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GENDER MAINSTREAMING STRATEGY

USAID CLEAN POWER ASIA

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GENDER MAINSTREAMING STRATEGY

USAID CLEAN POWER ASIA

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I. OVERVIEW

Climate change emissions and the need to manage diminishing fossil fuel reserves put an emphatic focus on renewable energy. The United States Agency for International Development's (USAID) Clean Power Asia program works with Lower Mekong countries and other Association of Southeast Asian Nations (ASEAN) member states to encourage power sector investments in environmentally-friendly, renewable energy (RE) sources. The program specifically focuses on bringing greater quantities of renewable energy into the region's electricity grids¹.

The grid-connected renewable energy sector has witnessed rapid growth in recent years, in part due to the promise it holds for mitigation of greenhouse gas emissions (GHG) and development benefits. Yet, the delivery of this anticipated promise depends largely upon how grid-connected energy plans are adopted in practice by stakeholders, and supported by enabling policies and investments. From a gender equality perspective, the task for USAID Clean Power Asia is determining key points of entry for integrating gender concepts into grid-connected energy planning, policies, and investments. This Gender Mainstreaming Strategy has been developed for USAID Clean Power Asia to provide a framework in which all of the program's work is able to actively address gender equality. The strategy highlights key concepts associated with gender equality and mainstreaming; identifies gender issues relevant to the tasks of program; and suggests points of entry where gender may be mainstreamed into program's activities. In addition to a desk review of key program documents, including the annual work plan, gender implementation plan, and the monitoring and evaluation (M&E) plan, the author held individual consultations with all program staff, and conducted a day-long training event for the USAID Clean Power Asia staff on greater integration of gender equality concepts into program's tasks. The author worked with the entire program staff to collectively identify gender issues relevant to program objectives and developed a range of potential activities that could help address those issues (see Annex 1). The development of this Gender Mainstreaming Strategy served as a catalyst for program staff to reassess how they apply a gender lens to their work.

This document should be treated as a living document, which can be adapted with new information and context. In particular, the ongoing gender analysis study and new needs or opportunities identified by project staff as well as partners and stakeholders, necessitates that this strategy evolve over the coming years, remaining sufficiently focused to drive real change in the RE sector while remaining flexible and adaptive enough to be able to respond to new needs or ideas with agility. The elements of the strategy presented in this document are neither complete nor exhaustive. Rather, they represent thinking at a point in time of program implementation which will need to be regularly evaluated and adjusted based on the realities of the RE sector and partners' needs in each country of operation.

¹ https://www.usaid.gov/sites/default/files/documents/1861/FS_Clean%20Power%20Asia_August%202016.pdf

2. KEY CONCEPTS OF GENDER MAINSTREAMING

Gender equality is a fundamental condition for the full enjoyment of human rights by women and men alike. Discrimination based on an individual's sex and unequal opportunities for men and women reinforces, and can also create, gender gaps. Reaching a state of true equality between women and men is an objective in and of itself, and part of all development activities; implementing activities that promote that state of equality also serve as a foundation of sustainable development. Promoting gender equality while improving the status of women and girls is vital to achieving USAID development objectives. USAID mandates gender analysis to inform its programs and projects and with rare exception requires that gender issues are integrated and implemented throughout the project lifecycle, with emphasis on the following priorities²:

- Advancing inclusive growth by strengthening women's economic empowerment.
- Ending gender-based violence through programming for the most vulnerable populations, with a focus on violence prevention.
- Increasing women and girls' voices in decision-making, leadership, and science, especially through innovative methodologies.
- Encouraging traditional and non-traditional partners to invest more financing and resources in programming to improve gender-based social outcomes.

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in any area and at all levels. It is a strategy for making the concerns and experiences of women and men alike an integral part of the design, implementation, and monitoring and evaluation of policies and programs in the political, economic, and social spheres, to prevent the proliferation of inequality, and ensure that women and men benefit equally. The goal of mainstreaming gender into an institution or an activity is to achieve gender equality.

² <https://www.usaid.gov/asia-regional/gender-equality-and-female-empowerment>

3. REVIEW OF GENDER INTEGRATION IN THE WORK PLAN

Work Plan

USAID Clean Power Asia’s Year 1 Annual Work Plan (June 27, 2016 – September 30, 2017) provides an overview of the program and key activities planned for the year. In addition to the annual work plan, the program also has a Gender Implementation Plan (June 27, 2016 – September 30, 2017) that aims to inform the overall program work plan and to integrate gender elements across the program. Thus, the review process included a review of both documents.

Framework for Analysis

A gender-integrated project cycle framework is used to assess the state of gender integration in the USAID Clean Power Asia Year 1 work plan. A gender-integrated cycle framework is chosen for analysis because it specifically allows for understanding the extent of gender integration taken by the program. A gender integrated project cycle framework looks like a simple planning framework that includes four components: diagnosis, design, implementation and monitoring and evaluation.

When gender is integrated into the project management cycle, it allows gender considerations to be identified and incorporated at different stages of planning and implementation. A gender-integrated project cycle assessment can describe the type of gender interventions used by the project and allow assessment of the intervention results in terms of how they address (or do not address) gender issues. A gender integrated project cycle (see Table 1) can include: the understanding of gender differences in the activities or sectors of the concerned project; actions to address gender issues, both economically and in decision-making; operational measures to ensure gender-equitable participation and benefits; and provisions for monitoring and evaluation of gender differentiated impact and participation.

Table 1: Framework for assessing gender-integration in project cycle

Gender integration in project cycle	Description of gender elements in project cycle (with key questions)
Diagnosis: Identification of gender issues and establishing its relevance to project	The project design document identifies gender issues based on gender-disaggregated data and analysis of gender differences in the activities or sectors concerned. +What are the gender issues relevant to project’s focus activities?
Design: Developing project’s vision and pathways to address gender issues	The project design document integrates gender issues into its design, implementation plan and monitoring & evaluation framework. +What changes are envisioned by addressing gender issues through project interventions?

<p>Implementation: Implementing actions to address <u>gender issues</u>.</p>	<p>+ How do the project envision to achieve those changes?</p> <p>The project implements actions which aim to <u>address gender issues</u>.</p> <p>+What activities, and inputs are used to address the gender issues that the project aimed to achieve?</p> <p>+What implementation methods are used?</p> <p>+What are the opportunities and constraints?</p>
<p>Monitoring and Evaluation: Measuring <i>gender outcomes</i> resulting from projects' activities.</p>	<p><i>The project's logical framework and monitoring and evaluation (M&E) system are collect and evaluate <u>gender-disaggregated data and outcomes</u>.</i></p> <p>+Whether and what gender changes have been achieved through project's interventions?</p> <p>+What learnings have been made?</p>

3.1 GENDER INTEGRATION FINDINGS IN THE YEAR 1 WORK PLAN

Diagnosis

USAID Clean Power Asia's Year 1 Annual Work Plan (June 27, 2016 – September 30, 2017) makes references to gender and women in six places. While this work plan doesn't explicitly mention gender objectives vis-à-vis the program's objectives and outcomes, it links gender in relation to the program's interventions across stakeholder discussions (page 28-29; sub task 2.1.4) including targeted consultations with women's professional societies (page 48; sub task 4.3.3); plans to set up a renewable energy gender network with gender champions (page 40); refers to the gender implementation plan (page 43); and invites women-led financial institutions in its consultative workshop and training (page 37; sub task 3.1.4). The gender vision and need and expected impacts are not listed in the work plan document.

The gender implementation plan lays out the explicit gender objectives of the program which is "to contribute to a reduction in gender disparities in access to, control over, and benefit from reliable and affordable grid-connected power sources, while increasing the capability of women to realize their rights and influence over energy sources for power generation" (page 3). It also outlines a series of activities to address those gender issues. While the gender implementation plan provides an overview of how gender issues could be embedded across the program's tasks (including policy review from a gender perspective, and aiming to establish RE gender champions to influence planning and investments), at present these ideas seem to lack a clear connection to the program's tasks as evidenced in the work plan. The program's vision of gender equality could be clearer if the activities of the gender implementation plan were incorporated into the workplan.

Design

It seems that the project is aiming for gender-sensitive consultations during its scoping visits and stakeholder engagement, and there are plans to engage with women-specific units (women-led business and women's professional societies). The gender implementation plan lays out various

strategic activities to advance gender equality and women’s empowerment, but need to be differentiated between activities that will be integrated with project tasks 1-4 and the other targeted activities on gender champions. Such gender-integrated design of the program should be then tied to the program’s objectives and outcomes, and reflected in the work plan.

Implementation

The program has initiated several activities to better understand and implement gender issues. A regional gender assessment is being undertaken to identify the key gender issues within the renewable energy sector, with expected results in June 2017. This Gender Mainstreaming Strategy and checklist is being developed that will inform the program of the key gender issues relevant to the program’s tasks as well as suggest a range of activities that the program could potentially take up to address those gender issues. The gender mainstreaming strategy offers a twin-tracked approach which aims to allow for gender-sensitive integration across program tasks 1-4, while also allowing the program to deliver on key strategic impacts through task G. It also suggests three gender elements (gender sensitive design, inclusive stakeholder participation and equitable benefit sharing) that need to be considered and applied across the program’s interventions. If consistently applied, the twin-tracked approach as suggested in the gender mainstreaming strategy could yield better integration of gender considerations across project tasks and activities, to be reflected in the Year 2 work plan.

Monitoring and Evaluation

The program’s Monitoring & Evaluation Plan (June 27, 2016 – June 26, 2021) lists gender sensitivity as one of the three guiding principles (page 3). The current plan has a gender-specific indicator (indicator 10) that measures “number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations”. The program’s indicator 9 also aims to capture sex-disaggregated data on the “number of people trained in clean energy supported by USG assistance”. No reference of gender to policy indicator (indicator 1) was found despite having plans to undertake a gender review of an energy policy as stipulated in the gender implementation plan. The gender champions, if successfully applied, can trigger various policy changes, which would be important to measure and report as significant gender results. This would necessitate adjustments in the way policy indicator is currently described to allow it to capture gender-related policy changes.

Conclusion and Next Steps

Based on the analysis, the following conclusions have been drawn and some suggestions made to better incorporate gender equality into the program.

- The fact that the program’s gender implementation plan has explicit gender objectives can be seen as the program’s concerted efforts to include a gender lens to their program. The gender implementation plan, as it stands, is well established to inform the development of the program with a gender lens. However, the plan’s objective and activities are not yet well integrated across the program’s tasks. It is suggested that while these two documents can

remain separate, where relevant and appropriate, clear linkages need to be made between the gender activities/sub-tasks proposed in the Gender Implementation Plan and the other program's tasks/activities. A twin-tracked approach is key to successful gender implementation of the well-designed activities and needs to be adopted by the program.

- Current M&E indicators on gender are set up to capture output-based results. While these indicators can provide sex-disaggregated analysis of the people who attended the training, as well as an indication of the learned skills, post-learning methods are suggested to capture in-depth change stories. Outcome mapping approach can be used as a method to effectively analyze the contribution of the program's interventions on gender champions' behaviors and actions.
- While many staff were found to agree with the principle of gender mainstreaming, they have less technical knowledge on how to link gender issues to their program tasks. Some of them appear to perceive the existing gender situation not as a problem, but rather as an accepted outcome of the culturally accepted "fact" that the energy sector and markets are mostly dominated by men. Some of them appear to perceive gender as "extra additional" work and unsure of how to manage their priorities. These perceptions can be clarified through the consistent use of gender mainstreaming strategy and checklist, and periodic gender discussions within the team supported by the program's leadership.

4. OBJECTIVE, KEY ISSUES, AND APPROACH FOR GENDER MAINSTREAMING STRATEGY

4.1 OBJECTIVE

The gender mainstreaming objective of USAID Clean Power Asia is to identify opportunities and points of entry for gender integration in program activities.

4.2 KEY GENDER ISSUES FOR THE PROGRAM

Increasing grid-connected renewable energy requires innovative approaches that consider a variety of scenarios. These may include developing new or revising existing policy and regulations, developing novel partnerships with traditional and non-traditional actors, and developing new products and services to help drive investment into the sector. These provide opportunities to address existing gender issues, such as by incorporating gender equality within RE policies or ensuring loan products offered targeting investment in RE are gender-friendly. As an example, someone working on energy finance would likely examine emerging energy business models, key drivers for their growth, and key actors that own the business while concomitantly ensuring safeguards are in place to address the risks of new gender gaps and not widen existing gender gaps. These approaches, if not well integrated into the program, can risk widening existing gender gaps or introducing new gender gaps.

Throughout the Lower Mekong countries, and across ASEAN member states, it is widely recognized that the energy sector is male dominated and generally masculine in nature. Such de facto norms limit the ability of female energy experts to access and influence energy decisions. Moreover, gender has not been systematically integrated into the work processes of energy institutions whether that is a state-owned utility or private sector company. This neglect of gender issues in energy planning, policy, and decisions³ can lead to gender disparities in access to, control over, and benefits from reliable and affordable grid-connected power solutions. Additionally, there is an absence of a capable, critical mass of women and men with sufficient knowledge to be champions of gender equality across energy companies, utilities, policy bodies, universities, and related institutions who are in positions of influence or power and who can ensure gender-inclusive renewable energy solutions are understood, nurtured, and enforced in the processes and decisions.

Against this background, two issues related to gender stand out as most critical to the work of USAID Clean Power Asia:

³ Interview with the program's staff.

- Reduction of gender disparities in access to, control over and benefits from reliable and affordable grid-connected power solutions.
- Increase in the capability of women and gender champions to realize their rights and influence over energy sources and mechanisms for power generation.

Early findings from the gender assessment (final report due in July 2017) indicate that gender issues are prevalent in the energy sector due to two key factors. First, women in the Lower Mekong region have low social position vis-à-vis men. Higher social position such as leadership in many institutions is or at least assumed to be male. In addition, women’s access to resources such as in land, capital, skills, power supply, and information is constrained and limited. Second, the attitude and culture of energy institutions to gender issues is problematic. The sector is mostly associated with physical and technical skills and is operated predominantly as a masculine field and that many of those working in the energy sector perceive equality or gender objectives as not ‘relevant’ to the energy work.

The program staff during the gender training discussed potential causes and effects of these gender issues in energy sector, using the program’s tasks as entry points for gender interventions. This led to identification of gender issues relevant to program’s task as well as measures to address those gender issues through its interventions. (See Table 1 for details where measures with significant impact are labelled with asterisk.) It is envisioned that the program will internally discuss and make a final list of activities to be integrated across the program tasks.

TABLE 2: Gender issues and measures relevant to program tasks

Gender issues relevant to program tasks	Proposed measures for addressing identified issues
Task 1: Planning	
<p>Lack of diversity- particularly women in defining the data and planning and implementing the power planning processes from gender lens.</p> <p>Lack of gender and social dissegargated data in designing and implementing power planning processes.</p>	<ul style="list-style-type: none"> • Identify access, affordability and capacity issues from gender lens to determine adoption potential of renewable energy, by incorporating gender assessment into feasibility assessment studies*. • Identify gender data gaps of planning information systems of energy ministries and utilities and discuss its implications on energy access and use by different groups men and women, to consider for planning purpose in the renewable energy sector*. • Include session on the need of gender and socially dissegargated data in the planning trainings and workshops.
Task 2: Policy	

Gender issues relevant to program tasks	Proposed measures for addressing identified issues
Lack of gender considerations in energy related policy decision-making spheres	<ul style="list-style-type: none"> • Examine proposed policy measures from gender perspective or include gender assessment of the proposed policy measures*. • Work with AEC to raise awareness among policy makers of the importance of gender equality in the policy making process and encourage policy making bodies to discuss a gender sensitive evaluation of all new policies and regulations. • Identify and engage with state institutions (Ministry of Energy Laos, NCAW Laos, Ministry of Environment Cambodia, Gender and Climate Change Committee of Ministry of Women’s Affairs Cambodia) to introduce gender-sensitive mechanisms in the policy decision-making spheres*. • Collaborate with AEC, ENERGIA, WOCAN and other regional, national organizations and women’s group organizations to establish gender equality as an important agenda in the energy sector.
Task 3: Investments	
<p>Lack of recognition of women enterprenuers in energy sector due to masculine (physical) culture of energy markets.</p> <p>Lack of gender and social data to determine invesment decisions.</p>	<ul style="list-style-type: none"> • Document the leading stories of female entrepreneurs (of Thailand and other countries) in energy sector and use it to establish the business case, highlighting the role women can play in energy markets and investments. • Consider piloting gender lens investing⁴ as an approach which allows using gender data to see opportunity and mitigate risk of selected businesses for better investment decisions *. • Identify and support female entrepreneurs, helping them to get access to renewable energy finance*. • Provide equitable access to both men and women enterprenuers through the program’s technical assistance.
Task 4: Communication, Coordination, Learning	
Limited awareness and visibility of gender issues amongst stakeholders in energy sector	<ul style="list-style-type: none"> • Use inclusive language in the program’s communication, coordination and learning activities. • Encourage the program’s partners to include both women and men in energy-related work and events. • Increase gender awareness for staff and partners to influence future workplan development. • Use methods and tools in design of M&E and communication to link as well as capture and disseminate gender impact stories*.
Task G: Foster Gender Champions for Renewable Energy	
<p>Lack of equal opportunity for women energy professionals because of masculine culture of energy sector.</p> <p>Lack of gender champions with skills to link gender and renewable energy sectors.</p>	<ul style="list-style-type: none"> • Identify, engage and mentor women energy professionals working on energy planning, policy and investements in each country and region to proviate alternative articulation of their identities and leadership as engineers and professionals.* • Devise capacity building strategy of gender champions to advance their gender and social disegregated data collection and analysis skills to inform and influence planning, policy and investements in RE and wider energy sector*.

⁴ USAID report on “Advancing Gender Lens Investing in Asia” (2015) suggests gender lens investing as an approach that is focused on using gender data to see opportunity and mitigate risk for better investment decisions. These include making money available to enterprises owned by women, focusing on workplace equity and employment opportunities for women, and investing in products and services that benefit women and girls. These investments can achieve financial results as well as gender-equitable social change.

4.3 GENDER MAINSTREAMING APPROACH

The program's gender approach uses several principles. First, the program uses a safeguard approach of "do no harm" which aims not to widen the existing gender gaps through its interventions. This requires that the program's activities are implemented with the intention of impacting men and women equally. Second, the program, where possible, uses an empowering approach to "do good", and aims to contribute towards addressing systemic imbalances to narrow the existing gender gaps and empower women through its interventions. To do so, the program uses a "twin-track approach" with application of gender mainstreaming across the project cycle vis-à-vis an inherent focus on strategic activities that help address the systemic gender issues.

1. ***Gender mainstreaming in the project cycle*** includes adjustments in work plan development, gender and task-specific analytical assessments, stakeholder approaches, and impacts analysis to address gender issues, as well as backing up planned action with budgets and appropriate indicators of change. This ensures that the project approach, interventions, and results will address gender issues, with gender sensitization of grid-connected power planning, policy and investment concepts, approaches, and decisions while measured and communicated through communication, coordination, and learning. This approach is particularly relevant to mainstream gender in the program's key tasks.
2. ***Specific activities to address systemic gender issues*** are needed when gender mainstreamed efforts are limited to fully address systemic gender biases due to the prevailing power imbalances between men and women in the region. As an example, a gender-sensitized training can increase men and women's knowledge and skills, but it is likely that these men and women may not be able to use their skills because of normative gender-blind policies and/or the planning environment of the institutions in which they are situated. This requires complementary efforts to strengthen the institutional environment on gender equality that could support the uptake of learned skills into practice. Task G aims to contribute towards fostering gender champions through skills enhancement of gender champions and supporting creating enabling environment for them to influence gender-sensitive practices in their institutions.

It is important to note, however, that these two approaches are not always mutually exclusive, but are meant to cross-cut and inform across the tasks. As an example, private sector "investment support" can include gender elements by adopting gender-friendly loan measures, beneficial to both men and women consumers, which can then be accelerated through policy support backed up by gender champions. Gender champions can internally make a case for mandating gender assessment as a key part of environmental and health impact assessments required for power plants and the policy task provides support to achieve it. This "twin-track approach" for gender mainstreaming would ensure that projects' vision of gender equality doesn't get translated into a set of "outlier activities" without any connection to the program's interventions, approaches, and results⁵, but are

⁵ Also known as stand-alone gender activities.

rather meaningfully integrated into the program’s planning cycle and its interventions, and captured through monitoring and evaluation and the communication framework⁶.

⁶ Stories can be captured and communicated around USAID priorities on (i) increasing women and girls’ voices in decision-making, leadership, and science, especially through innovative methodologies; and (ii) encouraging traditional and non-traditional partners to invest more financing and resources in programming to improve gender-based social outcomes.

5. ACTION POINTS FOR GENDER MAINSTREAMING

Implementing a gender strategy in practice generally requires increased ownership for gender mainstreaming by the project, including the task leads, supported through funding, capacity building, and monitoring by the project's leadership. Some action points that would help the team to implement the gender strategy are suggested below.

5.1 ACTION POINTS FOR LEADERSHIP AND MANAGEMENT

- Establish gender as a key project agenda by naming it as an integral (and not added) component of the project, while communicating with both project staff and partners.
- Secure ways to check and monitor the level of gender mainstreaming in project tasks and activities by incorporating timely inputs and/or review of all central documents (e.g., quarterly and annual work plans, performance management plans) and events (including design and delivery of workshops, sub-national interventions, research/assessment, and trainings). This helps reinforce the gender perspective, and leads to gender-specific activities and outcomes.
- Ensure that the program's interventions target to include at least 33%⁷ of women as participants and beneficiaries in all activities and interventions.
- Enhance the capacity of the program's staff on gender equality through gender awareness and planning trainings to secure efficient and effective implementation of gender strategy.
- Ensure that gender-specific results and impact stories are captured through projects' monitoring and evaluation (M&E) and communications plans.
- Integrate and disseminate the program's experience and learning of gender mainstreaming through its communication strategy and stories.
- Be a thought leader to raise gender issues within renewable energy sector with other partners, stakeholder and donors.

5.2 ACTION POINTS FOR PROGRAM TASKS, M&E, AND COMMUNICATIONS

5.2.1 ACTION POINTS FOR TASK 1: PLANNING

- Identify and engage with gender constituency to identify, incorporate, and disseminate gender and energy related issues and information.

⁷ This number needs to be identified through the program's internal team discussion.

- Invite gender constituency (energy and women’s ministries, utilities, and universities) to brief and discuss gender issues within energy planning meetings and consultations.
- Design planning tasks with adequate participatory approaches to facilitate decentralized and multi-dimensional thinking, which can be used to gather buy-in for gender issues.
- Include gender impacts as a factor to analyze energy scenarios and targets.
- Ensure that gender-sensitive approaches are used for planning, consultations, write-up and validation of planning documents.
- Provide follow-up and monitoring support to influence implementation of planning documents.

5.2.2 ACTION POINTS FOR TASK 2: POLICY

- Explore opportunities to review key energy plans, policies, and regulations/strategies through gender lens.
- Network with energy and women’s ministries, utilities, and universities to identify gender issues in emerging policies, plans, and documents.
- Invite energy and women’s ministries, utilities, and universities to brief and discuss gender issues throughout policy processes.
- Ensure that gender-sensitive approaches are used for stakeholder consultations and engagement employed during policy revision process.
- Develop policy-specific recommendations and actions for selected policies, plans, etc., from a gender-perspective.
- Educate policymakers and their institutions on the need to address social and gender issues within renewable energy policies.

5.2.3 ACTION POINTS FOR TASK 3: INVESTMENTS

- Discuss the feasibility of using gender lens investing (using gender data to see opportunity and mitigate risk for better investment decisions)⁸ with renewable energy businesses that can achieve financial results as well as gender-equitable social change.
- Identify the role of investments to initiate gender-inclusive technology and processes, that can range from making money available to renewable enterprises owned by women, increasing women’s access to renewable energy technology through credit/grant component to supporting a network of female CEOs to address the barriers they face for expanding their renewable energy business.
- Initiate discussions with partners on the need to use gender issues as a factor for investment thinking and decisions.
- Facilitate approaches to ensure that men and women have equitable access to tap into

⁸ USAID report on “Advancing Gender Lens Investing in Asia (2015) suggests gender lens investing as an approach that is focused on using gender data to see opportunity and mitigate risk for better investment decisions. These include making money available to enterprises owned by women, focusing on workplace equity and employment opportunities for women, and investing in products and services that benefit women and girls. These investments can achieve financial results as well as gender-equitable social change.

emerging energy investment opportunities led/supported by the program.

- Ensure that the program supports investment interventions include gender-specific recommendations.
- Ensure that the program supported interventions (e.g., pilot plans/assessment report) are strategically connected with gender champions.

5.2.4 ACTION POINTS FOR TASK 4: COMMUNICATION, COORDINATION, AND LEARNING

- Use inclusive language in the program’s communication, coordination, and learning activities.
- Encourage the program’s partners to include women and men in energy-related work and events.
- Increase gender awareness for staff and partners to influence future work plan development.
- Integrate gender strategy into the communication strategy and M&E plan to capture outcome level stories.
- Re-align the project’s M&E to capture the efforts and outcome from the gender mainstreaming strategy.
- Publish and disseminate gender stories periodically.

5.2.5 ACTION POINTS FOR TASK G: GENDER CHAMPIONS

- Use the opportunity to engage with a gender constituency and women’s organizations by identifying a suite of relevant gender champions.
- Identify key gender champions, and assess their needs and roles to influence the program’s interventions from gender perspective.
- Develop a capacity building strategy to address the needs of gender champions.
- Provide capacities and technical support to facilitate gender champions’ leadership to facilitate their decision-making.

6. CHECKLIST

Purpose of the Checklist

The checklist serves as a quick guide for USAID Clean Power Asia staff to identify, analyze, and address gender issues through targeted processes and activities.

How to Use the Checklist

The checklist provides a set of questions that can guide USAID Clean Power Asia staff to better integrate gender into its interventions. The program offers a wide range of technical support across four program tasks across regional and national levels. Central to its operation, it involves the following three gender elements which need to be integrated across the program’s activities:

- Gender-sensitive design of program’s activities
- Inclusive stakeholder engagement in the program’s activities
- Equitable benefits-sharing from the program’s activities

Gender-sensitive design of program’s activities would help the program staff to design, develop, and implement gender-responsive activities. Since the chances to include (or not include) gender considerations fall largely on the way program activities are designed, gender-sensitive design of program activities forms the critical entry-point.

Inclusive stakeholder engagement is a participatory tool to ensure both women and men have opportunities for meaningful participation in the program’s activities. This tool needs to be consistently used across the program’s tasks for effective engagement with both women and men.

Equitable benefits-sharing between the program’s beneficiaries is crucial to ensure that the program doesn’t entrench the existing inequalities between men and women, but rather uses affirmative practices for equality to occur.

TABLE 3: Gender Mainstreaming Checklist

	Key checklist questions	Key indicators	Data sources
Gender-sensitive design	<p>What is the gender issue in question? Whether the findings from the regional gender assessment provide attention to understand these gender issues?</p> <p>Does the proposed activity seek to correct gender issue?</p>	Number of program’s activities that integrate gender elements in their design.	<p>Workplan of USAID Clean Power Asia reflecting gender-integrated program activities.</p> <p>Joint consultation meeting minutes (emails/calendar/notes/photographs/or other forms of communication)</p>

	Key checklist questions	Key indicators	Data sources
	Does the design process of the activity also include gender elements into it?		<p>Concept note/agenda/program schedule of activities</p> <p>TOR of assessments that include or assign gender assessments</p> <p>MOU/gender plans</p>
Inclusive stakeholder engagement	<p>Are both men and women from the concerned institutions consulted while undertaking the program's activities?</p> <p>Is women's representation encouraged and secured in the program's activities?</p> <p>Are any adjustments made to accommodate special needs for consultation (e.g. prior information and capacity building, time and mobility issues, special spaces to capture women's consultation, adapting the program's activities to suit stakeholders' time, education and capacity levels)?</p>	<p>Number of incidences when stakeholder engagement was used to identify gender issues</p> <p>At least 33% women are invited to the program's activities.</p> <p>Gender specific issues are tabulated during the stakeholder engagement processes.</p> <p>Number of affirmative practices used by the project to ensure women's representation and decision-making during the stakeholder engagement.</p>	<p>Assessment reports/Trip report</p> <p>Type of stakeholder (energy</p> <p>Event registration information desegregated by sex.</p> <p>Reports/meeting minutes/reflection from the program's staff.</p> <p>Report on need assessment and capacity building support.</p>
Equitable benefit sharing	<p>Is there gender balance within the targeted beneficiary group?</p> <p>Do planned activities of the program target/involve provision of benefits to both women and men?</p> <p>Has potential negative risks (both intended and unintended) to attain the program's benefits has been considered?</p>	<p>Number of inclusive policies/planning scenarios/investment models that provide equitable benefits to women and men.</p> <p>Number of measures in place to counter-off potential negative risks to gender equality and women's empowerment.</p>	<p>Sex-disaggregated reporting of project beneficiaries</p> <p>Inclusive policies, plans, models.</p>

ANNEX A: GENDER TRAINING FOR PROGRAM STAFF

Training Session: Gender Training for USAID Clean Power Asia Staff
April 26, 2017, Bangkok, Thailand

OBJECTIVES:

At the end of the session, participants will be able to:

- 1) Identify key gender issues in the energy sector, especially in the Lower Mekong countries.
- 2) Learn tools to integrate and address gender issues in the USAID Clean Power Asia workplan and activities.

TIME: 1 day

METHODS: Presentation, Group exercise, Brainstorming

MATERIALS: Flip-charts, Markers, Power-point, Laptop, Meta cards

AGENDA

Time	Description
9:00-09:30	Intro of training and contract setting
9:30 – 10:15	Presentation of regional gender assessment in energy sector Q& A
10:15-10:30	Tea/Coffee Break
10:30 – 13:00	Concept and tools for Gender Integrated Planning Applying tools for gender-integrating planning into USAID Clean Power Asia workplan and activities
13:00-14:00	Lunch
14:00-15:00	Applying tools for gender-integrating planning into USAID Clean Power Asia workplan and activities (contd.)
15:00-15:15	Tea/Coffee Break
15:15-16:30	Presentation and discussion of results Key entry-points and opportunities for gender-integration into USAID Clean Power Asia