



ECREEE
Towards Sustainable Energy



STRATEGY AND ACTION PLAN

FOR GENDER INTEGRATION AND SOCIAL INCLUSION

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Ecogas Centre for Renewable Energy and Energy Efficiency
Centro para as Energias Renováveis e Eficiência Energética da CEDEAO
Centre pour les Energies Renouvelables et l'Efficacité Energétique de la CEDEAO

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ACRONYMS AND ABBREVIATIONS

ADA	Regional Agency for Agriculture and Food
AECID	African Development Bank
RAAF	Gender Advisory Unit
AfDB	ECOWAS Water Resources Management Centre
GAU	Economic Community of West African States
CGRE	ECOWAS Centre for Renewable Energy and Energy Efficiency
ECOWAS	International Development Research Centre
ECREEE	Usage-based evaluation
IDRC	ECOWAS Programme on Gender Mainstreaming in Energy Access
UBE	Energy Efficiency
ECOW-GEN	ECOWAS Gender Development Centre
EE	Renewable Energies
EGDC	Energy Efficiency and Renewable Energy Fund
RE	Energies Renouvelables
EREF	Energy Efficiency and Renewable Energy Fund
GIS	Gender for social inclusion
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GFU	Gender Focal Unit
GM	Gender mainstreaming
NFI	National Focal Institution
NFP	National Focal Points
PPDU	ECOWAS Project Preparation and Development Unit
ProMERC II	Promoting a climate-friendly electricity market in ECOWAS
TFP	Technical and Financial Partners
ROGEAP	Regional Off-Grid Electricity Access Project
SDG	Sustainable Development Goals
SWOT	Strength, Weakness, Opportunities and Threats
ToC	Theory of change
AU	African Union
EGU	ECREEE Gender Unit
WOCEWA	Women and Clean Energy in West Africa

FOREWORD



Jean Francis SEMPORE
Executive Director of ECREEE

Gender mainstreaming is a cross-cutting process that seeks to consider the needs, aspirations and contributions of women and men in all areas of life. It is essential to achieve sustainable and inclusive development and to ensure respect for the human rights of all people.

Access to energy is a fundamental right and an essential element of sustainable development. However, women and men do not have equitable access to energy, which has negative impacts on their lives and livelihoods. Gender mainstreaming in the energy sector is therefore crucial to achieving inclusive and sustainable development.

Indeed, after 14 years of operation, the ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE) has become the essential institution to promote access to sustainable and clean energy services in the ECOWAS region. Gender mainstreaming is a key point in the ECOWAS Energy Policy updated in 2023, which specifies the importance of fully integrating the gender, equality and equity dimension in all activities in the energy sector. This strategy and action plans for gender mainstreaming and social inclusion (strategic plan for gender integration) within ECREEE is aligned with the ECOWAS Gender Mainstreaming in Energy Access Policy adopted in 2017 by the Heads of State and Government of ECOWAS Member States, which addresses a number of challenges and opportunities. Challenges include persistent gender inequalities in all areas of life, discrimination and violence against women, and the impacts of the energy sector on women. Opportunities include the adoption of the Sustainable Development Goals (SDGs) by the United Nations, which include an explicit commitment to gender equality and women's empowerment, and the rise of feminist movements around the world.

This strategy therefore confirms the desire of ECREEE to optimally integrate the gender dimension into its activities, by capitalizing on achievements and strengthening existing institutional mechanisms to accelerate progress in favour of gender equality and the

empowerment of women both internally and at the level of the various ECOWAS Member States.

In terms of its interventions, ECREEE will work to strengthen the integration of gender in the life cycle of programs and projects in the energy sector. Similarly, the strategy for the integration of gender in ECREEE is specific and based on strengthening the capacities of its agents and the various gender focal points in the Member States.

Moreover, this strategy for integrating gender and social inclusion is included in ECREEE's Strategic Plan 2023-2027 approved in March 2023 by the Ministers in charge of Energy of ECOWAS Member States and provides a framework to accelerate gender equality and women's empowerment in the energy sector. The success of this strategy will require the commitment and collaboration of all stakeholders involved, including governments, civil society organizations, the private sector and international organizations.



Sincere thanks should be extended to all those who contributed to the development of this ECREEE Gender Integration Strategic Plan for the period 2023-2027.

The continued support of the President of the ECOWAS Commission and the Commissioner for Infrastructure, Energy and Digitalization is highly appreciated. ECREEE is therefore committed to the successful implementation of this strategic plan for gender integration with all partners, institutions and stakeholders with the final objective of access to sustainable energy for all in West Africa.



THANKS

ECREEE's strategic plan for gender mainstreaming was developed with the full participation of its staff and was enriched with valuable contributions from internal and external stakeholders, Technical and Financial Partners, National Focal Institutions and other private and public sector actors.

The development of this strategic plan was carried out with the financial and technical support of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) through the ProMERC II project (Promotion of a climate-friendly electricity market in ECOWAS) and with the effective involvement of Ms. Brunelle PADONOU, ProMERC II Gender Integration Officer.

Other technical and financial partners have also been involved in the development of this strategy, namely:

- The International Development Research Centre – Canada (IDRC)
- The Spanish Agency for International Development Cooperation (AECID)
- The African Development Bank (AfDB),
- The Austrian Development Agency (ADA)

It is appropriate to specify the rich contribution of the Gender National Focal Points of ECREEE within the Ministries in charge of Energy of the Member States of ECOWAS in the process of development and validation of this strategy.

It is important to recognize the effective participation of the ECOWAS Gender Development Centre (EGDC) under the leadership of its General Manager, Ms. Sandra OULATE, in the process of elaboration and validation of this strategy.

Special mention should be made of the working group in charge of coordinating the development of the strategy. This internal coordination was ensured by Dr Aboh Prisca Zidago, WOCEWA Project Coordinator with the assistance of:

- Mr. Collins Osae: Monitoring and Evaluation Officer
- Mr. Abraham Sahr Grass: Technical Expert, Energy Climate
- Ms. Vanessa Martos: Technical Advisor (AECID)
- Ms. Erica Flan: ECOWGEN/WOCEWA Assistant

EXECUTIVE SUMMARY

The objective of implementing the regional Policy for the integration of gender in access to energy, is to encourage Member States to undertake concrete actions that eliminate all forms of inequality in the production and consumption of energy in West Africa.

This policy aims to use the gender mainstreaming framework to enable Energy Ministries to achieve their energy access objectives by relying on the role of women as energy consumers, community members, entrepreneurs and decision-makers.

To contribute to the achievement of these objectives, the ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE) has developed its strategy and action plan for gender integration and social inclusion which is aligned with its Strategic Plan 2023-2027. The vision of ECREEE's strategy for gender integration for the period 2023-2027 is as follows:

To be the main facilitator of universal access (for men, women and other vulnerable people) to reliable and affordable modern energy in ECOWAS Member States for economic, social and environmental well-being.

This strategy presents the process by which ECREEE aims to achieve its objectives through three (3) strategic axes:

Strategic orientation or axis 1: **Strengthening of institutional and administrative capacities** 01

- Improving institutional capacity on gender
- Improving capacity to deliver sustainable gender-focused internal services

Strategic orientation or axis 2: **Strengthening technical and financial partnerships promoting gender integration** 02

- Strengthening partnerships in gender main streaming
- Increasing and sustainable strategic orientation of public and private investments

Strategic orientation or axis
3: Improvement of the gender mainstreaming in the implementation of programs and projects

03

- Development of programs and projects integrating gender
- Accelerating the participation and social inclusion of women in the energy sector
- Operationalization of the ECOWAS Directive for the integration of gender in projects and programs

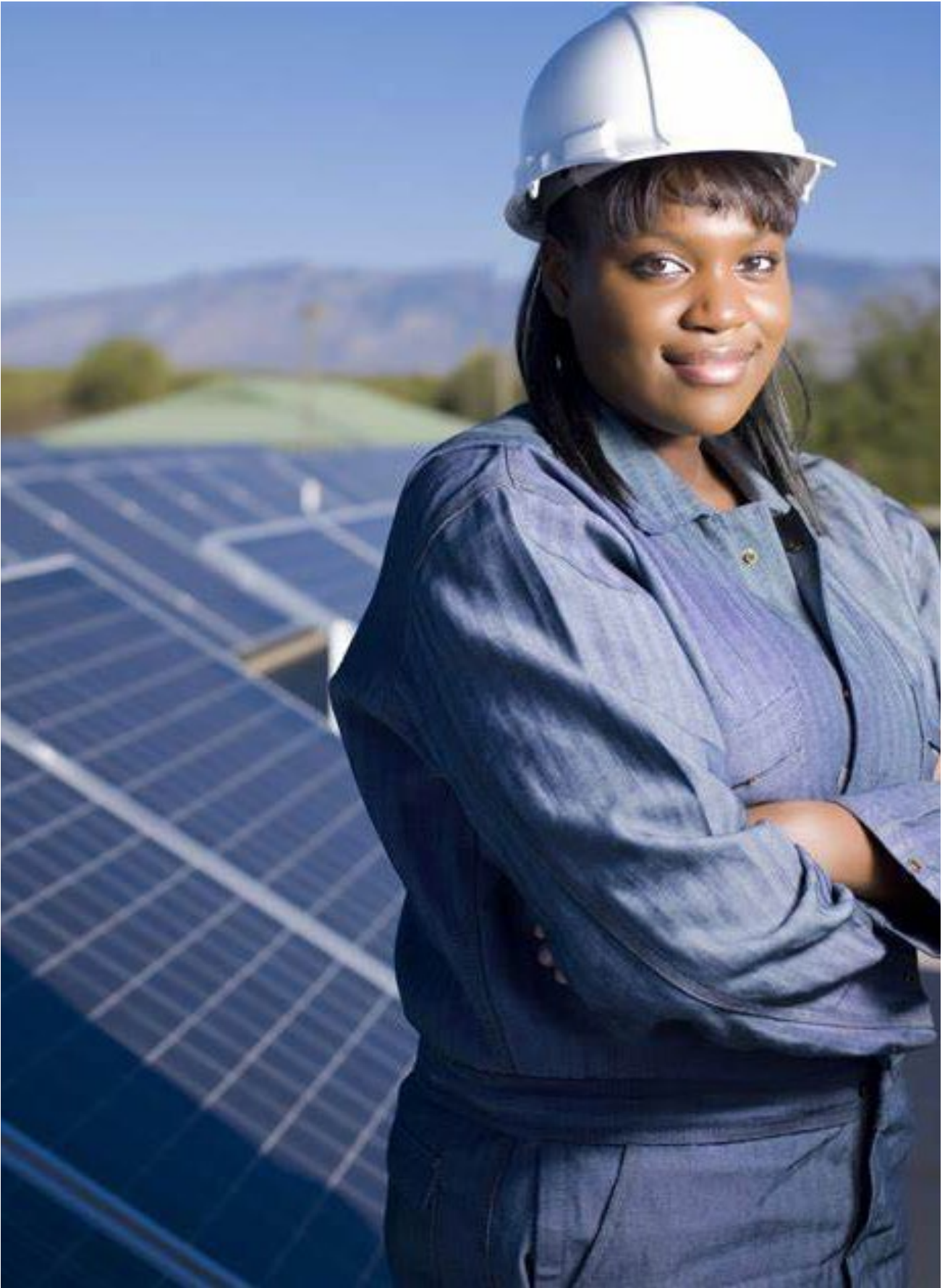
This strategic plan was developed based on internal observation of existing gender inequalities in decision-making positions and on the staff capacity building needs on the Integration of gender. At the level of the Member States, the level of transposition of the directive on the assessment of Gender in energy projects remains very weak.

Also, this strategy for the integration of gender and social inclusion, accompanied by a budgeted action plan, will support ECREEE in strengthening initiatives and actions that strengthen gender balance and integration at the institutional, strategic, and operational levels basing on the ECOWAS Gender Integration Policy in Energy Access.



One of the main challenges in implementing this strategic plan is to address the identified areas for improvement as well as their funding. Through a solution-finding approach based on the theory of change, ECREEE has developed an action plan for the implementation of solutions which strengthen its efficiency in achieving its mission and objectives while ensuring a sustainable integration of gender and social inclusion.





PART 1 :

Evaluation of gender integration inside ECREEE

I.1 CONTEXT

The energy sector in the ECOWAS region is characterized by enduring challenges to be addressed to achieve Sustainable Development Goal (SDG) 7: ensure universal access to affordable, reliable and modern energy services.



Significant disparities exist between men and women throughout the energy sector value chains. By integrating gender into all its activities, ECREEE recognizes the fragility of progress in gender mainstreaming within it and targets the reduction of persistent inequalities in the energy sector.



I.1.1 OBJECTIVES AND METHODOLOGY

The Gender Assessment within ECREEE aims to provide evidence-based data for the development of the gender strategy and social inclusion. This assessment is based on the five (5) guiding principles of ECREEE, namely:

- Coordination of projects and programs related to Energy Efficiency (EE) and Renewable Energies (RE);
- Awareness raising and capacity building on EE and renewable energies in the region;
- Harmonisation of policies and quality assurance of services in the field of EE and renewable energies;
- Research and technology transfer; and
- Program development and resource mobilization.

The principles of Utilization-Based Evaluation (UBE) guided this evaluation synthesis to ensure the success of the process and the credibility and usefulness of the results to users.

The Theory of Change (ToC) was reconstructed. To do this, data were collected using mixed methods. The study used secondary descriptive statistics and primary survey data (quantitative) combined with structured document reviews, focus groups, and semi-structured interviews (qualitative). Data were triangulated to strengthen findings and mitigate limitations.

The assessment was also based on the main reference documents for gender mainstreaming (GI) in access to energy services in the region, which are:

- The updated ECOWAS Energy Policy (2023);
- The Policy for the integration of gender in access to energy (2017);
- The ECOWAS Programme on Gender Mainstreaming in Energy Access (ECOW-GEN) initiated in 2013;
- Regional Renewable Energy and Energy Efficiency Policies (2013);
- ECOWAS Directive on Gender Assessment in Energy Projects (2017).

Observation

1. Relevance

- What are **the relevance** and **comparative advantage** of ECREEE in promoting gender equality and women’s empowerment? and other vulnerable groups?
- Is ECREEE’s **approach** and **support** for gender mainstreaming relevant and in line with ECREEE’s priorities?

The **relevance and comparative advantage of ECREEE in promoting the Equality gender in the energy sector within ECOWAS Member States have constituted some elements of its mobilizing power to integrate gender into energy policies.** The development of national action plans for the integration of gender in access to energy for the benefit of all the ECOWAS Member States is an illustration. The latest national action plan adopted being that of Côte d’Ivoire in 2024.

“ ECREEE’s understanding of gender equality as both a goal in itself and a goal in its own right is consistent with regional priorities and international (2063 Agenda of the African Union, the SDG and Policy for the integration of Gender in the access to the energy in ECOWAS). ”

ECREEE’s approaches to gender mainstreaming are reflected in its internal priorities through the development of gender-sensitive projects at various levels. Ongoing projects with a strong gender sensitivity are as follows:

- Women and Clean Energy in West Africa (WOCEWA) – IDRC Funding
- Promoting a Climate-Friendly Electricity Market in the ECOWAS Region (ProMERC II) – BMZ/GiZ Funding
- Regional Off-Grid Electricity Access Project (ROGEAP) – World Bank Financing
- Regional Project in Energy, Water, Food and Clean Cooking, and Solar Technology – AECID Funding
- Circular Economy Project – AECID Funding.

2. Efficiency

- What are the **strategies /tools/ mechanisms** which made the biggest difference in GM to ECREEE, and at what entry points?
- Which **factors** have promoted or hindered progress in GM processes, including operationalization?

The biggest difference for GM in ECOWAS was made by: (i) the policy for gender mainstreaming in the energy sector in ECOWAS. This document was formulated to encourage Member States to undertake concrete actions that eliminate all forms of inequality in energy production and consumption in the ECOWAS region. The vision of this policy is “A world where men and women enjoy equal access to modern energy services that are readily available, affordable and contribute to high levels of living conditions and economic development.” The objective of this policy is to eliminate existing barriers that may hinder the equal participation of women and men in expanding access to energy in West Africa.

- To implement the ECOWAS gender policy in access to energy, ECOWAS Member States, with the support of ECREEE, have adopted a National Action Plan (NAP) for Energy. These NAPs include measures for implementing the ECOWAS Directive on gender assessments. However, the assessment reveals a difficulty in the implementation and monitoring of the various Action Plans by Member States.
- Knowledge management has been relevant but insufficient in terms of gender integration. Capacity building therefore needs to be strengthened.
- In line with the ECOWAS Directive on Gender Assessment in Energy Projects, which requires Member States to adopt legislation ensuring that before any project authorization, promoters carry out a gender assessment and prepare a gender management plan for projects likely to have significant impacts, the assessment reveals that the implementation mechanism of the various energy projects does not consider the Article n°2 of the Directive which stipulates:
 1. To ensure that the specific interests of women and men, as stakeholders, are considered in the development of projects;
 2. To ensure that potentially negative and discriminatory impacts on women and men resulting from projects are recognized and avoided or mitigated wherever possible.

Some factors revealed their contribution to GM processes, while for other factors the evidence was not sufficiently documented:

- Partnerships (GIZ, IDRC, AECID) facilitated GM and promoted knowledge in the field of gender;
- Although functional, the constitution of the gender unit within ECREEE has not been sufficiently documented.

3. Efficiency

Were **human and financial resources** sufficient for effective and efficient GM?

There are texts at the level of the ECOWAS Commission which state the Institution’s commitment to preventing and combating all forms of harassment, and to protecting staff from such practices, including harassment based on race, ethnic origin, and/or religion (see ECOWAS Policy on Preventing and Responding to Sexual Harassment in Workplaces and Educational Institutions in the Region). However, its ownership within ECREEE needs to be improved in concert with other specialized agencies such as the ECOWAS Gender Development Centre.

I.2 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

Based on the diagnostic analysis of gender mainstreaming in ECREEE systems and on the main conclusions of this section, we obtained the following table:

Strengths	Opportunities
<ul style="list-style-type: none"> • ECREEE has a clear mandate for sustainable development and gender equality, this can facilitate the integration of gender in its energy activities. • Formulated policies that guide the implementation of gender mainstreaming in energy access • ECREEE has solid technical expertise in the energy sector which can help develop innovative solutions adapted to the specific needs of women and men. 	<ul style="list-style-type: none"> • Promoting the establishment of a political framework for gender equality and the energy transition • Providing innovative solutions to improve equitable access to energy for women and men in different contexts • Mobilize additional resources and promote the development of innovative projects integrating gender

Forces	Opportunités
<ul style="list-style-type: none"> • ECREEE has strong values on equality and diversity, this can facilitate gender integration • ECREEE partners are mobilizing for the cause and providing their financial support and complementary knowledge 	<ul style="list-style-type: none"> • Raise awareness of gender equality issues and become key players for change • Supporting Member States in mainstreaming gender in the energy sector

Weaknesses	Threats
<ul style="list-style-type: none"> • Lack of a toolbox for gender integration (framework, gender indicators, training materials, etc.) • Dwindling number of women in decision-making positions • Average competence of staff including experts in taking gender into account in the energy sector • Lack of systematization of gender analysis followed by action plans in projects coordinated by ECREEE 	<ul style="list-style-type: none"> • External shocks that require rapid change in internal policies and procedures. • Insufficient monitoring of actions taken may compromise their effectiveness • Political changes may challenge gains made in gender equality

Weaknesses

- Lack of gender-sensitive procurement policies with service providers (recruitment, adherence to non-discrimination policies, etc.)
- Lack of disaggregated statistics according to gender and other key dimensions of diversity (age, disability)
- Insufficient training of the gender unit

I.2.1 LESSONS LEARNED

It is important to take into consideration the following main lessons from the diagnosis and evaluation on gender mainstreaming within and by ECREEE.

Drawing on the findings of this assessment and the practices of comparable organizations, ECREEE can improve Gender Mainstreaming by building on existing strengths and expanding efforts with a more specific scope to mitigate weaknesses.

- The existence of a well-informed and comprehensive strategy that guides programmes and projects for gender mainstreaming in the energy sector and links gender commitments to their implementation is essential for effective gender mainstreaming to avoid a piecemeal approach to GM for sustainable results with broader reach.
- A clear commitment of ECREEE at organizational and sectoral levels should be supported by internal responsibilities, adequate resources and visibility
- ECREEE's commitments on gender mainstreaming must be monitored and should be continuous to achieve meaningful and sustainable results
- ECREEE should proactively seek out, exploit, and maximise opportunities for capacity building, learning and awareness raising on gender.
- ECREEE would commit to integrating gender at every stage of the life cycle of an energy project and would improve the quality of the gender dimension and social inclusion during project preparation.



PART 2 :

Strategic Approach



II.1 IMPLEMENTATION STRATEGY

ECREEE's strategy on gender and social inclusion 2023-2027 is based on that of the ECOWAS policy for the integration of gender in the energy sector developed to accelerate the implementation of the gender strategy and action plans of the various ECOWAS Member States and to achieve the regional priorities of ECREEE, namely to be the main regional facilitator to promote access to energy and those described in the ECOWAS directive document for the integration of gender in energy programs and projects.

II.1.1 GUIDING PRINCIPLES

The strategy for gender mainstreaming and social inclusion 2023-2027 considers the lessons learned from the evaluation of gender mainstreaming within ECREEE and the guiding principles defined in the policy for gender mainstreaming in ECOWAS which are:

Guiding Principle 1: Gender responsiveness

ECREEE is aware at all times of the diversity of concerns and needs in terms of access to energy. It participates in understanding the relational dynamics between the sexes and in anchoring gender within it and in the ECOWAS Member States.



Guiding Principle 2: open, inclusive and democratic participation

ECREEE will ensure the participation of the Gender Unit in the development and planning of projects and programmes within it. This Unit will ensure that those who suffer most from energy poverty, women and girls of all ages and others who belong to marginalised groups, are considered in the design of projects



Guiding Principle 3: Clear Accountability

ECREEE will assign well-defined responsibilities to the gender unit and the various committees which will be set up according to their specific missions and in a spirit of collaboration. ECREEE managers play a key role in facilitating the proposed gender transformation plans.



Guiding Principle 4: Transparency & Efficiency

Transparency in the implementation of the strategy and the presentation of results will help build confidence and encourage greater participation from potential donor organizations, investors, beneficiaries and other stakeholders. How transformative results can be achieved by mobilizing reasonable resources.



Guiding Principle 5: Collaboration

The effective collaboration of all gender focal points of the ministries in charge of energy will make it possible to create a support system for Member States in the implementation of their action plans for gender integration. ECREEE will monitor these NAP.



Guiding Principle 6: Appropriation and Realism

ECREEE's strategy and Action Plan for Gender Integration and social inclusion must be aligned with regional and national development priorities and must accurately reflect local constraints and opportunities. Change will be practical, incremental, and achievable, but always seeking to build on past successes, newly mobilized capacities, and resources to consolidate and accelerate progress.



Guiding Principle 7: Efficient monitoring and evaluation



II.1.2 VISION

ECREEE's vision for 2023-2027 in terms of gender mainstreaming and social inclusion is **to be the main facilitator of universal access (for men and women) to reliable and affordable modern energy in ECOWAS Member States for economic, social and environmental well-being.**

Accordingly, this Gender Equality Strategy calls for a sustained focus on gender mainstreaming in projects, programmes and strategic initiatives, through relevant financial and knowledge partnerships, to advance towards a world where all gender groups are equal and have access to sustainable and clean energy sources

II.1.3 THEORY OF CHANGE

A theory of change is a method that explains how a given intervention or set of interventions are expected to lead to a specific developmental change, through an analysis of cause-and-effect relationships based on existing evidence¹. It can be developed for all levels of intervention: project, program, policy, strategy or organization².

“ Within the framework of ECREEE, a number of GIS obstacles and problems have been diagnosed both internally and at the project level. To overcome these obstacles, it will be necessary to carry out relevant activities that can lead to the desired results. The realization of these activities requires (human, material, etc.) resources specific to each category of obstacles encountered. ”

¹United Nations Development Group (Theory of Change)

²[chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.unicef-irc.org/publications/pdf/MB2FR.pdf](https://www.unicef-irc.org/publications/pdf/MB2FR.pdf)

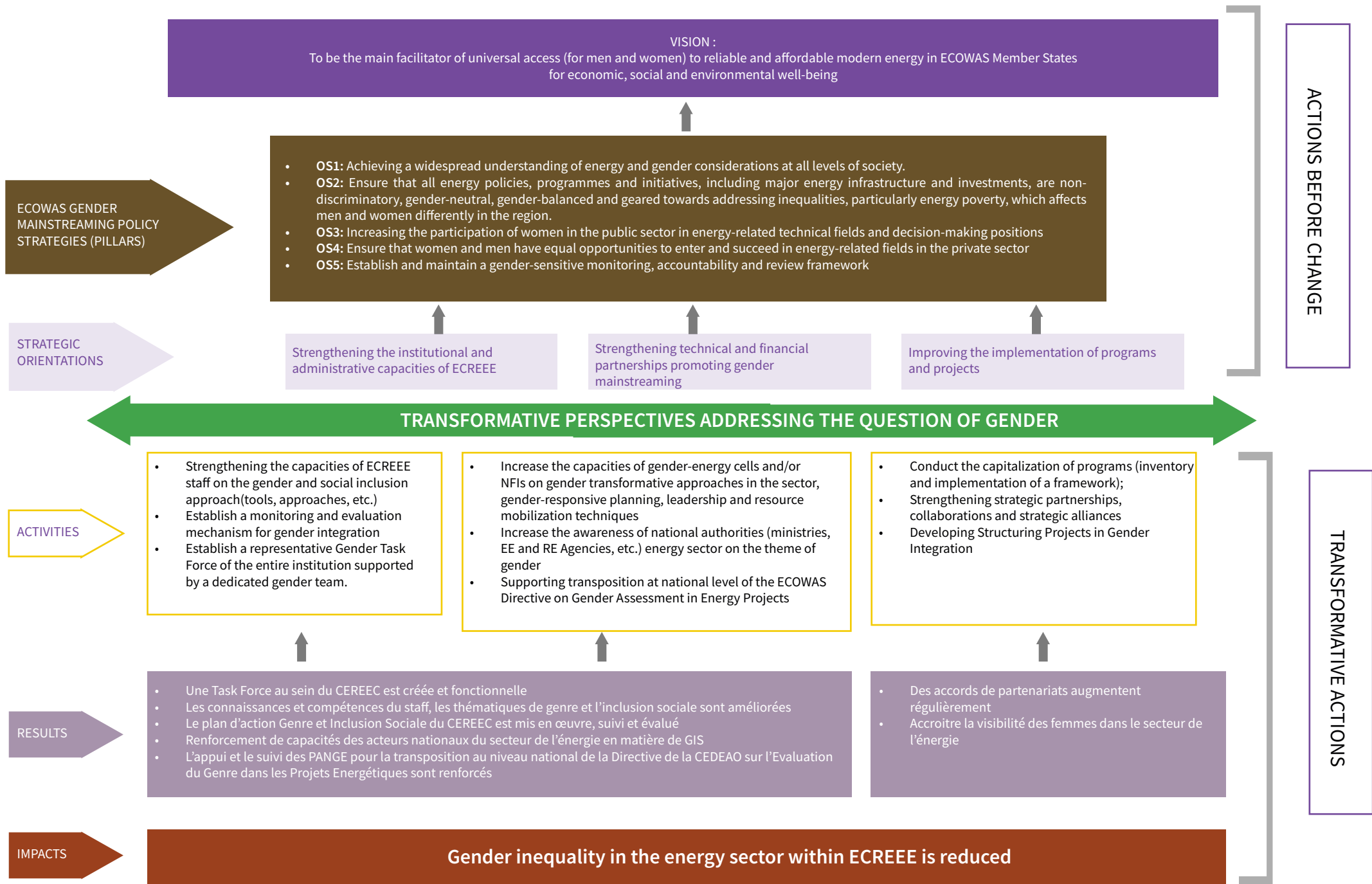


Figure 1: Theory of change for the Gender and Social Inclusion Strategy 2023-2027



II.2 STRATEGIC APPROACH

To achieve gender equality in energy access within ECREEE, it is necessary to transform unequal gender and social inclusion relations within ECREEE activities at internal and external levels.

II.2.1 AT THE LEVEL OF THE INTERNAL SYSTEM OF ECREEE

a) Institutionalization of gender at the organizational level

The process of institutionalizing gender thus includes two distinct aspects: institutionalizing gender in all policies, programs and projects and considering gender considerations within the organization itself, particularly in the structuring and in the very culture of the organization.

To this end, the ambition of truly anchoring the integration of Gender within ECREEE is reflected in the establishment of a Gender Task Force as follows:

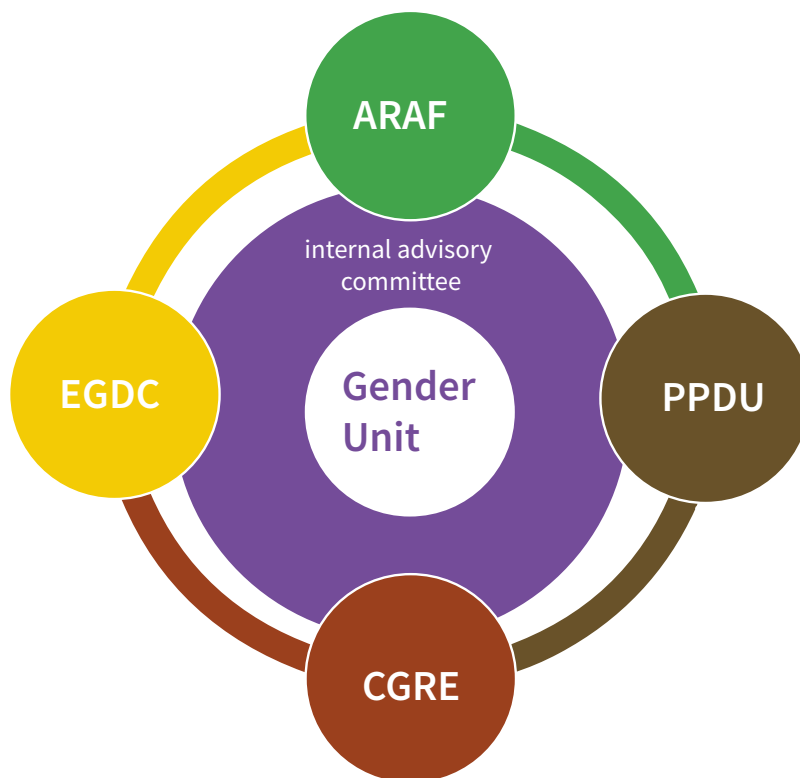


Figure 2: ECREEE Gender Task Force

The Consultation Framework

composed of representatives of the Specialized Agencies of the ECOWAS Commission and/or other institutions and/or partners. Specialized agencies include the ECOWAS Gender Development Centre (EGDC), the Regional Agency for Agriculture and Food (RAAF), the Project Management Unit (PPDU) and the ECOWAS Water Resources Management Centre (CGRE). It may be open to other specialized agencies or other institutions at regional and international levels.

The Gender Focal Unit

and the Social Inclusion will consist of at least one Gender program coordinator and one Gender assistant under the supervision of the Director of Operations or his Representative.

The Internal Gender Advisory

coordinated by the Executive Director and comprising the Director of Administration, Finance & ICT, the Director of Operations or his representative, the Administration and Finance Manager and the Monitoring and Evaluation Officer. The Gender Focal Unit will act as the secretariat.

The secretariat of this committee is provided by the Gender Focal Unit under the supervision of the Executive Director. The said external advisory committee may be open to other themes related to Gender, such as the Energy-Water-Food Nexus and the Circular Economy.

Based on the assumption that only organizations that are gender-sensitive can effectively institutionalize gender in their programs, the integration of the gender approach within the internal functioning of organizations then constitutes a prerequisite for effectively taking gender into account in projects and programs.

This implies that transformations must take place within ECREEE and that these must put in place strategies to reduce gender inequalities at the organizational level. The approach is supposed to promote within ECREEE equal opportunities for women and men in terms of learning and training, working conditions, access to power and decision-making bodies, etc. It must promote a questioning of the formal and informal norms, rules, attitudes and behaviours that institutionalize inequalities within ECREEE and that prevent the implementation of effective interventions to promote gender equality.

b) Institutionalization of gender at the program and project level

At the regional level, the consideration of gender mainstreaming in programs and projects is

based on the Regional Policy on Gender Mainstreaming in Energy Access and the Directive on Gender Assessment in Energy Projects. These commitments must be reflected in all policies and in all other programs within ECREEE.

Gender-sensitive and inclusive projects and programmes must base their analysis on the identification of gender issues. If they do not have a direct gender equality objective, they must at least contribute to reducing inequalities between men and women in access to energy.

“ «Women» or gender-specific programs or projects such as WOCEWA, the regional project in Energy, Water, Food, Clean Cooking, and Solar Technology may contribute to improving women’s living conditions or to strengthening their power somewhat, but if they do not include specific objectives in terms of equality, they may have only a limited impact in transforming gender relations. ”

Energy sector programmes and projects should include a gender strategy to operationalise the commitment to promote equality between men and women and thus achieve the gender mainstreaming objectives set out in the evaluation document for projects and programs on gender integration. A gender approach is not limited to a «women» component added to the project but must integrate the following elements:

- Project expectations in terms of women’s participation and contribution in project activities
- A presentation of data disaggregated by gender/knowledge of the target group (intersectional perspective, inclusion) in the sector;
- A presentation of the expected results and the expected impacts of the program or project on gender relations and the elimination of gender inequalities;
- The proposal of equity measures that will help reduce the gaps between men and women in the sector;
- The proposal of concrete actions to ensure the participation of women alongside men in the implementation of the program/project and decision-making processes;
- The definition of results indicators to measure the reduction of gender gaps in the energy sector, the strengthening of women’s power and equity.

Some ideas for institutionalizing the gender approach in an existing program or project in the energy sector

- Organize training on the Gender approach, Gender analysis and considering the gender

dimension and social inclusion in project/program planning for all stakeholders

- Integrate the Gender dimension into all projects/programs in the energy sector by conducting safe training:
 - gender-disaggregated data management
 - gender responsive budgeting
 - energy resource management
- Ensure equitable access to programme or project resources: if there are significant gaps between men and women, reserve, if possible, a portion of the resources already planned for women
- Encourage women’s leadership and public participation in the communities where the project is implemented
- Integrate women into intervention teams, both in technical and management positions, and as workers alongside men
- Plan awareness-raising activities to promote the role and potential of women among decision-makers and beneficiaries, to bring about a change in attitude and behaviour regarding the participation of women in the program or project

The implementation of the ECOWAS Guidelines on Gender Assessment in Energy Sector Projects is fundamental. All energy projects must be based on two aspects which are:

• Gender assessment

Any project developer in the energy sector must provide a gender assessment report which, beyond the description of the project, must contain a few elements including:

- a gender-sensitive stakeholder analysis, including identification of vulnerable groups and individuals who will be affected by the project;
- The development of a catalogue of project activities and results and their potential gender-specific impacts and description of

these impacts;

- data and methods used to identify and assess significant negative gender impacts.

• Gender Management Plan

- Developers should develop gender management plans to avoid, reduce and remedy, to the extent possible, any significant negative gender impacts of the project as described in the gender

assessment report, and plans to maximise opportunities and benefits for both men and women.



To promote these important elements of the Regional Directive, and to serve as an example in practice, ECREEE key energy projects, any new energy project from 2024, will have to have a Gender Assessment Document and a Gender Management Plan as a minimum.



II.2.2 AT THE LEVEL OF THE EXTERNAL ECREEE DEVICE

a) Institutionalization of gender at the level of focal points

As part of the operationalization of the ECOWAS Gender Mainstreaming Policy for Energy Access, ECREEE supported all Member States in developing National Action Plans for Gender Mainstreaming in Energy Access through a participatory process at the national level. Member States also set up Gender-Energy Units within the ministerial departments responsible for Energy and a National Gender-Energy Focal Point was established in each Member State to serve as a point of reference for ECREEE. However, it is important to highlight the weakness of the implementation of the said action plans and that of the transposition of the ECOWAS Directive on gender assessment in projects.

Specifically, this directive states that:

- ECOWAS Member States through the focal points in the various Energy Ministries should adopt appropriate legislation to ensure that, prior to the development of any energy project, the promoters must carry out a gender assessment and prepare a gender assessment report (Article 5) and a gender management plan (Article 6) likely to have significant gender-specific impacts;
- ECOWAS Member States, through the ministries responsible for energy, will have the power to require project promoters to take measures aimed at maximising positive gender impacts or at avoiding or mitigating any significant negative impacts described in the gender assessment report, or identified by the competent authority.
- ECOWAS Member States through the Ministries in charge of energy must establish rules of procedure according to which developers must prepare periodic gender performance monitoring reports as a condition.

Therefore, the new approach of ECREEE will be to:

- Popularize the ECOWAS directive document on gender assessment in projects among Member States
- Sensitize Member States to adopt the ECOWAS Directive
- Develop and disseminate a guide that summarizes the mechanisms and procedures defined by the ECOWAS directive to facilitate their implementation.
- Strengthen support for gender energy cells and the capacities of national gender energy focal points;

b) Institutionalization of gender at partner level

To operationalize its gender strategy, ECREEE must rely on the expansion of strategic partnerships both with its traditional partners on energy issues but also with new partners who support gender and social inclusion issues. The development of structuring projects in favour of the empowerment of women or the reduction of the arduousness of their domestic or professional activities in the energy sector is an area of action to be prioritized.

ECREEE will therefore undertake transformative actions with the aim of:

- To encourage partners to recruit more women to promote their commitment to technical professions and support female entrepreneurship;
- Develop support for partners who include at least 50% women among their staff/beneficiaries;
- Encourage women in technical professions and promote female entrepreneurship in the energy sector;
- Develop a gender mainstreaming toolkit to help investors, businesses and policy makers improve the business case for women in renewable energy and energy efficiency markets;
- Lobbying with political decision-makers in the ECOWAS region during events, regional strategic meetings (ESEF, ECOWAS level meetings, etc.)



II.3 STRATEGIC GUIDELINES FOR GENDER MAINSTREAMING AND ALIGNMENT WITH REGIONAL POLICY

Following the analysis on the integration of gender and social inclusion of ECREEE, three strategic orientations emerge which are based on the ECOWAS policy for the integration of gender in the Energy sector through its five pillars.

To bring about the recommended change and achieve the defined objective, ECREEE must define the main themes around which it wants to drive qualitative and quantitative change and meet its regional commitment.

ECREEE's strategy is based on three (3) strategic orientations, aligned with the five pillars of the gender mainstreaming policy. These orientations define the political directives to which the specific objectives and priority activities must comply. They aim to promote effective collective action by involving all key actors such as technical and financial partners, the private sector, the public sector, ECOWAS institutions and Civil Society Organizations (CSOs).

Strategic orientation 1: Strengthening the institutional and administrative capacities of ECREEE

To achieve a generalized understanding of gender and energy considerations as defined by Strategic Objective 1 of the ECOWAS Gender Policy, it is essential to address the gaps in the understanding of gender mainstreaming within ECREEE. It is therefore recommended to set up a gender task force whose role will be to ensure gender mainstreaming at all levels of the institution. Strategic direction #1 will be implemented through the improvement of institutional structures and dynamics for gender integration and the strengthening of staff skills.

Strategic Orientation 2: Strengthening technical and financial partnerships promoting gender integration

The establishment of a comprehensive monitoring and accountability framework for National Action Plans (NAPs) for Gender Integration in the Energy Sector which is Strategic Objective 5 of the policy for gender integration in ECOWAS, enables ECREEE to strengthen its support and monitoring of Member States on gender integration in the energy sector.

Most ECOWAS Member States have adopted National Action Plans (NAPs) for the integration of gender in access to energy since 2020. However, the implementation of these plans is currently considered insufficient. This is due to (i) the weak leadership of the gender units of the Ministries in charge of energy, (ii) the weakness of expertise on effective gender mainstreaming approaches. (e.g. gender transformative change in the energy sector, effective planning of gender activities), (iii) their weak capacity to mobilize resources to conduct the activities of the action plan and (iv) the low sensitivity of decision-makers/managers to gender issues and social inclusion, etc.

ECREEE should support gender focal points to transpose at the national level the ECOWAS Directive on gender assessment in projects, which constitutes an important legal framework to promote gender equality in the region's energy sector. This transposition at national level is essential for:

- **Anchoring gender equality** in the energy policies and projects of each member country;
- **Strengthen efficiency** of these projects considering the specific needs of women and men/ vulnerable groups;
- **Ensure consistency** with each country's international commitments to gender equality.

All these actions also respond to Strategic Objective 2 of the policy which is to ensure **that all programs, policies and energetic initiatives , including infrastructure and energetic large-scale investments are non-discriminatory, gender-inclusive, balanced from a gender perspective and oriented towards the reduction of inequalities, especially energetic poverty, affecting differently men and women in the region.** The flagship measure will be to improve the profiles and capacities of Gender Focal Points in national energy ministries to ensure more effective gender mainstreaming within the different ministries and institutions under the supervision of the sector.

“ **Strengthening financial partnerships to integrate gender is reflected in Strategic Objective 4 of the policy, which is to ensure that women and men have equal access to opportunities, to enter and succeed in energy-related fields in the private sector. It is necessary to create programs that offer gender-inclusive financing, both concessional and risk-weighted, which will aim to eliminate systemic contradictions between genders.** ”

Strategic Orientation 3: Improving the implementation of programs and projects

Strategic Direction 3 builds on Strategic Objective 2, which is **to ensure that all energy policies, programmes and initiatives, including major energy infrastructure and investments, are non-discriminatory, gender-neutral, gender-balanced and geared towards addressing inequalities, particularly energy poverty, which affects men and women differently in the region.**

Strategic direction #3 will be implemented through the development of gender-integrated programs and projects, the strengthening of partnerships for gender integration and the increase of public and private investments.

ECREEE will therefore have to integrate gender equality into the energy project cycle. This integration is based on several stages described as in the figure below.



Design:

it consists of conducting the detailed development of the project considering gender in all technical, operational and financial aspects of the energy project. At this stage, a gender analysis or a gender and inclusion assessment report must be conducted to identify in advance the potential positive (or negative) effects of the new project or project being designed.



Planning :

It sets out gender mainstreaming as an initial idea for an energy project combined with a general orientation and situation analysis. At this level, based on the gender analysis or gender assessment report, more concrete operational, strategic and financial planning must be conducted. The stakeholders, actors intervening at different levels will be specified (mapping of actors/stakeholders including those who could play a role or exert a certain positive influence in the

transformation of gender in the project). The formulation of quantitative and qualitative indicators to be inserted into the overall intervention architecture of the project is to be considered)



Implementation:

project execution in accordance with the objectives targeted by the implementation of programmed activities geared towards obtaining specific results while integrating gender has all the steps. Gender transformative approaches and effective gender mainstreaming approaches are to be explored at this level (Reach – Benefit – Empower applicable to the sector or scope of intervention of the energy project).



Follow up:

conduct regular and continuous verification of the proper progress of the project to integrate, as it progresses, the necessary corrective actions. Monitoring based on pre-set indicators is indicated (initial value, target value, annual, half-yearly, quarterly key milestones, etc. on gender objectives)



Assessment:

take stock at given periods to assess and measure the achievement of objectives and make recommendations for the continuation of the project.

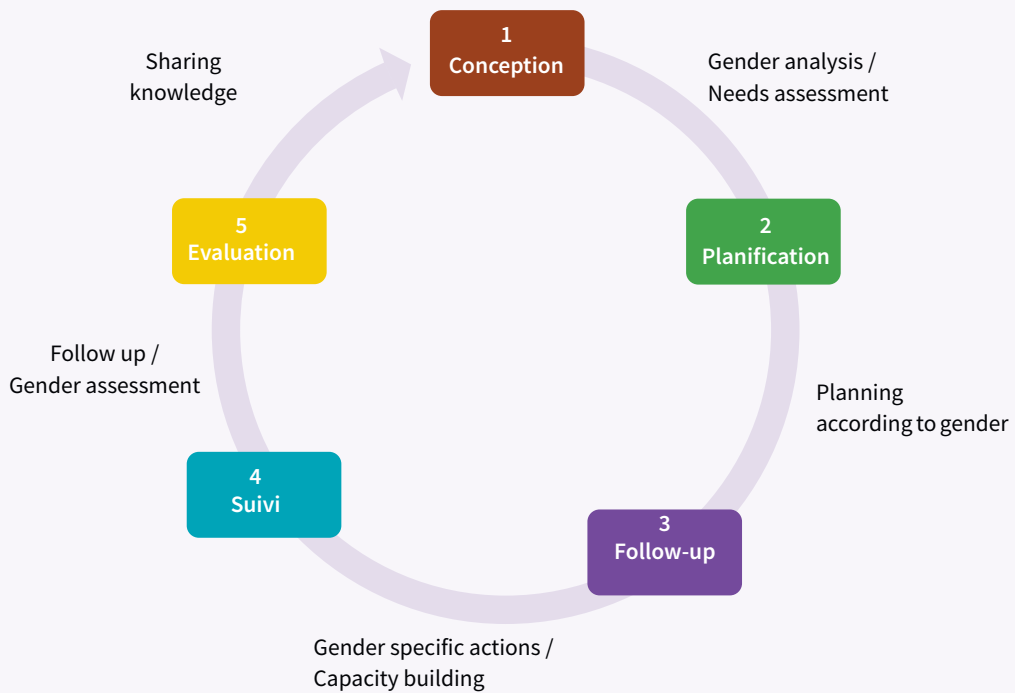


Figure 3: Integrating the gender dimension into energy projects and programs





II.4 PRIORITY ACTIONS

The priority actions aim to provide ECREEE with tools, the operationalization of which will facilitate or ensure lasting qualitative and quantitative changes. However, it should be noted that the implementation of each priority action will require the organization, programming and budgeting, designation and accountability of the actors.

At the end of the strategic planning exercise, **25 priority actions** were identified as part of the implementation of the strategy:

The table below summarizes and details these interventions according to the expected results for each strategic orientation of ECREEE in terms of gender integration and social inclusion.

Table 1: Summary of priority actions based on strategic axes

Orientations or Strategic Axes of ECREEE in terms of gender	Strategic Results/Objectives of Politics	Strategic interventions or priority actions
Strengthening the institutional and administrative capacities of ECREEE	1.1 Improving institutional capacity on gender	1.1.1 Establish ECREEE Gender Unit (EGU)
		1.1.2 Establish ECREEE gender advisory committee (EGAC)
		1.1.3 Establish a framework for consultation
	1.2 Improving capacity to deliver gender-focused internal services	1.2.1 Develop a parity plan/ code of ethics for ECREEE technical staff (internal and external)

Orientations or Strategic Axes of ECREEE	Strategic Results/Objectives of Politics	Strategic interventions or priority actions
<p>Strengthening the institutional and administrative capacities of ECREEE</p>	<p>1.2 Improving capacity to deliver gender-focused internal services</p>	<p>1.2.2 Implement a gender mainstreaming training program</p>
		<p>1.2.3 Recruit technical staff (internal and external) towards gender parity</p>
<p>Strengthening technical and financial partnerships promoting gender mainstreaming</p>	<p>2.1 Strengthening technical partnerships in gender mainstreaming</p>	<p>2.1.1 Establish a capacity building program for gender-energy cells and/or NFIs on gender integration</p>
		<p>2.1.2 Monitor the NAP implemented by the different Member States</p>
		<p>2.1.3 Strengthen collaboration with ECOWAS gender agencies and with specialized agencies in the energy sector</p>
		<p>2.1.4 Strengthen collaboration with universities, colleges and high schools to set up awareness programs for young people</p>
	<p>2.2 Increase in public and private investments</p>	<p>2.2.1 Develop support for partners who include at least 50% women among their staff/beneficiaries within the framework of EREEEF (ECOWAS RE and EE Facility</p>

Orientations or Strategic Axes of ECREEE in terms of gender	Strategic Results/Objectives of Politics	Strategic interventions or priority actions
<p>Strengthening technical and financial partnerships promoting gender mainstreaming</p>	<p>2.2 Increase in public and private investments</p>	<p>2.2.2 Raise awareness among Member States to implement tax credits or incentives for energy companies that invest in training women and promoting gender equality</p>
		<p>2.2.3 Develop partnerships with governments, financial institutions, businesses and civil society</p>
		<p>2.2.4 Establish an online platform to facilitate exchanges between partners and disseminate best practices</p>
<p>Improving the implementation of gender-integrated programs and projects</p>	<p>3.1 Development of programs and projects integrating gender</p>	<p>3.1.2 Develop and implement a data strategy disaggregated by gender of all projects and programs</p>
		<p>3.1.3 Develop a toolbox for Gender assessment for implementing partners</p>
		<p>3.1.3 Elaborer une boîte à outils d'évaluation du genre pour les partenaires de mise en œuvre</p>

Orientations or Strategic Axes of ECREEE in terms of gender	Strategic Results/Objectives of Politics	Strategic interventions or priority actions
<p>Improving the implementation of gender-integrated programs and projects</p>	<p>3.1 Development of programs and projects integrating gender</p>	<p>3.1.4 Follow the implementation of the gender management plan for energetic projects</p>
		<p>3.1.5 Strengthening the visibility of women in energy sector projects and programs</p>
		<p>3.1.6 Develop education and awareness programs for youth in the energy sector</p>
	<p>3.2 Increasing women’s participation in the energy sector by ECREEE</p>	<p>3.2.1 Conduct awareness campaigns on energy-related studies for women by making them more socially relevant</p>
		<p>3.2.2 Continuation of the scholarship program for young girls after the finalization of the WOCEWA project within ECREEE</p>
		<p>3.2.3 Promoting the participation of women in decision-making positions and technical positions of responsibility within ECREEE</p>

Orientations or Strategic Axes of ECREEE in terms of gender	Strategic Results/Objectives of Politics	Strategic interventions or priority actions
Improving the implementation of gender-integrated programs and projects	3.3 Operationalization of ECOWAS Guidelines for the Integration of Gender in Projects and Programs	3.3.1 Develop a guide that summarizes the mechanisms and procedures defined by the ECOWAS directive to facilitate their implementation
		3.3.2 Awareness campaign for Member States on ECOWAS guidelines for gender assessment in projects and programmes

II.5 IMPLEMENTATION FRAMEWORK

ECREEE is committed to prioritizing its efforts to integrate the gender dimension into its programs and operational units during the implementation of this strategy. The strategy for the promotion of gender equality, women’s empowerment and inclusion within ECREEE proposes a set of priority objectives aimed at promoting better gender integration both in the context of energy projects/ programs and at the level of social inclusion.

II.5.1 APPROCHE MÉTHODOLOGIQUE

The Action Plan configures the methods for conducting priority actions organized around:

- **Strategic orientation:** strategic orientation of ECREEE’s Strategic Plan for Gender Integration for the period 2023-2027;
- **Priority actions:** activities to be conducted to support the strategic direction and achieve the strategic objectives (expected results);
- **Results indicators:** information or a set of information making it possible to note the accomplishment of a priority activity, at the end of the series of intermediate activities;
- **Actors:** organizational units competent to organize and conduct the production action (development, writing, proposal);
- **Deadline:** the year in which the accomplishment of the priority action is planned or must be scheduled;
- **Cost:** estimated budget for conducting the priority action.

Table 2: Key actors of the stakeholders in the implementation of ECREEE’s gender strategic plan

Stakeholders	Roles for the implementation of the 2023-2027 strategic plan
Key internal stakeholders	
ECREEE Gender Unit	<ul style="list-style-type: none"> • Establish a strategic framework for the implementation of the action plan • Supervise and control the priority activities of the action plan • Establish a communication channel with all stakeholders in the sector • Coordinate all gender-related tasks within ECREEE
Internal Advisory Committee	<ul style="list-style-type: none"> • Conduct monitoring and evaluation of the actions of the action plan • Ensure gender mainstreaming in all projects and programs • Provide strategic advice on gender issues in the sector
Key external stakeholders	
Consultation Framework	<ul style="list-style-type: none"> • Support the gender unit in the implementation of their activities • Provide strategic advice on gender issues in the sector • Ensure capacity building within ECREEE in matters of gender
Public sector institutions in Member States	<ul style="list-style-type: none"> • Support the transposition of the ECOWAS directive for the integration of gender in projects • Support the implementation of NAP
Academic institutions	<ul style="list-style-type: none"> • Provide data, expertise and opportunities for collaboration on gender and energy research in the sub-region • Provide training to ECREEE technical and management staff on gender and energy • Establish knowledge sharing links on the theme of gender and energy with ECREEE

<p>General population and civil society organisations in Member States</p>	<ul style="list-style-type: none"> • Collaborate on project implementation and provide feedback • Ensure that ECREEE programmes consider gender mainstreaming
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II.5.3 IMPLEMENTATION OF THE ACTION PLAN

The implementation of the Action Plan for Gender Mainstreaming and Social Inclusion of ECREEE induces changes in policies, strategies, behaviours, interpersonal relationships and image. These changes that will necessarily occur must be optimized and channelled. The classic tool for doing this is change management, the responsibility for which falls to ECREEE, in particular its internal advisory committee.

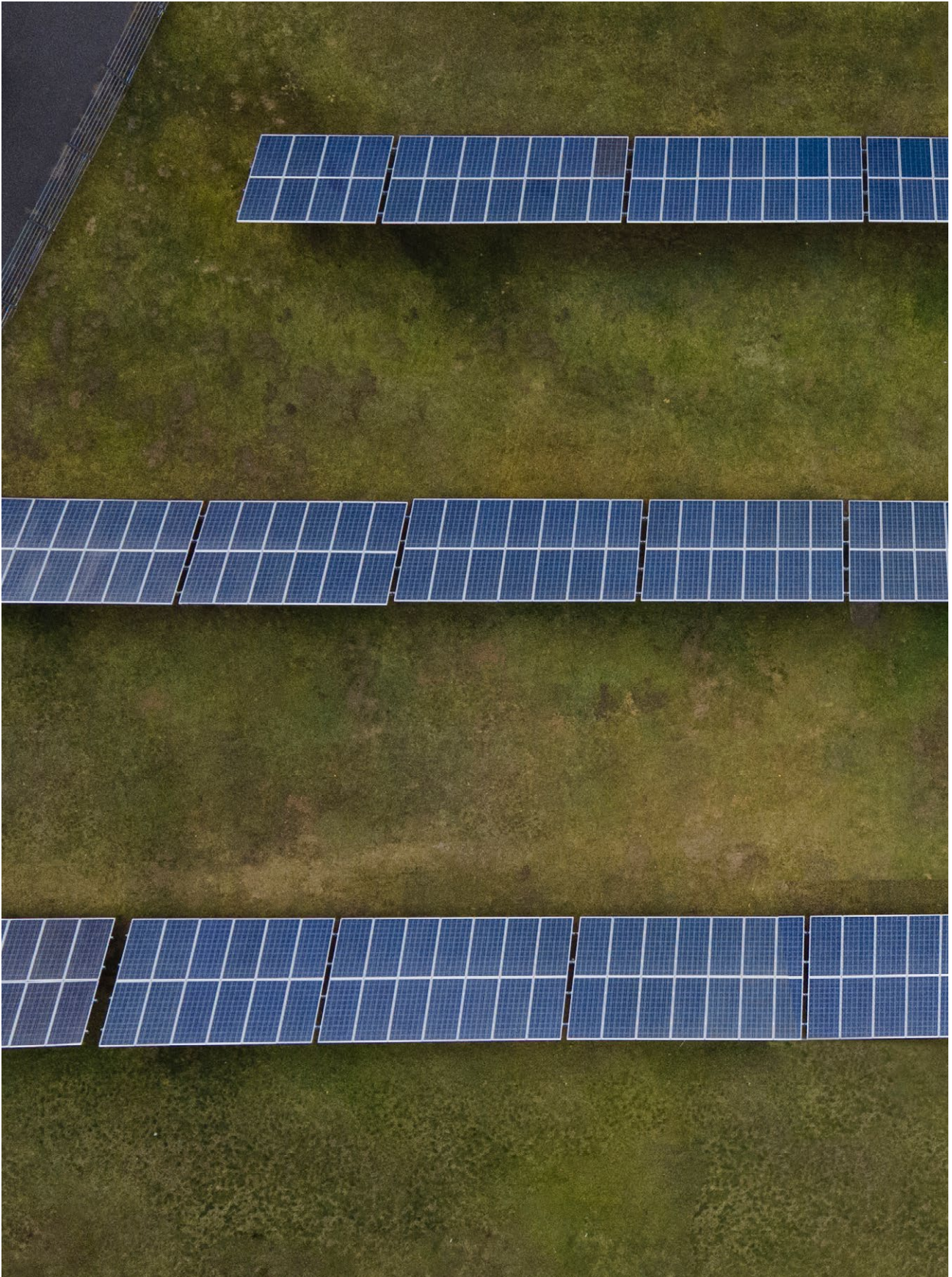
ECREEE’s internal advisory committee will therefore be the facilitator of change by helping to understand the ongoing change process. It will support the various stakeholders with advice and evaluate the progress of the process monthly and/or quarterly and submit appropriate measures to be implemented.

II.5.4 RISK MITIGATION

“ To mitigate these risks, it is essential to implement multidimensional strategies. The implementation of the strategy and action plan for gender mainstreaming 2023-2027 of ECREEE in the energy sector could come up against the achievement of one or the other necessary condition, concerning the mobilization of financial and human resources and some specific issues. ”

Table 3: Risks specific to the intervention of the strategic plan on gender integration

Risks	Probability	Impact	Mitigation measures
Lack of commitment from ECREEE to operationalize the action plan	Weak	High	<ul style="list-style-type: none"> Raising awareness among ECREEE members on gender mainstreaming Make gender consideration a strategic priority for ECREEE management staff Empower management staff in implementing the plan
Poor communication between the Stakeholders of the task force (gender unit, internal and external advisory committee)	Average	High	<ul style="list-style-type: none"> Assign leadership of this task to the M&E manager to facilitate interactions
Lack of financial resources	Average	High	<ul style="list-style-type: none"> Allocate sufficient budgets to implement actions in favour of gender equality.
Lack of disaggregated data	High	High	<ul style="list-style-type: none"> Collect gender-disaggregated data to identify gaps Define gender indicators to measure progress Publish gender equality data to build credibility.
Harassment at work	Weak	High	<ul style="list-style-type: none"> Implement a zero-tolerance policy, train managers in conflict management Share the ECOWAS regional strategy on gender-based violence Create confidential reporting channels
Institutional instability of ministries responsible for energy	Average	Average	<ul style="list-style-type: none"> Managing the situation in collaboration with the NFIs (regular communication, visits, etc.)



II.6 ACTION PLAN FOR THE IMPLEMENTATION OF THE ECOWAS GENDER STRATEGY

STRATEGIC ORIENTATION 1: STRENGTHENING THE INSTITUTIONAL AND ADMINISTRATIVE CAPACITIES OF ECREEE

Priority actions	Results	Responsible entity	Indicators	Deadline for execution
STRATEGIC OBJECTIVE 1.1: IMPROVING INSTITUTIONAL CAPACITY IN GENDER ISSUES				
1.1.1 Establish a gender unit within ECREEE	<ul style="list-style-type: none"> The members of ECREEE’s Gender Focal Unit are appointed and in office Report on the annual activities of ECREEE’s gender focal unit prepared The Gender Focal Unit has an annual operating budget, allocated 	<ul style="list-style-type: none"> Executive Director of ECREEE DAF-ICT of ECREEE ECREEE Gender Focal Unit 	<ul style="list-style-type: none"> 1 Focal Unit Functional Gender Number of activity reports 2025-2027 Activity Budget 	2024-2027
1.1.2 Establish an internal gender advisory committee within ECREEE	<ul style="list-style-type: none"> An internal gender advisory committee is established with clearly defined rules for the committee’s operation. The internal advisory committee is operational Reports of bimonthly meetings prepared 	<ul style="list-style-type: none"> Executive Director of ECREEE ECREEE Gender Focal Unit 	<ul style="list-style-type: none"> 1 functional internal advisory committee Number of bimonthly reports 	2024-2027

Priority actions	Results	Responsible entity	Indicators	Deadline for execution
STRATEGIC OBJECTIVE 1.1: IMPROVING INSTITUTIONAL CAPACITY IN GENDER ISSUES				
1.1.3 Establish an external gender advisory committee	<ul style="list-style-type: none"> An external gender advisory committee is established 	<ul style="list-style-type: none"> Executive Director of ECREEE 	<ul style="list-style-type: none"> 1 functional external advisory committee 	2024
STRATEGIC OBJECTIVE 1.2: IMPROVING CAPACITY TO DELIVER GENDER-FOCUSED INTERNAL SERVICES				
1.2.1 Develop a parity plan for ECREEE technical staff (internal and external)	<ul style="list-style-type: none"> Recruited external expertise successfully led the process of developing the 2025-2027 parity plan Report on the parity plan prepared by the consultant 	<ul style="list-style-type: none"> ECREEE Gender Focal Unit Consultant ECREEE Staff 	<ul style="list-style-type: none"> 1 ECREEE parity plan developed, disseminated/ presented to Management and Staff Proportion of staff made aware 	2025
1.2.2 Implement a gender mainstreaming training programme in the gender sector	<ul style="list-style-type: none"> External expertise (regional/international consultant) recruited for the development of the training plan Training program successfully designed and implemented (plan, modules, teaching targets, formats, etc.) Training workshop reports (online) and post-training evaluation with targets 	<ul style="list-style-type: none"> ECREEE Gender Focal Unit Consultant 	<ul style="list-style-type: none"> Proportion of ECREEE trained staff 	2025-2027

Actions prioritaires	Résultats	Entité responsable	Indicateurs	Délai de l'exécution
1.2.3 Recruter du personnel technique (interne et externe) vers une parité de genre	<ul style="list-style-type: none"> Evaluation criteria favouring women applicants for a position (including technical and management levels, inclusion and equity formulas in recruitment calls, etc.) 	<ul style="list-style-type: none"> Executive Director DAF-ICT ECREEE Staff 	<ul style="list-style-type: none"> Disaggregated data of recruited personnel (annual monitoring and presentation to Management and HR for 'Actions') 	2025-2027

STRATEGIC DIRECTION 2: STRENGTHENING TECHNICAL AND FINANCIAL PARTNERSHIPS PROMOTING GENDER MAINSTREAMING

Priority actions	Results	Responsible entity	Indicators	Deadline for execution
STRATEGIC OBJECTIVE 2.1: IMPROVING INSTITUTIONAL CAPACITY IN GENDER ISSUES				
2.1.1 Establish a capacity building program for gender-energy cells and/or NFIs on gender integration	<ul style="list-style-type: none"> External expertise is recruited for the mission Training program report Training Workshop Reports (Online) 	<ul style="list-style-type: none"> ECREEE Gender Focal Unit Consultant 	<ul style="list-style-type: none"> Proportion of gender focal points in countries or gender units formed Proportion of country gender focal points or gender unit who feel better equipped to perform their duties and implement their activities 	2025-2027

Priority actions	Results	Responsible entity	Indicators	Deadline for execution
STRATEGIC OBJECTIVE 2.1: IMPROVING INSTITUTIONAL CAPACITY IN GENDER ISSUES				
2.1.2 Monitor the implementation of NAP implemented by the various Member States	<ul style="list-style-type: none"> Annual reports of NAP activities conducted 	<ul style="list-style-type: none"> National Gender Focal Points 	<ul style="list-style-type: none"> Platform for exchanges between gender focal points and ECREEE 	2025-2027
2.1.3 Strengthen collaboration with ECOWAS gender agencies	<ul style="list-style-type: none"> An online platform to disseminate information and resources is created A regional gender observatory in the energy sector is created 	<ul style="list-style-type: none"> ECREEE Staff Executive Director of ECREEE Advisory Committee 	<ul style="list-style-type: none"> information platform functional, popularized (webinar) and used regional gender observatory operational 	2026
2.1.4 Strengthen collaboration with universities, colleges and high schools to set up awareness programs for young people	<ul style="list-style-type: none"> Information note of the internship program for young people within ECREEE is known by universities, training centres and others 	<ul style="list-style-type: none"> Technical ministries responsible for training and education of Member States ECREEE Staff 	<ul style="list-style-type: none"> Nombre de jeunes participant à ESEF (7 young people each year) 	2026-2027
	<ul style="list-style-type: none"> selection of youth in STEM to participate in gender activities during ESEF Visits/Open days are organized in collaboration with the TFPs for young girls enrolled in professions/ sectors in the RE/EE sector 	<ul style="list-style-type: none"> Technical ministries responsible for training and education of Member States ECREEE Staff 	<ul style="list-style-type: none"> Number of young people participating in ESEF 	2026-2027



Priority actions	Results	Responsible entity	Indicators	Deadline for execution
STRATEGIC OBJECTIVE 2.2: INCREASED PUBLIC AND PRIVATE INVESTMENTS				
2.2.1 Develop support for partners (companies) who incorporate at least 50% of women among their staff/ beneficiaries through EREEEF	<ul style="list-style-type: none"> • Concept note • A fund for financing projects led by organizations with a high rate of feminization 	<ul style="list-style-type: none"> • ECREEE Gender Focal Unit 	<ul style="list-style-type: none"> • Amount of funds granted 	2025
2.2.2 Raise awareness among Member States to establish tax credits for energy sector companies that invest in training women and promoting gender equality	<ul style="list-style-type: none"> • External expertise is recruited for the mission • Strategic Partnership Activities Report Available • Workshop report on awareness raising among Member States 	<ul style="list-style-type: none"> • ECREEE Gender Focal Unit • Consultant 	<ul style="list-style-type: none"> • Number of Member States made aware 	2026
2.2.3 Develop partnerships with governments, financial institutions, businesses and civil society	<ul style="list-style-type: none"> • External expertise is recruited for the mission • Study report on the barriers to the development of women's entrepreneurship in the sector • Directory of financing sources and instruments 	<ul style="list-style-type: none"> • ECREEE Gender Focal Unit • Consultant • ECREEE Staff • Financial institutions 	<ul style="list-style-type: none"> • Number of financial partnerships created 	2026

Priority actions	Results	Responsible entity	Indicators	Deadline for execution
2.2.4 Establish an online platform to facilitate exchanges between partners and disseminate best practices	<ul style="list-style-type: none"> External expertise recruited for the mission Development of the concept and mobilization of stakeholders conducted Platform Presentation Workshop Report The platform is operational and in use 	<ul style="list-style-type: none"> Gender focal unit Consultant 	<ul style="list-style-type: none"> 1 platform created 	2026

STRATEGIC DIRECTION 3: IMPROVING THE IMPLEMENTATION OF PROGRAMS AND PROJECTS

Priority actions	Results	Responsible entity	Indicators	Deadline for execution
STRATEGIC OBJECTIVE 3.1: DEVELOPMENT OF PROGRAMS AND PROJECTS INTEGRATING GENDER				
3.1.1 Develop a guide / guideline that describes the steps for integrating gender into an energy sector project	<ul style="list-style-type: none"> External expertise recruited for the mission Report of the methodological guide or guidelines Guide Presentation Workshop or Webinar Report 	<ul style="list-style-type: none"> Gender focal unit Consultant 	1 methodological guide	2025

Priority actions	Results	Responsible entity	Indicators	Deadline for execution
STRATEGIC OBJECTIVE 3.1: DEVELOPMENT OF PROGRAMS AND PROJECTS INTEGRATING GENDER				
3.1.2 Develop and implement a data strategy disaggregated by gender of all projects and programs	<ul style="list-style-type: none"> External expertise is recruited for the mission 	<ul style="list-style-type: none"> Gender focal unit 	<ul style="list-style-type: none"> Disaggregated data across all projects within ECREEE 	2026
	<ul style="list-style-type: none"> Strategic Data Report 	<ul style="list-style-type: none"> Consultant 		
3.1.3 Develop a toolbox of Gender assessment for implementing partner	<ul style="list-style-type: none"> External expertise is recruited Gender Assessment Toolkit Report Toolbox validation workshop 	<ul style="list-style-type: none"> Gender focal unit Consultant 	<ul style="list-style-type: none"> Energy Sector Gender Assessment Toolkit 	2026
3.1.4 Follow the implementation of the gender management plan for energetic projects	<ul style="list-style-type: none"> Monitoring report and evaluation of energetic projects including gender issues 	ECREEE Internal Consultation Committee	<ul style="list-style-type: none"> Annual monitoring reports 	2026
3.1.5 Strengthening the visibility of women in energy sector projects and programs	<ul style="list-style-type: none"> Communication strategy report for the visibility of women 	ECREEE Internal Consultation Committee	Communication report on the visibility of women	2026

Priority actions	Results	Responsible entity	Indicators	Deadline for execution
STRATEGIC OBJECTIVE 3.1: DEVELOPMENT OF PROGRAMS AND PROJECTS INTEGRATING GENDER				
3.1.6 Develop education and awareness programs for youth in the energy sector	<ul style="list-style-type: none"> • Concept note 	<ul style="list-style-type: none"> • ECREEE Internal Consultation Committee • Gender focal unit • PFG 		2026
STRATEGIC OBJECTIVE 3.2: INCREASE WOMEN’S PARTICIPATION IN THE ENERGY SECTOR THROUGH ECREEE				
3.2.1 Conduct awareness campaigns on energy-related studies for women by making them more socially relevant	<ul style="list-style-type: none"> • External expertise is recruited • Communication strategy report developed 	<ul style="list-style-type: none"> • ECREEE • Financial partners • ECOWAS Member Universities 	Number of awareness campaigns organized	2025 and 2027 1 campaign every 2 years
3.2.2 Continue the youth scholarship programme after the finalisation of the WOCEWA project within ECREEE	<ul style="list-style-type: none"> • Concept note 	<ul style="list-style-type: none"> • ECREEE Staff • ECREEE External Advisory Committee • TFPs 	<ul style="list-style-type: none"> • Cost of the grant • Number of scholarships awarded to young women 	2027 3 scholarships

Priority actions	Results	Responsible entity	Indicators	Deadline for execution
STRATEGIC OBJECTIVE 3.2: INCREASE WOMEN'S PARTICIPATION IN THE ENERGY SECTOR THROUGH ECREEE				
3.2.3 Promote the appointment of women to decision-making positions and technical positions of responsibility within ECREEE	<ul style="list-style-type: none"> Female applications for open technical positions are encouraged through formulas in calls for applications 	<ul style="list-style-type: none"> ECREEE Staff 	<ul style="list-style-type: none"> At least 3 temporary special measures to promote parity at work % Proportion of women in energy-related decision-making positions % Proportion of female technicians appointed to technical positions or technical positions of responsibility (strategic management) 	
STRATEGIC OBJECTIVE 3.3: OPERATIONALIZATION OF THE ECOWAS DIRECTIVE FOR THE INTEGRATION OF GENDER IN PROJECTS AND PROGRAMS				
3.3.1 Develop a guide that summarizes the mechanisms and procedures defined by the ECOWAS directive to facilitate their implementation	<ul style="list-style-type: none"> External expertise is recruited Practical guide on the ECOWAS directive for gender assessment in projects and programs developed and validated 	<ul style="list-style-type: none"> Gender focal unit Consultant 	1 concise and practical guide on the ECOWAS directive	2025

Priority actions	Results	Responsible entity	Indicators	Deadline for execution
STRATEGIC OBJECTIVE 3.1: DEVELOPMENT OF PROGRAMS AND PROJECTS INTEGRATING GENDER				
3.3.2 Awareness campaign for Member States on ECOWAS guidelines for the integration of gender in projects and programmes	<ul style="list-style-type: none"> External expertise is recruited Communication strategy report developed Reinforcement and awareness sessions on the Practical Guide are organized (webinars or face-to-face regional workshops, etc.) 	<ul style="list-style-type: none"> ECREEE Staff Financial partners Ministry responsible for energy of Member States 	<ul style="list-style-type: none"> Proportions of energy sector stakeholders (GFP) made aware of the directive Proportions of non-GFP energy sector stakeholders made aware of the directive 	2026



PART 3 :

Monitoring and Evaluation



III.1 MONITORING THE PROGRESS OF ECREEE’S GENDER STRATEGY AND ACTION PLAN 2023 – 2027

The implementation of ECREEE’s 2023-2027 gender strategy and action plan must, on one hand, be participatory to ensure real ownership by stakeholders and, on the other hand, be results-oriented and ensure a significant change in the approach to creating an environment conducive to the integration of gender in all ECREEE activities.

To do this, monitoring and evaluation will consider all stakeholders and ensure performance measurement in the execution towards the targets, then apply an analysis of the quality of the changes induced in collecting, questioning and analysing qualitative and quantitative data from activities.

To be effective, reporting must be quarterly. It will be integrated into ECREEE’s integrated monitoring and evaluation system.

The gender strategy progress monitoring system is based on the following steps:



Figure 4: Monitoring and evaluation cycle of ECREEE’s gender strategy and action plan

III.3.1 MONITORING AND EVALUATION PLANNING

Planning is a major step in the monitoring and evaluation system and to ensure the success of the Gender Strategy and its Action Plan. Planning will make it possible to define and operationalize the strategic axes of the strategy and to define the levels of involvement of stakeholders. The strategy monitoring plan will be defined in Annex 1 which describes the monitoring execution schedule for the period 2023-2027.

III.3.2 DATA COLLECTION

Data will be collected at all levels of ECREEE's system, mainly at the level of scientific data in all energy projects. These data should be disaggregated by gender to identify inequalities. The implementation of the data collection tool will be ensured by the monitoring officer and ECREEE's gender unit.

They will have to check the quality of the data by ensuring the reliability and consistency of the data collected.

III.3.3 DATA ANALYSIS

Data processing and statistical analysis should be conducted by ECREEE's monitoring and evaluation manager. The comparison of the data with the priority objectives set in the strategy for gender integration will be analysed. This analysis will make it possible to determine the gaps between the expected results and the results obtained, as well as to understand the reasons for these gaps.

III.3.4 COMMUNICATION OF RESULTS

The communication or dissemination of information and data is a complementary action to the production of information and data on the implementation of the gender strategy and its action plan. Henceforth, it is part of the monitoring and evaluation system.

- **Reporting**

The interest of systematic reporting is that it contributes to creating and developing a reliable and up-to-date database on the implementation of the Gender/Inclusion Strategy and the Action Plan that serves as a reference for the needs of justification, illustration, regional/national lobbying. It consists of making:

- Annual agenda activity reports according to the established schedule (Action Plan);
- Reports or Mission Reports (meetings, visits, missions, etc.);

- **Communication, actors and preferred tools**

The communication of information (reports, minutes, etc.) makes it possible to inform all stakeholders about the progress of the implementation of the strategy and action plan for gender integration, the key achievements (Success stories) and challenges. This communication will take

place through the following frameworks:

- Workshops for presenting the report and planning with internal and external stakeholders of ECREEE;
- Practical and user-friendly guidelines on gender-sensitive language/inclusive, familiarization and awareness sessions or ‘Call for Actions’ to all staff;
- Relevant messages, success stories, results and ideas will be supported by solid data disaggregated by gender, particularly on ECREEE’s website and social networks;
- Public events will consider the gender dimension, (e.g. with balanced representation of men and women on discussion panels and event agendas);
- Regional technical studies integrating gender, gender equity, energy justice and inclusion will be produced and disseminated to the general public.

III.3. DECISION MAKING AND STRATEGY ADJUSTMENT

Adjusting the strategy for gender integration and ECREEE’s action plan will make it possible to identify corrective actions and steering measures to address the difficulties encountered. It will be desirable to adapt the various strategic objectives based on the results obtained and maintain capacity building for ECREEE staff on gender issues and monitoring and evaluation tools. Monitoring must also assess changes in mentalities and practices within the organization (internal dimension).

III.3.6 BACK TO PLANNING

ECREEE’s monitoring and evaluation officer should adapt the monitoring plan based on added information and adjustments to the strategy while considering the results of the evaluation to improve future (operational) planning.



GLOSSARY

ACCESS TO ENERGY: refers to the ability of an individual or community to have reliable, affordable, sustainable and modern energy services to meet their basic needs. This includes electricity, cooking, heating and cooling.

EMPOWERMENT: gaining control over one's life through expanded choices. Empowerment encompasses self-reliance and self-confidence and is intrinsically linked to knowledge. Empowerment can be initiated by the individual and can be facilitated by institutional changes.

DATA DISAGGREGATED BY GENDER: collection of information and analysis of results based on gender. For example, data on the socio-economic status and roles of diverse groups of men and women or data based on the biological attributes of women and men.

GENDER EQUALITY: requires that women and men enjoy goods, opportunities, resources and rewards on an equal basis. Achieving gender equality requires changes in the institutional practices and social relations through which disparities are reinforced and maintained.

GENDER MAINSTREAMING: process of identifying, considering and integrating the needs and interests of women and men in all policies, strategies, programmes and administrative and financial activities. It uses gender analysis as a tool to improve and enable development practitioners to identify the opportunities and constraints faced by each sex and to determine whether the policies and programmes they implement provide the same opportunities for women and men..

GENDER PARITY: Gender parity refers to the relative equality in terms of the number and proportion of women and men, girls and boys, and is often calculated as the ratio of female values to male values for a given indicator such as income, education, etc. For example, if there are an equal number of girls and boys who have completed primary education in each country, the gender parity ratio for that indicator is 1. The greater the difference between girls and boys, the lower the gender parity value. Gender parity is a useful tool for assessing gender inequality in specific areas, for setting targets, and for evaluating change and progress according to specific indicators of gender equality.

GENDER AWARENESS: recognition of the differences in interests, needs and roles of women and men in society and how this gives rise to disparities in power, status and privilege. Also, the ability to identify problems caused by gender-based inequality and discrimination.



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