on SDG7, Vienna Energy Forum and Asia Clean Energy Forum (ACEF) - to explore new funding opportunities for ENERGIA's work.
- Selectively and actively follow-up on leads where ENERGIA is approached for technical/ advisory support, e.g. UNEP and Chemonics International.

If ENERGIA is able to leverage more funds than the core funding required, the network will be able to expand in terms of scale (implement activities in more countries), the services provided (e.g. technical assistance) and impact realised.

At the moment of writing (April 2018), ENERGIA's pipeline is solid. DFID has been approached to finance an extension of the present research programme. A proposal to continue core funding from Sida has been submitted. Initial discussions are also ongoing with the Ministry of Foreign Affairs Iceland, UN Environment Programme, DGIS, Asian Development Bank (ADB) and the Netherlands Development Finance Bank (FMO).

A concerted effort will be made to explore the potential of private foundations as ENERGIA funding partners. We also intend to tap into the donors based in the regions and countries where ENERGIA is active. In addition, we plan to organise donor engagement forums with our partners to raise the profile of our joint work and results.

Photo right: Meena Sanjel owns a dairy chilling unit in Dalchowki village, Lalitpur, Nepal, providing a service that did not exist before in the village. She collects 1,500 – 1,800 liters per day and uses electricity to chill the milk. Meena employs 25 people.
Photo: Bunu Dhungana/ENERGIA



ENERGIA International Secretariat
c/o Hivos, people unlimited
P.O. Box 85565
2508 CG The Hague
The Netherlands
Tel: +31 (0) 70 376 5500
Fax: +31 (0) 70 362 4600
E-mail: energia@hivos.org
Website: www.energia.org | www.hivos.org

in f 

ENERGIA
INTERNATIONAL NETWORK ON
GENDER & SUSTAINABLE ENERGY

Hivos
people unlimited