



ENERGIA Phase 7 Strategy: 2022-2026 WOMEN DRIVING THE ENERGY TRANSITION AND CLIMATE JUSTICE

ENERGIA International Network on Gender and Sustainable Energy
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ENERGIA PHASE 7 STRATEGY: 2022-2026
WOMEN DRIVING THE ENERGY TRANSITION
AND CLIMATE JUSTICE

‘Gender Equality and Women’s Empowerment must be prioritized, including empowering women in the design, production, and distribution of modern energy services, including for productive uses, as well as an equal representation of women in the decision-making process in energy.’

The Global Road map for Accelerated SDG7 Action in Support of the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change.

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1. THIS DOCUMENT: ENERGIA'S 2022-26 STRATEGY

ENERGIA, the International Network on Gender and Sustainable Energy, is an informal network of likeminded institutions and individuals founded in 1996, hosted by Hivos in the Netherlands. As ENERGIA enters its seventh phase (2022-2026), this document presents ENERGIA's Strategy for 2022–2026. This document, **ENERGIA's 2022-26 strategy**, elaborates our vision for Phase 7 and serves as the fundamental guide for designing and implementing our strategies and activities.

In Phase 7, ENERGIA will work towards ensuring that **“women have an equal opportunity to lead, participate in and benefit from clean energy access and a just and inclusive energy transition as an essential right to development”**. Our strategy reflects our focus on gender-transformative approaches, climate justice and human rights. In Phase 7, ENERGIA aims to make a unique and significant contribution to the attainment of universal energy access and climate justice in a manner that is fair, inclusive and gender transformative. This will be achieved by placing women, who are most affected and vulnerable to the impacts of energy poverty and climate change, at the very center of sustainable energy and climate solutions.

This document is the culmination of a yearlong consultative process including our implementing partners, ENERGIA Advisory Group members, Hivos management, other experts, the donors and draws from the external evaluation conducted in 2022. It builds on the experiences, networks and approaches generated in ENERGIA's own work. It is informed by the challenges that lie ahead and the opportunities that we need to seize, by ENERGIA's work on clean energy access, green entrepreneurship and women's leadership, as well as from Hivos' wider programs, including Climate Justice, and Gender Equality and Diversity Inclusion (GEDI).

This document, ENERGIA's 2022-26 Strategy, starts with an introduction to the document (this chapter), followed by an overview of what ENERGIA is and what our guiding principles are, in chapter 2. Chapter 3 presents a review of the global context in which ENERGIA and its partners operate, the opportunities and persistent challenges in achieving gender equality and women's empowerment in the energy sector and in climate action. Based on these, we spell out ENERGIA's Phase 7 strategy to bring about visible, transformational change through expanding energy services using a gender-responsive approach. This starts with our envisioned Theory of Change in chapter 4, followed by an overview of ENERGIA's phase 7 program in chapter 5. Chapters 6 and 7 present how we work, in terms of our partnerships and alliances (chapter 6) and our internal governance in chapter 7. The last chapter gives an overview of our ambitions and the current buy-in from funding partners.

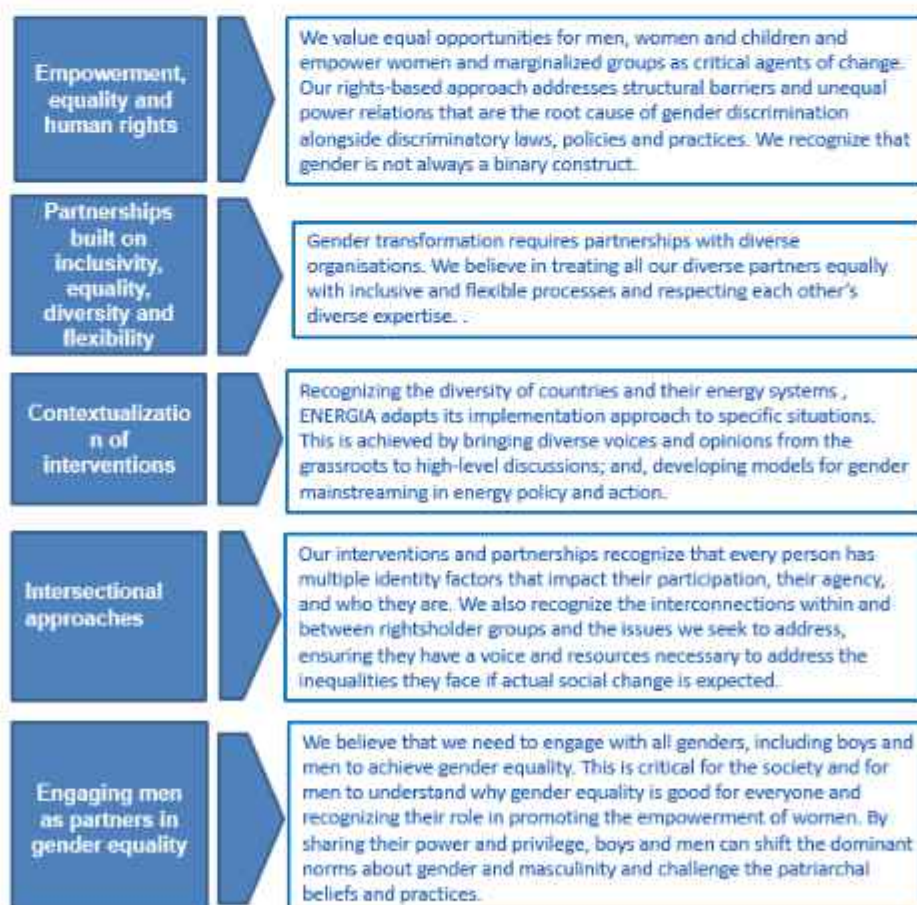
2. ABOUT ENERGIA AND ITS GUIDING PRINCIPLES

ENERGIA, the International Network on Gender and Sustainable Energy, is recognized globally as a thought leader and a powerful voice in advancing global and national agendas for a more gender-inclusive energy sector. ENERGIA works on the intersectionality between gender, energy and poverty, supporting communities, especially women, to enhance their resilience and reduce their vulnerabilities to energy poverty and climate change.

Over the last 25 years, ENERGIA has contributed to the recognition of gender and energy issues as being intrinsic to inclusive development; supported gender-responsive policies; tested implementation solutions; built capacities; built partnerships and a constituency; and generated knowledge and communication materials. These efforts are all geared towards creating a more gender-equal energy sector. ENERGIA has established itself as a leading network with convening power, expertise and experience on clean energy access, gender mainstreaming and women's economic empowerment.

ENERGIA stands for a holistic and a multi-pronged approach that combines women's economic and social empowerment at the ground level, creating markets and policy environments conducive for women, with robust research and learning. It empowers women, strengthens organisations, lobbies and advocates, supports institutions to mainstream gender, generates and disseminates knowledge and evidence and builds and convenes networks.

ENERGIA's guiding principles reflect our core values and philosophy that illustrate the uniqueness and added value of ENERGIA to the development community. These principles guide the way in which ENERGIA and its partners conduct their business and are embedded in all our actions.



3. THE PRESENT CONTEXT AND ENERGIA'S STRATEGIC CHOICES

3.1. The challenges and opportunities we face

Ensuring affordable, reliable, sustainable and modern energy for all by 2030 will require concerted efforts, particularly to reach some of the world's poorest populations (i.e., leaving no one behind), including women. As the world recovers from Covid-19, the war in Ukraine and the increasing impacts of the climate crisis, both opportunities and challenges exist in advancing 'gender-just' transitions. Moving forward, only a transformative approach can achieve greater gender equality and set economies on socially equitable and environmentally sustainable paths. In this section, we present existing challenges and opportunities that ENERGIA must seize, to play a leadership role in a gender-just transitions.

The climate crisis affects women disproportionately and renewable energy can help them cope. Climate change and environmental degradation disproportionately affect women and girls. Compared to men, women have greater dependence on their immediate natural resource environment – e.g., land, water and forests. As a result, land degradation, deforestation, droughts, water shortages, and now rising food and energy prices due to the geopolitical conflicts, are pushing families to the brink of survival, women's workload is intensifying and they face increasing risks of poverty and hunger. These impacts are further exacerbated since women have less access to services, such as energy, transport, land, credit, agricultural inputs, decision-making bodies, technology, social insurance and training.

Affordable, accessible, clean energy can greatly help women cope with environmental shocks. The time and health burden of the activities could be reduced by enhancing access to clean energy in households. Access to improved lighting has shown promising results in reducing the incidence of violence against women in public spaces and during their trips to collect water and fuel.

Women's livelihoods, already precarious, have been hit hard by Covid-19. The Covid-19 pandemic caused job losses and an increase in unpaid care work, disproportionately shouldered by women. In 2019 and 2020, women lost more than 54 million jobs, one in every five women reported so in 45 countries. For most of the women entrepreneurs (WEs) that ENERGIA works with, local markets came to a standstill during Covid-19, sharply reducing incomes. Lockdowns devastated the informal sector globally - a loss of mobility of WEs led to increasing difficulties in finding and serving customers, obtaining loans, procuring raw material, building stocks and providing maintenance support. The entrepreneurs also had to deal with increased care burdens at home and intensified household tasks (e.g., cleaning, washing, cooking). Loss of jobs and incomes for families confined to their homes resulted in a sharp increase in cases of gender-based violence.

Women's have limited access to energy services, which affects their health and livelihoods. Despite significant progress, the world is not on track to achieve universal energy access by 2030. In many countries, particularly in Sub-Saharan Africa, women continue to be left behind in accessing electricity, which affects their health, education, livelihoods and well-being. Available evidence suggests that female-headed households are less likely to have access to electricity than those headed by men. Lack of modern energy affects the wellbeing and health of women and girls. Women carry out at least 2.5 times more unpaid care work than men, and all of this would be easier and less time-consuming if they had access to modern energy. Also, only 41% of low and middle-income country health care facilities have reliable electricity, which compromises health care delivery, including maternal and childcare.

An issue that directly impacts women is the lack of access to clean cooking. Investment in clean fuels and cooking technologies remains woefully behind what is required: in 2020, the direct funding from multilateral development banks and development finance institutions to clean cooking companies was 84% lower than in 2019. This perpetual under-investment compounds the negative economic, health, air quality and climate impacts caused by pollution from traditional cooking methods. In 2012, exposure to household air pollution accounted for 4.3 million premature deaths, with women and children accounting for over 60 percent.

Women can play a transformative role in sustainable energy transition. Renewable energy (RE) provides a unique opportunity for this. As employees of renewable energy companies, as sales agents and as energy entrepreneurs, women are proving their mettle, especially in poor communities and remote locations. As energy entrepreneurs, women are uniquely positioned to reach the last mile²: women's social networks and their role in household decision-making gives them unique insights to women consumers; they are effective spokespeople for clean energy as users, and they can take advantage of women-to-women communication strategies. Working with women entrepreneurs has far-reaching benefits. Women who are economically empowered create healthier, more educated, dignified and more productive societies .

In the future, declining renewable energy costs, new technology options and digital development offer immense opportunities and will create new jobs for women in renewable energy value chains. Currently, women make up 32% of the renewable energy workforce. However, these are concentrated in lower-paying non-technical positions. Retraining and reskilling programs, supported by robust gender-responsive labor regulations, can help combat gender discrimination and ensure equal pay and opportunities in new green jobs.

Despite their significant role, women presently have a limited role in energy sector policy and decision making. Despite their potential contribution, women remain under-represented in energy sector jobs, businesses and have less voice in local, regional and international decision-making processes and policy formation than men. In Sub-Saharan Africa, only 7% of lead energy sector ministers are women. The under-representation of women is compounded by their limited access to support networks, role models and champions, as well as the insufficiency of female-friendly company policies. In Covid-19 policy task forces across 137 countries, women have been largely absent from decision-making, where they comprised only 24% of members, while 24 countries had task forces with no women members at all.

Energy sector policies need to recognize the potential role of women as change agents. In recent years, several countries have started including a reference to gender issues in energy policies, which is a positive sign. At the same time, multilateral development banks (MDBs) and donors, including the African and the Asian Development Banks and the European Union, as well as global financial mechanisms, e.g., the Green Climate Fund (GCF), the Climate Investment Fund (CIF), have adopted gender policies. Most notably, a UN Resolution adopted during the High Level Dialogue on Energy in September 2021 (the Global Roadmap for Accelerated SDG 7 Action in Support of the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change) recognized that clean energy deployment can be improved and accelerated by gender equality and the empowerment of women.

However, most country policies do not go beyond just identifying women as a vulnerable group and they tend to simplify gender relations, agency and vulnerability, as well as the different needs of women and men. Furthermore, policies are often designed as "one size fits all" and very few demonstrate a serious commitment to addressing sector-specific gender inequalities. A review of national energy policies in southern Africa showed that, while 13 of the 15 policies reviewed included some reference to gender, only two can be considered gender-responsive in their design.

Investments in gender-transformative interventions need to be stepped up significantly. International development finance for energy projects with gender equality objectives remains limited. In 2019, OECD's Development Assistance Committee (DAC) gender marker showed that development finance for projects with a Principal or Significant gender equality marker amounted to only 13% of development finance for all energy projects, far below the average proportion for development finance across all sectors (25% in 2019). Further, women in communities face immense challenges in accessing finance needed to start a business. This is due to gender-biased credit scoring, gender stereotyping in investment evaluations, legal and regulatory constraints, including national restrictions on opening a bank account without a male family member, a lack of credit history or collateral and a lack of citizenship certificate or other formal identity documents.

² In the context of clean energy access, last mile communities may be defined as those remaining without energy service (electricity for people's homes, local businesses and public facilities). These could be either remote, or poor, or both (World Bank, 2018).

3.2. ENERGIA's responses and strategic choices

As ENERGIA moves into Phase 7, ENERGIA makes several strategic choices, based on our experiences, lessons learnt as well as the present context.

We will continue to expand the scale and impact of our interventions. For ENERGIA, expansion means consolidating our gains (through our work with grassroots women, governments and global players); adapting strategies where we have had setbacks; and increasing our impact by expanding to new, high-impact countries. At the same time, where possible, we will use our local expertise to expand our work to surrounding countries to scale up our activities. An important element of scaling is a stronger engagement with the private sector, who will be supported to adopt gender-transformative approaches in their work and create green jobs.

In Phase 6, ENERGIA implemented country level programs in five focus countries: Nigeria, Kenya, Nepal, Senegal and Tanzania. In Phase 7, we will start operations in two additional countries: Uganda and Bangladesh. Both Uganda and Bangladesh have huge energy access deficits, and feature among the top 20 access deficit countries, where ENERGIA can make a positive contribution. Further, ENERGIA has a history of programs in both these countries and has built partnerships that will be utilized for the work.

We will focus on building resilience of women and men engaged in the clean energy sector. In earlier Phases, ENERGIA's women's economic empowerment strategy has largely focused on growth and profitability of women's enterprises. Working through Covid-19 and supporting women through the Solidarity Fund has demonstrated the importance of their survival and resilience, in addition to growth. ENERGIA will renew our focus on resilience, defining Women's Economic Empowerment and Resilience as "the process through which women gain sustained empowerment through increased access to economic opportunities (jobs and enterprises), assets (land, technology and finance), energy and other services and markets, voice in economic decision-making and agency to act on their economic decisions. This will result in sustainably increased incomes, decent work conditions and manageable unpaid care work."

Human rights and climate justice will be central cross cutting themes across all our actions. ENERGIA's interventions will be fully aligned with Hivos' philosophy of addressing "climate change with social justice at its heart, in other words, climate justice". Phase 7 will place issues of human rights, climate and just transitions at the core of all interventions.

Through all our interventions, we will strengthen the voices of women. Women are not just disproportionately impacted by climate shocks and energy poverty; they also play a key role in responding to them whilst tending to their families. However, their experience, knowledge and skills are insufficiently leveraged in decision-making. As rights holders in energy access and climate action, ENERGIA will put the women's voice at the center of global action. ENERGIA has worked with over 8,000 women entrepreneurs and we recognize the latent strength of these women (entrepreneurs, their employees, field workers and local community-based institutions). At the same time, we will engage men actively in all our interventions.

Our gender, energy and climate actions will be co-created, owned and implemented locally. Gender-just transitions call for partnerships: between national and local governments, businesses, social movements and communities. Accordingly, ENERGIA will work with its Core Partners, who will further develop/strengthen coalitions with relevant complementary competencies and skills, ensuring alignment with national priorities and local ownership. Within a common framework, ENERGIA's Core Partners will shape their own interventions and delivery models. The aim is to ensure gender and energy is integrated into the planning, thinking, processes and agendas of the organizations we work with and other key stakeholders.

We will strive to achieve impacts on multiple SDGs, through working on gender and energy. ENERGIA Phase 7 actions will strengthen its impact on a broader range of SDGs. It will contribute to SDG 1 by working to reduce poverty by strengthening women in energy value chains and getting markets to work for them. It will build women's voice and position in the energy sector to contribute to SDG 5. It will support a just energy transition and build resilience to climate change for women who are affected the most, thus contributing to SDGs 1 (no poverty), 5 (gender equality), 7 (affordable and clean energy) and 13 (climate action). It will also indirectly

improve the quality of infrastructure through energizing clean water (SDG 6, clean water and sanitation), quality education (SDG 4, quality education), access to computers and improved maternity wards and healthcare facilities (SDG 3, good health and wellbeing).

Our management and programming approach will be adaptive, and learning based. Development programs need to be agile to adapt to changes on the ground and respond to exigencies that may come up. Every step provides new experiences that require the ENERGIA program managers and teams to learn, adjust and act to be agile and effective. This means that: (a) learning will be explicitly embedded in all elements and at all levels of our work; (b) we will build in flexibility from the outset, setting the direction and ambition level of the program; and (c) decision-making will be devolved to where strategic and delivery decisions are made.



4. OUR THEORY OF CHANGE

ENERGIA has developed a Theory of Change (ToC) to provide an overarching view of the results that we want to achieve, as well as the outcomes and interventions that will lead to these. It also outlines our key assumptions, processes and approaches to allow us to adapt our programming and make it as effective and impactful as possible. The Theory of Change is accompanied by a comprehensive Results Assessment Framework that defines indicators and targets to measure the progress towards achieving the development objective (Annex 1 to this proposal).

The Theory of Change (ToC) below describes how the planned interventions will contribute towards the desired goals of gender equality and women's empowerment within the Phase 7 program.

- The ToC draws on the context, starting with a mapping of the root causes and systemic barriers and challenges that hinder gender equality in energy access in developing countries.
- With this starting point, the ToC identifies a number of interventions that contribute to four outcomes areas: (a) Women's economic empowerment and resilience; (b) Enabling clean energy markets and policy environment; (c) Gender transformative approaches in clean energy and climate action policies and programs; and (d) Thought leadership.
- The interventions are designed based on assumptions that are important drivers behind our work and determined by our values, experience, existing challenges and opportunities and resources likely to be available.
- These interventions are expected to contribute to outcomes in four areas and contributing towards equitable energy transition and towards SDG5 and SDG7, and other SDGs.

In Phase 7, ENERGIA will work through Core Partners in its focus countries. Based on the overall ToC presented below, the Core Partners in close consultation with their in-country collaborators will contextualize the Theory of Change, strategies, approaches and implementation methods during the inception phase of Phase 7.

DEVELOPMENT OBJECTIVE

Women have an equal opportunity to lead, participate in and benefit from universal energy access and a climate-just and inclusive energy transition, as an essential right to development

OUTCOMES AREAS

1
Women's economic empowerment and resilience

2
Enabling clean energy markets and policy environment

3
Gender-transformative approaches in clean energy and climate action policies and programs

4
Thought leadership

OUTCOMES

Women in last mile communities are empowered economically and their resilience built through enterprises, employment and leadership in clean energy and in critical sectors for climate change mitigation and adaptation

Stakeholders formulate, commit to and invest in gender-transformative policies and strategies that promote clean energy and climate action

Strategic clean energy and climate action programs/institutions/companies adopt gender-transformative approaches into their operations and institutions to promote gender equality and women's empowerment

Policy makers and practitioners have a better understanding of and use evidence on gender, clean energy and climate issues, resulting in gender-transformative policies, programs and investments

INTERVENTIONS

- Build women's entrepreneurship in supply of clean energy in last mile communities and in productive use of clean energy
- Jobs, skill-building and career development for young men and women in clean energy transition
- Build women's leadership and resilience through grassroots women's associations to influence clean energy markets
- Implement pilots on recycling and safe disposal of RE equipment in two focus countries

A1, A2, A3, A7, A8

- Translate the commitments of the multi-stakeholder Gender and Energy Compact to action
- Strengthen women's voices in policy making in clean energy and climate change
- National and sub-national level policy-influencing

A3, A4, A5, A6, A7, A8, A9

- Select participant organisations through a closed call
- Support developing and implementing Gender Action Plans

A3, A4

- Building evidence on gender, clean energy and climate action
- Internship program on gender, clean energy and climate action
- Learning within the ENERGIA network
- Knowledge management and communications

A4, A6, A7

ASSUMPTIONS

- A1 Renewable energy technologies and decentralised energy markets continue to grow in the focus countries
- A2 Consumers in last mile communities are able to afford and adopt new RE-based technologies and services
- A3 Energy practitioners, clean energy companies and financial institutions are willing to experiment with innovative approaches and engage women as entrepreneurs and employees
- A4 Governments, donors, private sector and CSOs remain committed to achieving and continue to invest in climate actions and in SDG 5 and SDG 7 in particular and in SDG 1 and SDG 13 to promote sustainable outcomes
- A5 International agencies, national and sub-national

governments and the private sector display willingness to create an enabling environment for gender responsive energy actions.

- A6 ENERGIA maintains its credibility and standing to convene large and influential partnerships
- A7 National economies recover from Covid-19, and few new restrictions are imposed that impede project activities
- A8 Sufficient economic stability is maintained to avoid disruptions in the national and local policy processes that ENERGIA intends to support
- A9 Sufficient political stability is maintained to avoid disruptions in the national and local policy processes that ENERGIA intends to support

DRIVERS OF CHANGE



Climate justice and human rights



Clean energy an enabler for sustainable development



Resilience and growth transitional pathways



Women's voice, leadership and agency

SYSTEMIC BARRIERS AND CHALLENGES

- Underlying structural barriers and inequalities, such as low female literacy or a largely female responsibility for unpaid care, affect women's access to economic opportunities
 - Lack of leadership opportunities in decision-making power for women
 - High vulnerability to economic and environmental shocks
 - Lack of access to and control over productive resources
 - Limited access to education, training, skills, information and networks
- Limited representation and decision-making roles in energy sector policies and programs
 - Lack of gender statistics and sex-disaggregated data

UNDERLYING ROOT CAUSES

Discriminatory social/gender norms, attitudes, policies and beliefs

5. ENERGIA'S PRIORITIES AND INTERVENTIONS IN PHASE 7

In Phase 7, ENERGIA seeks to contribute to its development objective so that:

Women have an equal opportunity to lead, participate in and benefit from universal energy access and a climate-just and inclusive energy transition, as an essential right to development.

In Phase 7, ENERGIA will make a meaningful contribution to the global goals of universal energy access, a just energy transition, gender equality and climate justice. We will do so by bringing the interests and voices of women, men and excluded communities to the center of the energy and climate debate and solutions. This will be achieved by working toward the following outcomes areas:

- Outcome area 1: Women's economic empowerment and resilience
- Outcome area 2: Enabling clean energy markets and policy environment
- Outcome area 3: Gender transformative approaches in clean energy and climate action policies and programs
- Outcome area 4: Thought leadership

Through the above, *at least six million people in last mile, poor communities in seven focus countries* (Bangladesh, Kenya, Nepal, Nigeria, Tanzania, Uganda, Senegal), will gain access to clean energy products, including reliable after sales services.

5.1. Outcome area 1: Women's economic empowerment and resilience

Ambitions for phase 7:

- 10,000² women build and strengthen resilient enterprises and businesses in clean energy and in productive use of clean energy and are empowered through training and mentoring.
- Agency of at least 5000 women strengthened to take decisions in their business, homes, own lives and in their ability to negotiate with ecosystems actors that influence their businesses.
- At least 5000 men support their own spouses operating and owning their own or led women businesses.
- At least 5000 new jobs are created for young men and women in the clean energy sector.
- The capacity of 50 organisations, including NGO, government agencies, private sector and financial institutions, are enhanced to co-create and implement actions on gender, energy and climate action.
- Six million last mile consumers adopt clean energy products and services¹
- At least one Women's Association on clean energy is formed and registered in each focus country.

To empower women in last mile communities economically and to build their resilience, ENERGIA will support their enterprises, employment and leadership in clean energy sectors for climate change mitigation and adaptation. This will be done through building women's skills, knowledge and resources to strengthen their ability to participate equally in existing markets; their access to and control over productive resources, their access to decent work; and enhancing their voice, agency and participation in economic decision-making at all levels. This will be achieved through the following interventions:

Build women's entrepreneurship in supply of clean energy in last mile communities and in productive use of clean energy, through a rolling process of entrepreneur identification, multi-stage training, mentoring, agency building, access to finance, marketing and digital services²; managing supply chains; strengthening the wider ecosystem in which these businesses operate; and engaging men in interventions that increase societal sensitization on women's rights and potential.

² Enterprises may include women-owned or those owned jointly by couples, with women being in a decision-making position.

Create Jobs, skill-building and career development for young men and women in clean energy transition, through building technical and other skills to prepare young men and women for employment in RE companies; linking them with the companies; supporting RE companies to promote women's leadership and gender-responsive workplaces; supporting women employees to join professional networks; and supporting large electrification programs to include and promote women's entrepreneurship programs so that the last mile communities including women can benefit from the jobs created.

Build women's leadership through grassroots women's associations, by organizing women entrepreneurs into formal associations. In Phase 6, ENERGIA's partners worked with over 7,000 women entrepreneurs, with at least 500 in each focus country. In Phase 7, ENERGIA will nurture these cohorts of women into formal associations that can play the role of aggregators (of the demand for a particular product, for example), negotiate and lobby with ecosystem stakeholders, such as financing institutions and local governments. The associations will be supported through skill-building, access to resources and relationships; forging and sustaining partnerships; building communication skills and organizing communication campaigns; so that they can operate successfully as a collective, influence energy markets to make them more responsive to women's needs, access finance and influence the policy environment.

5.2. Outcome Area 2: Enabling clean energy markets and policy environment

Ambitions for phase 7:

- 150 institutions to sign up to the multi-stakeholder Gender and Energy Compact; 50% of these develop time-bound action plans to implement their commitments
- Gender-responsive national and sub-national energy policy documents are validated by relevant authorities in ENERGIA's seven focus countries; 20% mobilize resources to implement the policies
- Capacity and skills of national and sub-national actors in ENERGIA focus countries are strengthened to develop and implement gender-transformative national energy policies
- A methodology is developed with a toolkit that contributes to gender mainstreaming in the clean energy sector, targeted at policy makers and practitioners in the clean energy and climate sectors, including both private and public sector actors.

Under this outcome area, ENERGIA will strengthen the advocacy capacity of stakeholders at all levels in the following ways: by amplifying the voices of community men and women as rights-holders who are most affected by the policies and practices we are working to change; by creating and joining strategic alliances; by bringing to the table gender, energy and climate issues at global, national and sub-national platforms; and, by pushing for commitments and investment in the area. Our policy-influencing activities will be based on a partnership approach and will operate at multiple levels across sectors.

Specific interventions include:

Translate the commitments of the multi-stakeholder Gender and Energy Compact to action, created by ENERGIA in 2021, together with the Global Women's Network for the Energy Transition (GWNEN) and the United Nations Industrial Development Organization (UNIDO). The Gender and Energy Compact will aggregate individual and collaborative actions to accelerate a just, inclusive and sustainable energy transition in which both women and men can equally lead, participate and benefit, and by doing so, it raises the ambitions towards the achievement of SDG 7 and SDG 5, by. The Compact will work closely with its members and others, starting with expanding the membership of the Compact; convening high-level group of champion governments to embed gender and energy in the global political narrative for achieving SDG 7 and the Paris Agreement; supporting its members to develop and implement time-bound action plans on gender and energy, and monitoring and reporting on the same.

Strengthen women's voices in policy making in clean energy and climate change, by leveraging its strategic alliances to highlight gender and energy issues and solutions in global development; facilitating the participation of grassroots women leaders in sub-national, national, regional and global policy arena;

conducting multi-stakeholder roundtables in ENERGIA focus countries to bring together central and local finance institutions (LFIs), RE companies, governments, local authorities, non-governmental organisations and women entrepreneurs and convening high-level women leaders to embed gender and clean energy in global political narratives surrounding SDG 7 and the Paris Agreement.

National and sub-national level policy-influencing, including supporting national and sub-national government agencies to inform executive level instruments, such as sectoral policies, national strategies and action plans, through working with multi-stakeholder taskforces to develop, endorse and implement gender responsive policies and actions in the energy sector and at the same time, supporting champions to influence the national gender and clean energy policies.

5.3. Outcome area 3: Gender-transformative approaches in clean energy and climate action policies and programs

Ambitions for phase 7:

- 14 gender action plans jointly developed and endorsed by clean energy and climate action programs/institutions/companies, 50% of these implement the gender action plans.
- Enhanced capabilities of clean energy and climate sector professionals to mainstream gender concerns into their operations and institutions.
- ENERGIA provides a set of practical tools for mainstreaming a gender transformative approach into key sub-sectors, including electrification, clean cooking and productive use of energy.

Continuing with its support to government ministries, utilities, development programs and civil society to adopt gender equality approaches through gender mainstreaming, ENERGIA will provide technical assistance to selected energy access and climate change programs and institutions in their gender mainstreaming efforts and in training their staff. This will be done through ENERGIA supporting these organisations to develop, implement and monitor their gender actions plans. Potential organisations include rural electrification agencies, utilities, regulatory bodies, sub-national governments, private sector energy suppliers, donor funded energy and climate projects and finance institutions in Africa and Asia. The goal is to integrate gender and poverty considerations into energy access and climate projects to ensure that women, as well as men, participate and benefit from energy access – as consumers of clean energy, as employees and as business owners. A specific focus area in Phase 7 will be gender mainstreaming within private sector actors, such as renewable energy companies, financial institutions and (impact) investors.

5.4. Outcome area 4: Thought leadership

Ambitions for phase 7:

- Two topics/themes analysed every year to provide practical knowledge on gender and energy for ENERGIA partners and other stakeholders
- Strategic learning mechanisms established and utilized to support innovation, cross-learning and exchange between partners/countries, and adaptive management
- 64 interns get experience and exposure on gender and energy sector
- 60 million people potentially exposed to messages through awareness campaign around a specific theme at national and global levels.

The gaps in clean energy access and the slow transition to modern energy services have been linked, in part, to a failure to understand and address the gender dimensions of energy poverty. Unfortunately, compelling empirical evidence on the drivers behind clean energy access of men and women and the benefits to women of transitioning to modern energy services remains weak. The interventions in this outcome area are aimed at

supporting policy makers and practitioners to gain a better understanding of and use evidence on gender, clean energy and climate issues, resulting in gender-transformative policies, programs and investments.

In Phase 7, together with the stakeholders, ENERGIA, will identify critical gaps in practical knowledge on gender and clean energy, lead systematic analyses, and share with decision-makers evidence on what kinds of investments, programs and strategies are most effective to drive gender-transformative clean energy and climate action policies and programs. This will be achieved through a combination of co-defining topics/ themes for analysis/ evidence building; commissioning/ conducting evidence building studies; and outreach, dissemination and uptake. At the same time, an Internship program on gender, clean energy and climate action, will be launched, aimed at creating the next generation of thought-leaders in the clean energy.

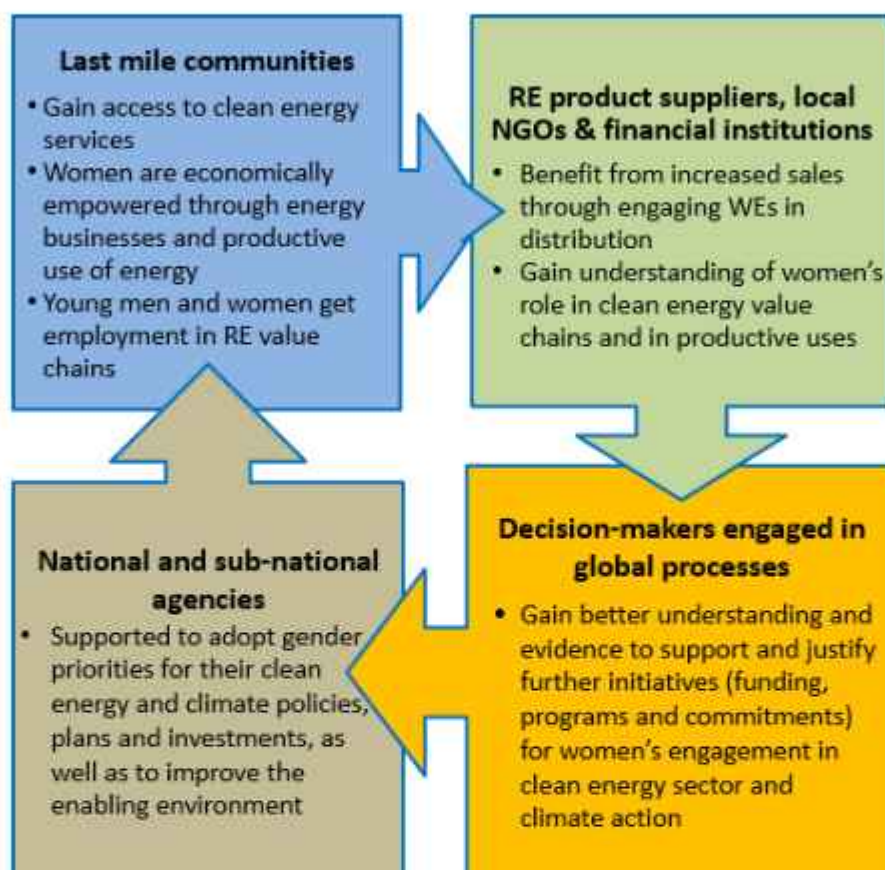
An important element of thought leadership will be to promote learning within the ENERGIA network, for which a system for multi-level learning will be integrated into the implementation approach. Systematic attention to learning will lead to performance improvement, reduce the likelihood of failures by providing real-time feedback and improve team effectiveness. ENERGIA's knowledge and communication strategy will strengthen ENERGIA's position as a thought leader on the gender, clean energy and climate action. Communications will be cross-cutting in all outcome areas and reflect ENERGIA and partners' needs, both at a national and an international level. It will elevate the voices of our partners and the women and men we work with and convey our messages globally.



6. THE PEOPLE WE WORK WITH: PARTNERSHIPS AND ALLIANCES

6.1. Our target groups

Building on its strengths in working on gender and energy, ENERGIA will continue building critical skills of women and men, economically empowering them, developing them as community leaders and giving them a voice in local, national and international decision making in the energy sector. In doing so, ENERGIA will work closely with the following groups:



6.2. Strategic partnerships and alliances

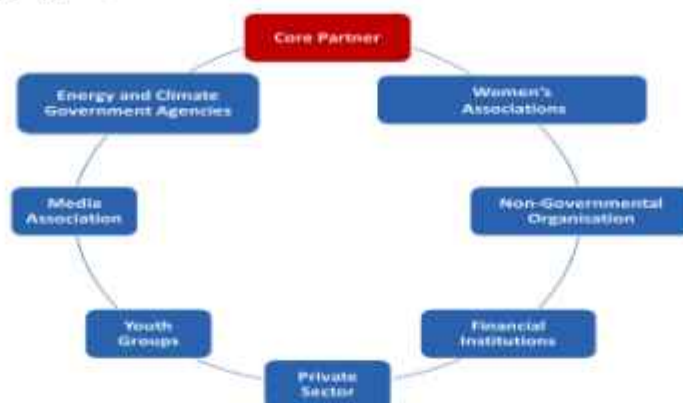
ENERGIA's multi-sectoral partnership approach includes partners from civil society organisations (CSOs), local communities, sub-national level governments and local agencies, national level ministries, as well as global forums and institutions.

In country collaborations through core partners

To maximize impacts and the long-term sustainability of interventions, ENERGIA will continue working with its Core Partners in five focus countries (Kenya, Nepal, Nigeria, Tanzania, and Senegal), who will further develop/strengthen coalitions of other in-country collaborators with the necessary complementary competencies and skills from the get-go design through to the implementation and monitoring stages of Phase 7. In Phase 7, we will identify appropriate partners in Bangladesh and Uganda using a consultative process that brings together key ecosystem stakeholders as in-country collaborators.

As shown below, the Core Partners will work with a coalition of actors, using an ecosystem approach. They will collaborate extensively with other key actors as illustrated in the diagram below. All actors in the

collaborators framework are selected for their capacity to leverage and deliver contextualized interventions and outcomes for the target groups.³



Strategic alliances

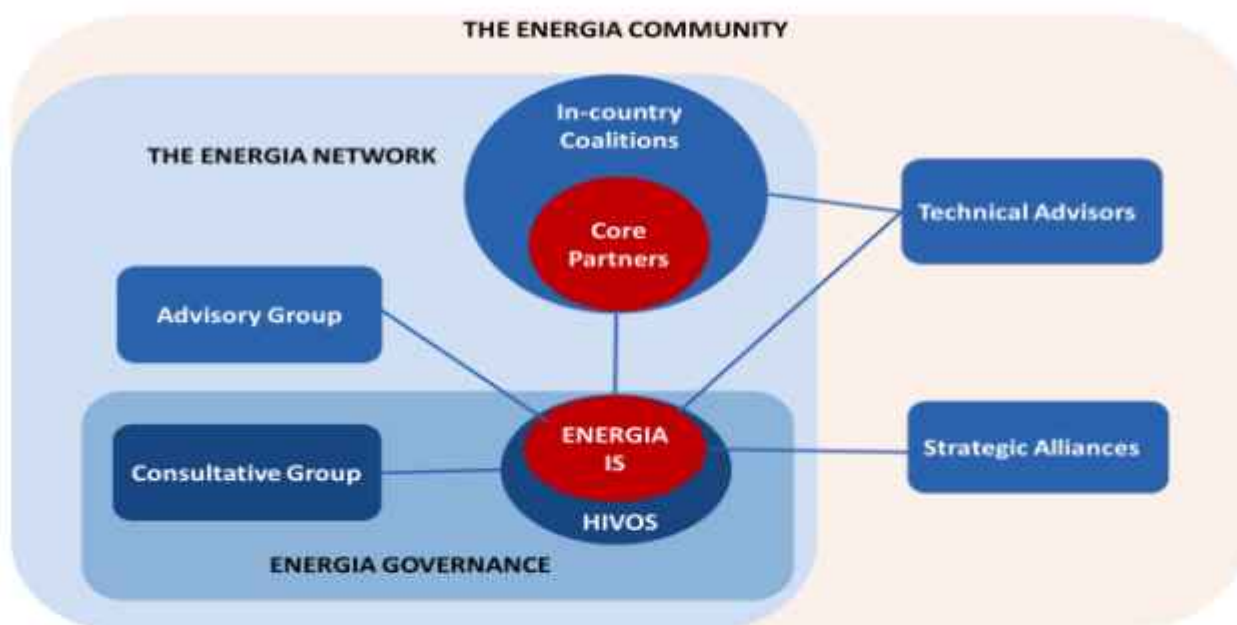
ENERGIA is strategic in aligning its work closely with other international 'allies' for its international advocacy activities, developing common messages and undertaking joint policy influencing, while positioning itself as a thought leader amongst its peers. Engaging with Strategic Alliances (see list below) allows ENERGIA to influence key stakeholders beyond what it would be able to impact on its own.

- The multi-stakeholder Gender and Energy Compact
- The Sustainable Development Goal 7 Technical Advisory Group
- Energy Sector Management Assistance Program (ESMAP)
- The Africa and Europe Foundation Women Leaders Network
- Women's Leaders Network European Commission's Equality Platform for the Energy Sector
- The SHINE Campaign
- The Clean Cooking Alliance
- The Health and Energy Platform for Action
- The High-Level Coalition for Clean Cooking
- The Alliance of Civil Society Organizations for Clean Energy (Access)
- The SEforALL People-Centered Accelerator
- The Alliance for Rural Electrification (ARE)
- The Clean Cooking Compact
- The Netherlands Energy Compact
- The Women Major Groups and Gender Constituency
- Power for All

³ Criteria for selection of coalition members may include, but not be limited to, the following: (a) Physical presence and a minimum geographical reach in the project target localities; (b) Commitment/ willingness to work with women entrepreneurs and be flexible to their needs; (c) Institutional capacity, basic organizational systems and processes; (d) Strategic alignment to ENERGIA principles, (e) Convening power and influence in the sector they represent.

7. OUR INTERNAL GOVERNANCE

ENERGIA's institutional structure has evolved over the years, responding to the context, and ensuring that the programs are effective and efficient, and aligned to its vision and uniqueness. The diagram below visualizes the core elements of ENERGIA's governance structure, network and the wider community of collaborators. Each of these elements is further described in this chapter.



7.1. ENERGIA's International Secretariat

ENERGIA's International Secretariat (EIS) is responsible for coordinating the network and for managing ENERGIA's programs, including planning, administration, fundraising, financial management, quality control, reporting and delivering on the outcome areas in 7 countries of operations.

The composition of the EIS ensures the necessary calibre and capacity to implement ENERGIA's phase 7 program. Moving forward, the EIS will be reorganized and adjustments made to its staffing positions, as shown below.



The Leadership Team

The Leadership Team provides oversight to the coordination, management and quality control of the program and the network, under the supervision of the Director. The Leadership Team meets bi-weekly to strategies, reflect on quarterly plans and budgets, discuss progress and bottlenecks and decide on key actions.

The Leadership Team consists of:

- **Executive Director:** accountable for the delivery of the program outcomes and results, strategy development and global advocacy. The ED is the prime contact for ENERGIA's donors.
- **Operations Manager:** overall management of the program's contractual requirements, project administration and financial management; and coordinates the activities of and between operations officers.
- **Programs Manager:** coordinates and manages the activities of the thematic leads, focusing attention on the timely execution of the program strategy.

Thematic Leads

These team members work under the supervision of the Programs Manager and are responsible for the implementation of Phase 7's outcome areas, interventions and activities. The Thematic Leads coordinate directly with core partners and work through specific outcome area working groups that comprise a representative from each Core Partner. The Programs Manager convenes regular planning meetings to support the Thematic Leads and ensure progress is on track.

In Phase 7, specific attention is given to growing the competencies of the EIS on Climate Justice and Human Rights, including onboarding an **Advocacy and Climate Justice thematic lead** with demonstrated expertise and experience.

Operations Manager and Officers

These officers work under the supervision of the Operations Manager to ensure quality control, and compliance with donor conditions and Hivos policies, thus supporting the implementation and delivery of program results. The Operations Manager convenes weekly planning meetings of the Operations Officers. The Operations Manager works closely with the Programs Manager and Director as part of the Leadership Team.

The Operations Officers roles and responsibilities are described below:

- **Senior Administrative Officer:** responsible for the program administration and contract management.
- **Senior Finance Officer:** oversees financial transactions, developing budgets, monitoring transactions and preparing financial reports.
- **Administrative and Finance Officer:** provides administrative and financial support for the program.
- **Communications Officer:** supports the implementation and delivery of the Knowledge Management and Communication strategy, working closely with the lead.
- **Administrative Assistant:** provides administrative and logistical support to the program and to all members of the team.

7.2. Core partners

ENERGIA connects, supports, convenes and coordinates the actions of contracted Core Partners to implement its programs. The existing partners are not-for-profit organizations and include Center for Rural Technology, Nepal (CRT/N), Practical Action (Kenya), Energy 4 Impact (Senegal), Solar Sister (Tanzania and Nigeria) and Tanzania Gender and Sustainable Energy Network (TANGSEN). In Phase 7, the Core Partners will operate in 7 countries: Kenya, Nepal, Nigeria, Senegal, Tanzania, Bangladesh and Uganda. The Core Partners take ownership of the implementation of the ENERGIA program outcome areas at the national and local levels. The Core Partners, the EIS, and the Advisory Group meets annually. Together they facilitate reflection, ownership and commitment to the strategic development of the program.

7.3. Hivos, the host organization

Hivos is an international non-governmental organization based in the Netherlands with over 50 years of experience in the international development sector. Hivos (the Humanist Institute for Development Cooperation), hosts the ENERGIA International network and provides the legal, institutional and fiduciary framework for funding and implementing ENERGIA's programs. ENERGIA leverages Hivos organization policies and procedures, building on Hivos' experience in managing large, multi-donor, multi-partner programs according to internationally set standards and requirements.

7.4. The ENERGIA Consultative Group

At the global level, the ENERGIA Consultative Group (ECG) is the body responsible for governing the program's strategic direction. It comprises the following members:

- The Director of ENERGIA (as co-chair).
- A representative of each Donor contributing to the Project (who selects a co-chair from the Donor group).
- A representative from Hivos management.

The ECG meets semi-annually (in spring and in autumn per year), convened by the EIS, and is responsible for endorsing progress reports and annual work plans and budgets. The EIS may agree to hold ad hoc meetings at the request of a member, for example to respond to a new strategic opportunity or a changing international context.

7.5. Advisory Group

The Advisory Group (AG) comprises six members that collectively represent relevant expertise aligned to ENERGIA's outcome areas, including on women's economic empowerment, energy access, climate justice, gender mainstreaming, and human rights.

They advise the EIS on the strategy, review program results, champion ENERGIA initiatives, provide inspiration and insight, support fundraising, and facilitate strategic alliances with key actors in the energy, climate and gender communities. The AG selects its own chair by consensus within the group, is convened by the EIS and meets biannually.

7.6. Technical Advisors

ENERGIA's Technical Advisors (TAs) comprise a shortlist of leading experts with unique expertise in gender, energy, climate and human rights. Many have long-term relationships with ENERGIA, either as founding members or based on their expertise.

The TAs support the network's activities at the international, regional and national levels on a demand-driven basis. Their participation in program activities is contracted in compliance with Hivos procurement guidelines.

8. FUNDING REALITY AND AMBITIONS

ENERGIA's phase 7 program is aimed at scaling up its current operations, strengthen its global, national and local presence through gender and energy interventions aligned with its overall objectives. We envisage that the implementation of the four-year strategy (2022-26) will require a total core budget of EUR 22m.

ENERGIA intends to raise this as a flexible 'basket fund' structure, to which multiple donors, including multilateral and bilateral ones as well as private foundations, aligned with ENERGIA's core principles, will contribute. Within an overall strategic framework, they will also have a key role in shaping the activities through the ENERGIA Consultative Group (ECG).

The Resource mobilization efforts by the ENERGIA team and Hivos Business Development Unit are ongoing, leveraging Sida's commitment and strong network with other leading funders on gender equality, clean energy, climate action and development.

It is important to note that this EUR 22m total reflects the core budget for ENERGIA's strategy and does not include funding for specific advisory services, technical assistance or consultancy agreements. However, these can be important mechanisms to increase our impact, reach key stakeholders and scale elements of our strategy. Our funding and financial resilience strategy combines the following strands of activities:

- Secure core funding from several like-minded donors. In particular, we are actively pursuing discussions with a number of potential funders including the Iceland Ministry of Foreign Affairs, the IKEA Foundation, Norad and the Global Affairs, Canada.
- Leveraging our partnerships to access other funding sources, e.g. with Practical Action on digitalization of their WE approach and with E4I to Mercy Corps for using ENERGIA WE approach in the Sahel region.
- Continuing to explore opportunities to provide advisory services, if these meet key criteria (strategic alignment, sufficient budget for full cost recovery, innovation focus).
- Actively follow-up on leads where ENERGIA is approached for technical/ advisory support, e.g. UNEP and the Millennium Challenge Corporation.
- Respond to call for proposals and participate in competitive bids provided they are fully aligned to our core values, mission and program priorities. The ADB supported program in Nepal is one such example.
- Within the countries, support our core partners to raise resources:

ENERGIA
INTERNATIONAL NETWORK ON
GENDER & SUSTAINABLE ENERGY

Hosted by

Hivos
people unlimited