



Social Impact: Considering Inclusivity













Assessment Criteria





Social impact



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be using the

How well has your design considered the Sustainable Development Goals' commitment to 'Leave no one behind'? In particular, consider gender equality and disability inclusion.

Consider how you define energy efficiency (energy used per service provided) and what the baseline is for comparison.

- What is the potential of your design to reduce production costs compared to existing alternatives? Consider materials used, price of components and cost of assembly.
- What is the potential of your design to improve usability compared to existing alternatives? Consider its ease of use, reliability and safety.
- How does your design contribute towards greenhouse gas emissions reduction compared to other technologies that exist in the market? Consider the sustainability of your business model (including manufacturing, distribution and operating) and its scalability.
- How does your design contribute to the Sustainable Development Goals (SDG), in particular SDG7 - Affordable and clean energy? How well have you demonstrated you understood the potential connections with the other 17 SDGs and its associated targets? Consider how the different areas of this assessment framework are contributing to this.

- de ign? How well have you understood their needs?
- What is the likely potential of the design to improve quality of people's lives? How does your design improve the desirability of your target end-user? Consider what their livelihood was before and the m provement your design will bring to them.
- How well has your design considered the Sustainable Development Goals' commitment to 'Leave no one behind'? In particular, consider gender equality and disability inclusion.

Scalability



How feasible is it that your design could get to market at scale?

Judges will want to see that you have considered the business case. Including considering the market opportunity, including market size, for your solution, and demonstrated how people will be able to access and afford this.

- How well have you considered the potential market for your product? Consider the target customer, size of market and customer value proposition.
- How well have you considered how people will be able to access and afford your product? Consider affordability, potential customer payment models and existing financial models.
- How well has your business model considered affordability, payment models, existing supply chains, manufacturing, distribution channels, local partners and services associated? Consider the pricing and costs strategies to make your business model commercially viable.



Agenda

- Introductions
- Guest Speakers
 - **►** Sheree Conibear
 - Jennye Greene
 - Will Minter-Kemp
 - Oluwadamilare Aluko
- -Q&A
- Survey and Closing





Meet our speakers



➤ Sheree Conibear— Energy Saving Trust



Jennye Greene – Sustainable Energy Solutions



─ Will Minter-Kemp – Energy Saving Trust



Oluwadamilare Aluko – Gommyr Power





Sheree Conibear – Energy Saving Trust

10 minutes



Gender and Inclusion







Sheree Conibear, Monitoring and Evaluation Manager

- Sheree has almost 20 years' experience working in monitoring, evaluation and learning for international projects. She currently manages the monitoring and evaluation (M&E) function for the £22m FCDO and IKEA Foundation funded Low Energy Inclusive Appliances (LEIA) programme that aims to improve the efficiency, affordability and availability of solar-powered appliances for off- and weak-grid contexts. She also manages the M&E component for a two-year EEP Africa funded project in Tanzania that is training Solar Sister entrepreneurs to sell productive use of energy equipment. The aim is to test this distribution channel for reaching last mile customers, leading to learning and scale-up.
- Previously the technical operations lead for the monitoring and reporting hub managed service for the FCDO 1.2 billion Prosperity Fund. The Fund aims to achieve economic development, poverty reduction, Job creation and gender and Inclusion through a focus on many sectors in different counties such as anti-corruption, Fraud and in justice, education, health, trade, and financial service. She has a vast amount of MEAL experience both on the ground work and at government policy level which enables her to have oversight of what works and what doesn't in practice. Her knowledge includes extensive support to other countries including budget reviews, work plans, capacity building, VFM, primary and secondary benefits, gender training for gender integration in projects and MEAL frameworks. She has worked with a range of donors including ECHO-OFTA-USAID-DFID-FCO- UNICEF).



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Programme alignment with international and UK policy commitments

- All programmes funded by the UK government ensure the following:
- Integrating Gender & Inclusion (G&I) is essential for accelerating progress towards the Pledge to **Leave No One Behind**, enshrined in the 2030 Agenda for Sustainable Development, to support and align with inclusive growth.
- G&I is key in achieving the **Sustainable Development Goals (SDGs)**, particularly SDG 5 (Gender Equality and Women's Empowerment) and (Inequality). "By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status" (UNCTAD, 2016).
- The **UK Aid Strategy** states that "throughout all its development spending the government will continue to prioritise the needs of girls and women. No country can develop successfully if half its population is left behind" (HM Treasury, 2015, p. 18).
- **DFID/FCDO Economic Development Strategy** "We will build on the recommendations of the UN High Level Panel on Women's Economic Empowerment. All our economic development work will tackle gender discrimination and work to deliver safer, more secure and higher return work for women" (DFID, 2017, p. 21).
- Consideration of gender equality is a UK legal requirement, **good international development practice**, enhances value for money and results.

Leave no one behind

Since initiating the 'leave no one behind' pledge at the Summit for the Adoption of the 2030 Agenda, the UK has taken concrete steps to position 'leave no one behind' in its aid programmes. The UK Aid Strategy states that the government 'will prioritise work that targets the most vulnerable and disadvantaged, the most excluded, those caught in crises, and those most at risk of violence and discrimination.

- We pledge to ensure that:
- every person has a fair opportunity in life no matter who or where they are
- people who are furthest behind, who have least opportunity and who are the most excluded will be prioritised
- every person counts and will be counted

Programmes conduct in-depth research, surveys and desk reviews to identify relevant beneficiaries under the category of "Leave no one behind"

- 1. Who is left behind.
- 2. Understanding the reasons why people are left behind
- 3. Taking action to tackle the marginalisation or exclusion of 'left behind' groups and individuals. Identifying who is left behind
- 4. SDG 5 Indicators and programme indicators are used to ensure all minority groups and women are included.



How does LEIA Incorporate gender

The LEIA programme:

- 1. LEIA ensures alignment with the UK's Gender Equality Act (GEA) for international development requirement for ODA spending to 'meaningfully consider' the different impacts of interventions on women and men and minority groups.
- 2. Clearly **Identifies opportunities** for positive impact on gender equality and how any identified risks for women and girls will be mitigated (in programme design, implementation and monitoring).
- 3. Programme logframes include **Indicators and Targets** related to gender equality and women's economic empowerment and for indicators to be disaggregated by sex, age where possible.
- 4. Value for Money Indicators Include equity crosscutting results throughout all workstreams



How to consider Gender & Inclusion

- Gender & Inclusion (G&I) can often be a challenge and many factors need to be considered such as the sector, Geographic locations, the cultural aspects, which parts of the value chain are we looking to Impact and where are the beneficiaries.
 This will impact the different levels of programme ambition and what can be adopted and the entry points to support inclusive growth, gender equality and women's economic empowerment.
- "Strive for what is possible"

Level 1: Minimum Standard Voice

To address basic needs and vulnerabilities of women and marginalised groups

Level 2: Empowerment Choice

To build assets, capabilities and opportunities for women and marginalised groups

Level 3: Transformative Change Control

To address unequal power relations and seek institutional and societal change



Gender & Inclusion : LEIA Programme

Level 1: Minimum Standard Voice

To address basic needs and vulnerabilities of women and marginalised groups



Impact and Outcome Indicators focus on sales/access to appliance ensuring men and women are more resilient SWP focus on poor small holder farmers Regions of the programmes

Level 2: Empowerment Choice

To build assets, capabilities and opportunities for women and marginalised groups



Provide the platform for girls to participate in the design challenge. Provided with gender and inclusion sessions

Level 3: Transformative Change Control

To address unequal power relations and seek institutional and societal change



Job creation
Efficiency and reduced cost = Improved wellbeing
R&D Grants provide women with Jobs in sectors they might not have been employed in. Example: cold chains

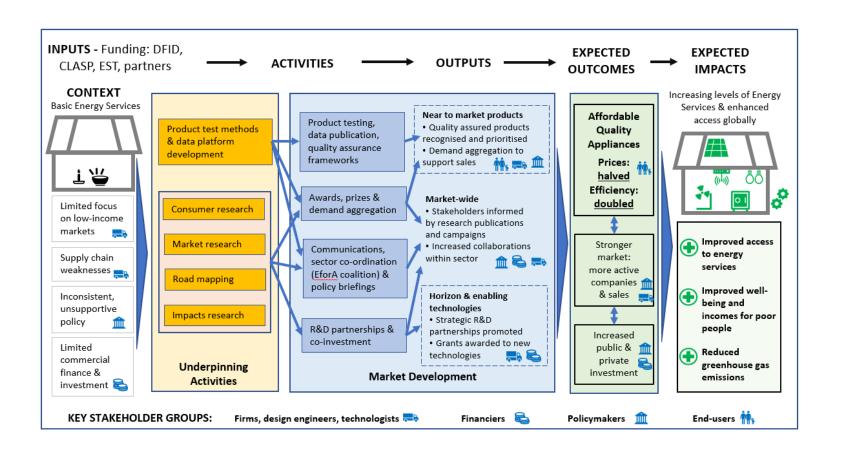


Gender and Inclusion in M&E and planning





LEIA Theory of change



Gender considerations

Key considerations for the ToC are set out below and there is a full checklist available. The Theory of Change should be used throughout the lifetime of the programme.

Gender and Inclusion Checklist				
Context	 Have I thought of the context of my project? Are there any implications (political, social, economic, technological, legal and environmental)? Is it targeted at a specific audience or consumer Or does it differ by country/household Who is my target consumer? Who will benefit? Is it affordable 			
Beneficiaries/ Actors	 Is it clear what beneficiaries I am targeting (direct and indirect) will benefit? Are they specified? Is it clear how many women, Men, youth, minority groups can benefit from my project Is it clear how women might impact, will this support, them, empower them, life changing what is the impact? How many women can benefit, How many people with disability can use it 			
Assumptions/risk	 Are clear assumptions made clear ? Are these specified in terms of causality? Context? Consumers ? Are they meaningful and can be validated? Do they set out the critical factors that can affect the success of your project ? 			
Gender & Inclusion	 Is it clear how the project will realise benefits for women and socially excluded groups? Is it clear how they will benefit 			





Sustainable Development Goals



LEIA Activities contribution to SDGs

• While the programme anticipated activities would long term contribute to SDG 7, SDG 13 and SDG 8. Ongoing work to ensure gender and inclusion is integrated heavily into intervention design and activities including data collection furthermore focusing on poverty pockets through the SWP and small holder farmers and other projects the programme has managed to directly contribution to SDG5 and SDG 1.

















LEIA PROGRAMME

- The LEIA Programme: aims to align to the Sustainable Development Goals, and demonstrate contribution towards some through monitoring and reporting progress data
- The LEIA Programme would like to reflect how it is aligned/contributing to SDG 7, 13, 8 in its monitoring and evaluation framework taking into account there are inherent challenges associated with SDGs. most notably the limited availability of robust data and clear metrics for countries to define pathways to achieving the goals and track their progress and long term contribution.
- The programme business case anticipates interventions will long term contribute to SDG 7 and align to SDG 13, 8.











SDG Indicator 1.4: Equal rights to ownership, basic services, technology and economic resources

•UN definition: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance. world population with access to basic services, including improved drinking water, sanitation, electricity, and clean cooking fuels.

LEIA Impact Indicator: % people benefiting from LEIA appliances along with Impact Indicator: Income and livelihoods, measured by: a)household savings due to LEIA appliances b) (i) time savings and (ii) increased productive time due to LEIA appliances c) income generation from productive use of LEIA appliances. GOGLA survey data for B2C appliance sales, converted to people benefiting from improved energy access using standardised impact metric. converted to household savings, time savings, increased productive time and income generation using standardised impact metrics (see Assumptions) derived from literature review, impact research projects. Y4 Reach 9,218,294 Y4: Household savings a) \$498,761 Time saving b) (i) 157,022 days, Increased productive time, b (ii) 18,566,926 days Income generating, c) \$21,473,170.

LEIA Programme results causal pathways – SDG 1

SDG IMPACT

Indicator 1.4: Equal rights to ownership, basic services, technology and economic resources

LEIA IMPACT : Energy access, measured by people benefiting from LEIA appliances

OUTCOME:

R&D Partnerships & Improved access to reliable energy services, leading to better well-being for poor people and livelihood opportunities.

OUTPUT :Firms and technologies supported, including:

a) number of technologies supported

OUTPUT: Firms and technologies supported, including:
b) number of R&D projects

supported



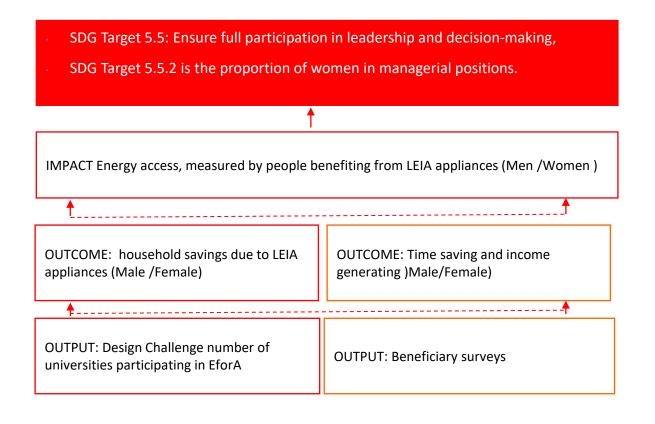
LEIA contribution to SDG 5:



- •SDG Target 5.5: Ensure full participation in leadership and decision-making,
- •SDG Target 5.5.2 is the proportion of women in managerial positions.
- •Providing women and girls with equal access to education, health care, decent work, and representation in political and economic decision-making processes will fuel sustainable economies and benefit societies and humanity at large."

LEIA IMPACT Access to reliable energy services, leading to better well-being for poor people and livelihood opportunities. Energy access, measured by people / men and women benefiting from LEIA appliances. Activities focused and including small holder female farmers. R&D grants focused on smaller companies with less money to leverage. All university activities and awards focus on include male /female and people with disabilities.

LEIA Programme results and causal pathways – SDG5





Annex



Examples of Gender & Inclusion indicators – output and intermediate outcome

ToC Level	Indicator	Source
Output	Number of pilots conducted aimed at women and men smallholders and small companies	Project Report. Report on each pilot conducted.
Output	Number of women participants in workshops, training events, seminars, conferences, etc.	Country reporting
Output	Number and percentage of marginalised people's organisations demonstrating improvements in their capacity to build and maintain quality relationships with key external stakeholders	Bond Impact builder outcomes, indicators and tools. Offline version.
Intermediate Outcome	Number and percentage of marginalised people's organisations that work in partnership with public/private providers or other CSOs to deliver programmes at the community level	Bond Impact builder outcomes, indicators and tools. Offline version.
Output	Number and percentage of supported CSOs reporting improvements in their capacity to involve and represent marginalised groups	Bond Impact builder outcomes, indicators and tools. Offline version.
Intermediate Outcome	Improved manager and staff knowledge, capacity and attitudes at [CSO x] towards gender equality	Bond Impact builder outcomes, indicators and tools. Offline version.
Output	Number of Board meetings, disaggregated by female:male participation	
Output	Number of new gender-sensitive quality, affordable insurance products newly-designed	Reports on the agricultural insurance workshops of public entities. Project Report.
Output	Number of Women Owned Enterprises engaged	Programme/project reports
Output	Number of pilots conducted aimed at women and men smallholders and small companies	Project Report. Report on each pilot conducted.
Output	Number of people trained by role and training type (disaggregated by sex, socio-economic group, age)	Programme/project reports

Examples of Gender & Inclusion indicators – Outcome and Impact

ToC Level	Indicator	Source
l	Noveles and information to the state of the	Programme/project reporting
Impact	Number of infrastructure investments taking into account gender recommendations	Annual report of the Figure 11 Conserted decree of
Impact	Number of insured women and men smallholders whose income has increased by more than 5%	Annual report of the Financial Supertendency of Colombia, FINAGRO, FASECOLDA and Insurance companies
,	,	Insurance Companies Reports on their agro-insurance
Outcomes	Number of women and men smallholders farmers benefitting from insurance pay-outs	products
Outcomes	Total value of insurance pay-outs, disaggregated by gender	World Bank (ILO)
Impact	Average hourly earnings of female and male employees, by occupation, age and persons with disabilities	ILO. At the national level, the agency responsible for producing earnings is usually the national statistical office.
Impact	Percentage of adult women and men with at least one formal debit or savings account	The Global Findex database
Outcome	Number of health technical assessments / research studies applying gender analysis to address different needs of females and males	Programme/project reporting
Outcome	Number of men and women with access to new appliances	
Impact	Disability Adjusted Life Years (DALYs)	DALY data (WHO)
Impact	GINI Index	World Bank

Gender & Inclusion indicators – Outcome and Impact (cont.)

ToC Level	Indicator	Source
Outcome	Number of adult women and men with internationally recognised certifications in target industries	Programme/project reporting
Outcome	Number and percentage of marginalised people who have the skills to control their own assets	UN-Habitat
Outcome	Number of people benefitting from access to improved climate resilient infrastructure (disaggregated besex, and type of infrastructure)	y Sample DFID Infrastructure Indicators
Outcome	Number of women and girls with access to clean water and sanitation, energy, transport, housing	World Bank
Outcome	Number of men and women with improved access to affordable transport	Insurance Companies Reports on their agro-insurance products
Impact	Income of women and men smallholders following insurance take up	Programme records
Impact	Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions	UNICEF
Impact	Proportion of people living below the national poverty line, by sex and age	World Bank
Impact	Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural)	UNDP
Impact	Proportion of total adult population with secure tenure rights to land, with legally recognised documentation and who perceive their rights to land as secure by sex and by type of tenure	World Bank
Outcome	Number of adult women and men with internationally recognised certifications in target industries	Programme/project reporting





Jennye Greene – Sustainable Energy Solutions

10 minutes

Inclusive Design of Energy Appliances

Jennye Greene

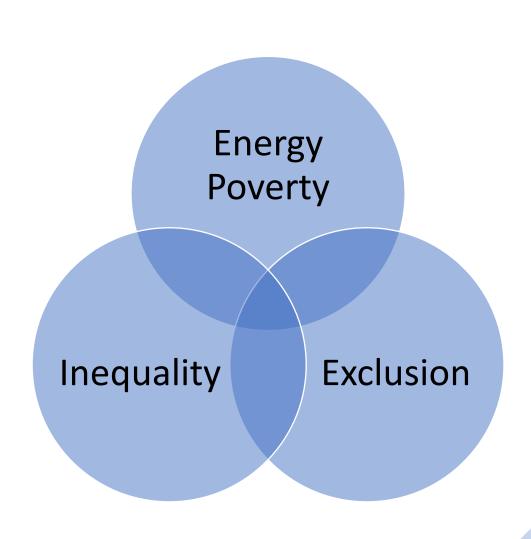
Jennye@Sustainable-Solutions.com

My Background

- Nashville, TN U.S.A.
- Studies in International Relations ('05) and Climate ('08)
- ('08 →) Clean energy SME promotion and financing
- ('15→) Gender and energy consulting
- ('19?) Small assignment with EST/CLASP on gender and LEIA



Layered aspects of deprivation/vulnerability





See: Osunmuyiwa and Ahlborg (2019)

Gender and Energy: A Little History

1970s

1980s

1990s

2000s

2010s

2020s?

Brief History of Gender and Energy Discourse

Summarized from: Osunmuyiwa and Ahlborg, "Inclusiveness by design? Reviewing sustainable electricity access and entrepreneurship from a gender perspective," (2019).

<u>"Focus on Women, Energy and Development"</u> – Starting in the **1980s** and mostly focused on **women as lacking (and suffering** from the lack of) energy services. The focus was heavily on **cooking**, also pointing out that cooking was deprioritized in energy policy arenas relative to large scale electricity and petroleum infrastructure development.

<u>"Energy in Policy Focus"</u> – In the **1990s**, this dealt with means of integrating **women into energy policy and planning**, including by accounting for varying **roles** (like wage work, reproductive work, and community work), **time** use, and access to and control over **resources**, differentiated basic and strategic **needs**. At this time, women's energy involvement was still mostly centered around a biological (rather than social) lens and limited to cooking and very **small-scale electric applications**.

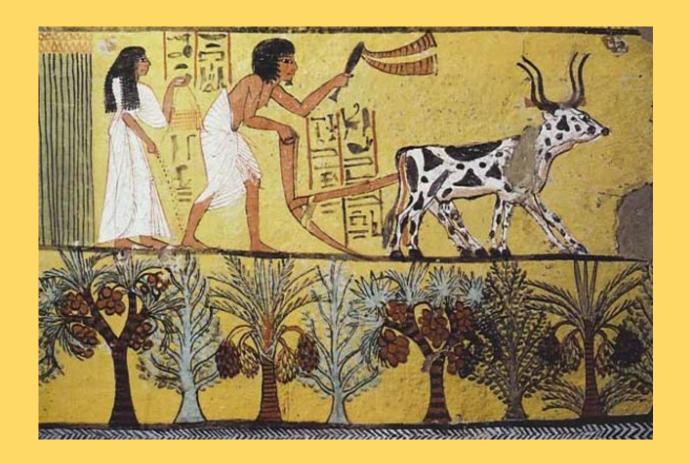
"From Women to Gender (Electricity Choices in Focus)" – In the 2000s arose a more feminist critique that "gender neutral" policies and interventions actually brought more benefits to men than women, men being generally better placed to take advantage of them. Gender (rather than women) became an increasingly important concept and was understood in post-structuralist terms that examined socially determined roles and relationships. Women were increasingly acknowledged to be a highly diverse group, defying easy characterization. Finally, the shift continued from considering women as objects who were acted upon (as victims, as beneficiaries, etc.) to agents who were (or should be) central to all parts of the action.



ENERGY ...Enabling them to make decisions and spend to ...translates into the get more... ability to do... **Appliances** WAGES, **WORK** WEALTH, & STATUS ...Which society has determined to be... ...Which gives some individuals... **GENDERED**

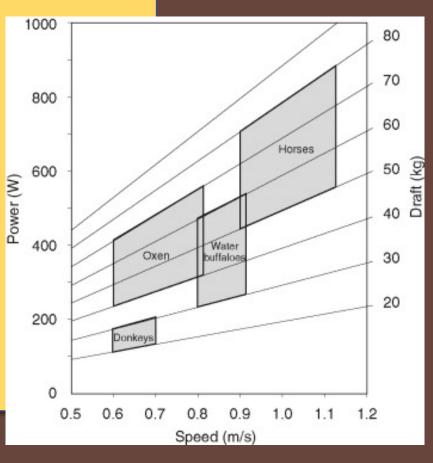
...(But leaves others with, um, not that ☺)



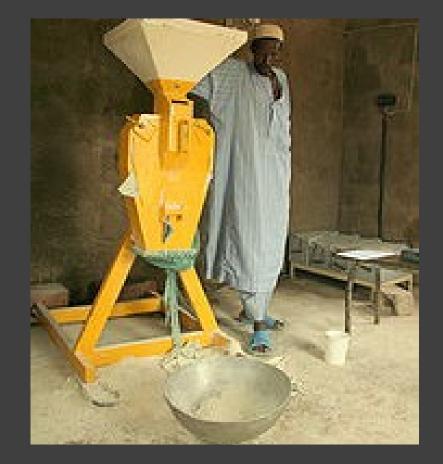


See:

Boserup (1970) Smil (2004) Alesina et al (2011)









Who designed this?

Left: A DC millet mill, Right: Agsol solar appliances Photo and screenshot from Energypedia "Where there is no infrastructure, women become the infrastructure."

~Dominique Lallement (former head of ESMAP), many years ago

"Where there is infrastructure, privileged individuals may appropriate it."

~Me, about a week ago

Technology and Appropriation

Some vocabulary:

- Gender neutral, gender blind
- Androcentrism (male-as-norm)
- Mentrification (a portmanteau of 'men' and 'gentrification,' that is adapting something to dominant middle-class tastes resulting in exclusion of the original inhabitants or users)

Positive aspects of appropriation

 Uptake, mastery, ownership, organic adaptation to local/individual needs

Negative aspects of appropriation

 Exclusion, building up of in-group benefits and dominance

'Mentrification': how men appropriated computers, beer and the Beatles (Excerpt)

"Ada Lovelace Day, held on the second Tuesday of October, commemorates the brilliant mathematician as the 19th century's "first programmer". But even the word "computer" used to refer to women mathematicians, who solved astronomical riddles for professors like astrophotography pioneer Edward Charles Pickering at Harvard; apparently, "looking at plates for hours on end was considered boring and unspecialised work", so he turned "to women to perform the duties".

"It was within this framework that <u>Grace Hopper</u>, on assignment from the navy during WW2, wrote the first computer operating manual; and that Jean Jennings Bartik (who led the development of computer storage and memory) and Frances Elizabeth "Betty" Holberton (who pioneered the first software application) found themselves among the group of women who programmed ENIAC, the first computer."

~ Van Badham. May 28th, 2019. TheGuardian.Com

https://www.theguardian.com/music/2019/may/29/mentrification-how-menappropriated-computers-beer-and-the-beatles



Combatting/encouraging appropriation





Electricity connections, houses, land, and other assets

Thank You!

Jennye@Sustainable-Solutions.com





Will Minter-Kemp – Energy Saving Trust

10 minutes



energy saving trust

Electric vehicle adoption for disabled consumers





Purpose of the project

To understand what **barriers** disabled consumers face when switching to electric vehicles

Getting an electric vehicle



Using an electric vehicle





Setting the scene for disabled consumers

2.35 million disabled drivers and passengers in the UK



14.1 million disabled people in the UK Life costs you £583 more on average a month if you're disabled



Over 25% of disabled people say that they do not frequently have choice and control over their daily lives

0.39 million likely to lack adequate onstreet charging





Key barriers for getting an EV

Barriers were categorised into the following themes:











Lack of information

Range

Charging

Costs

Vehicle suitability and availability



Key barriers for using an EV

Barriers were categorised into the following themes:



Scarcity of chargepoints



Built environment accessibility



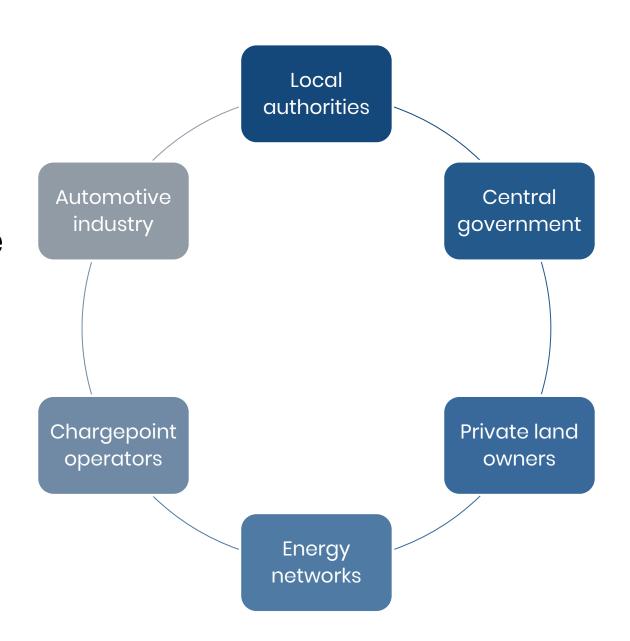
Chargepoint accessibility



Consumer behavioural change

Solutions

Solutions require many different stakeholders to be engaged with the issues identified:







Oluwadamilare Aluko – Gommyr Power

10 minutes



Efficiency for Access Design Challenge Webinar - Social Impact: Inclusion

November 2021



What does social inclusion entail?







What does social inclusion entail?

Taking into account all identities of your target market - women, differently-abled, children, older population, etc. during project/product design.

Ensuring that a project/product captures value for all identities in the target market.

Ensure everyone/group can harness the solution your project/product

Goal 7:

Ensure access to affordable, reliable, sustainable and modern energy for all.



Leave No One Behind!



Designing socially-inclusive projects/products

- Zero in on your target market.
 Identify as many groups as possible (ideally all) within the target market.
- -Differentiate and understand the needs of each individual group within the target market.
 -For each individual group, put yourself in their shoes. Simulate their activities!
- Does your project/product improve their lives? Does it only focus on helping a section of the people?

 Does everyone truly benefit? Are women, children, differently-abled people, older population, other marginalized groups, etc. captured? Do they benefit? Is the product accessible to all? Usable by all?

Continuous
process. Be open to feedback!
Design, re-design and adapt to new needs/groups

Towards Inclusion



Integrating Social Inclusion into Design process - Fundamentals

Do No Harm: Actions in this category attempt to mitigate unanticipated risks or consequences that a project might create, such as gender-based violence, displacement from assets, like land or housing, and women's unpaid work.

Ensure Equitable Participation: Aims to address gaps between males, females and other identities in participation, opportunities and access to resources – including any employment or entrepreneurship prospects that may be created as a result of the project.

Actively Close Gender Gaps: Interventions in this group explicitly seek to use operations to create transformational change in the lives of males, females and other identities.



In recent years, MG projects can only be considered truly successful when its impact is felt by everyone. That is, make everyone happy! When you design a project to be socially-inclusive (aimed at easing the lives of all the different groups in a target market), the project gets much more buy-in from the target market. Your users/customers are happy, you are happy – you get more users/customers! Win-win!

-I have seen MG projects fail due to theft, vandalism, etc. simply because certain groups within a market feel left out - such as unemployed youths, people whose businesses previously took advantage of the problem such as generator providers, etc,.





- Diverse teams who integrate local representation is key to overcoming this barrier!
- Take time to understand their lives (activities, challenges, limitations, etc.)

















Women other and marginalized groups often face social and cultural barriers to public participation. These barriers are identified and addressed in the design of minigrid projects as they may undermine the active participation of marginalized groups, including women, differently-abled people, and senior adults.



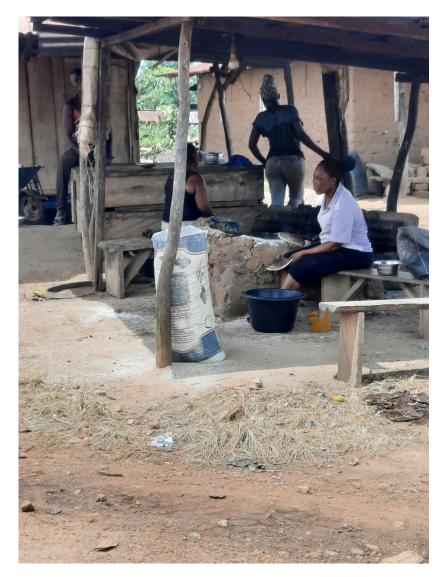




MGs significantly reduce women's drudgery and them time, save particularly female-dominated labor-intensive agricultural and food processing activities through uptake of electrical appliances, such as water pumps, grinders, mills, blenders, refrigeration, electric stoves, etc.















- Provide equipment financing, equipment know-how and business best practices.
- More value is captured.
- They spend less time and effort on the same activities, make better margins, and thus, have increased disposable income to spend on other things.
- They have more time to do other things such as education, relaxation, business expansion, etc.
- A single design consideration has ensured much more value is captured for them!









Long and rigorous drying procedure for cocoa









Integrating Social Inclusion into MG Design process – Democratic Republic of Congo











Incorporate into MG
project model equipment for oil milling,
drying equipment, cold
storage, all of
which employ local
operators, include
business practices
trainings (bookkeeping,
financial discipline,
product packaging,
etc.) for all, etc.

They become your partners!

More value captured for the products, leading to increased margins.

No financial credit saddling.

Local employment is created.

Increased community buy-in.

Projects/products stand a better chance at success when they can be harnessed by all!



You might find these helpful

ESMAP's Gender and Energy Online Toolkit for Practitioners - https://www.esmap.org/node/2757

REPP's Gender Mainstreaming Toolkit - https://repp.energy/wp-content/uploads/2020/08/Gender-Mainstreaming-Toolkit.pdf



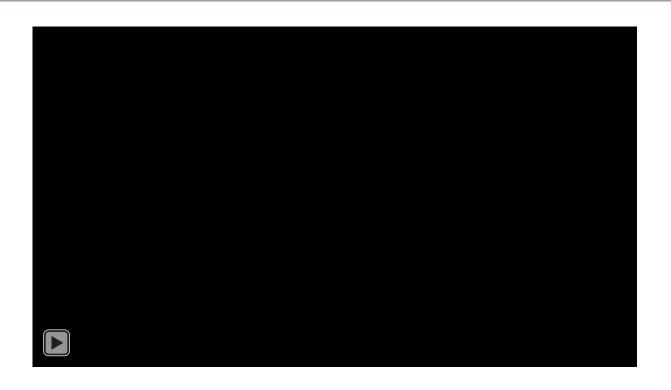
Thank You

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Q&A

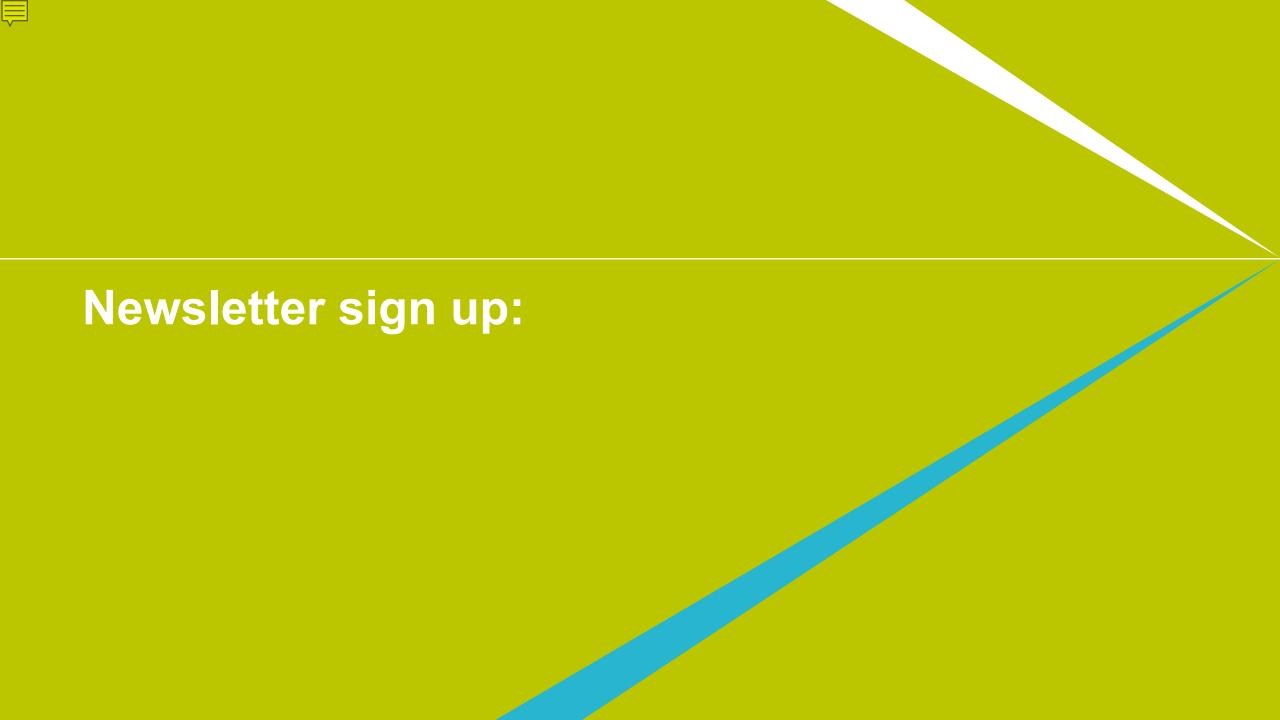








Bit.ly/EforADCFeedbackSurvey2021-22







bit.ly/DesignChallengeNewsletter



