

ENERGIA –International Network on Gender and Sustainable Energy



OPERATIONAL GUIDELINES

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Preface

ENERGIA is an international network of like-minded organisations and individuals established in 1996 to create an institutional base for galvanizing action aimed at integrating gender into the energy access agenda of developing countries. An important objective of ENERGIA has been the decentralisation and regionalisation of activities through supporting emerging national and regional networking initiatives in Africa and Asia. The process of regionalisation in Africa began in 2000 and led to the establishment of the ENERGIA Africa network, while that in Asia began in 2001 and led to the establishment of the ENERGIA Asia network. Due to the international network's exponential growth since its creation, network members have identified the need to agree on the organisational principles that will ensure a balance within the partnership among its members for the exchange of ideas, the effective implementation of the network activities and the efficient and transparent use of its resources.

The ENERGIA Operational Guidelines have been agreed upon in order to implement the principles outlined in the ENERGIA Constitution.

I. Definitions

The following definitions are intended to bring clarity to the ENERGIA mission and strategies.

A. ENERGIA Mission

The mission of ENERGIA is to “empower women” and to “engender energy” for “sustainable development”.

B. ENERGIA Principles

i. To empower women

To empower women means to:

- help provide women, and particularly poor women, with more options and better choices of energy for household use;
- help provide women, and particularly poor women, with energy for income-earning activities, both existing and new;
- reduce health risks to women linked to the collection and use of traditional energy sources;
- facilitate women's access to credit and banking facilities and to the means of producing energy for community-level supply;
- increase the amount of information available to women on energy technologies and resources, in order to help them make informed choices;
- stimulate the provision of training for women in relevant technologies, and in the marketing and business skills necessary for them to become effective energy entrepreneurs;
- help women contribute to and participate more effectively in energy policy and planning processes by a variety of means; and
- raise the awareness of all development practitioners of the importance of energy in women's lives.

ii. To engender energy

To engender energy means to:

- increase the awareness of all professionals in the energy sector of the benefits from and the need to mainstream the gender approach, so that it becomes integral and inherent in every energy planning decision and not a separate activity;
- consciously seek advice both from women and from men in planning energy, and to identify, explain and respond to the differences in their advice; and
- increase the participation of women and improve their status in the energy sector at all levels, and in particular to support and encourage the professional development of women in this area.

iii. Sustainable Development

Sustainable development has been defined in a variety of ways, for example in the Brundtland Report as “development, which meets the needs of the present without compromising the ability of future generations to meet their own needs”. This implies not just

the sustainable use of physical resources, but also sustainability of institutions and social equity. Specifically, ENERGIA defines sustainable development as:

- development that promotes the health of both the environment and the people;
- development that furthers social and economic equity (between men and women, between societal groups, between North and South);
- development that is self-sustaining financially and otherwise; and
- development that works towards poverty alleviation and ensures sustainable livelihoods for women as well as for men.

iv. Gender Approach

Adopting a gender approach not only implies the analysis of the differential impacts of proposed projects on women and on men:

- but also a full recognition of men's and women's different needs for energy, based on consultation which consciously seeks advice from both men and women;
- also recognition of the potential of men and of women to participate in energy supply;
- and recognition of the need to tackle institutional barriers which limit women's participation in energy planning and production, and their access to energy for a variety of end-uses.

B. Strategies

ENERGIA has identified several approaches as its main implementation strategies. Therefore, the activities implemented through ENERGIA shall be developed under one of the following strategies, ensuring their consistency with the mission of the network:

i. Capacity Building

This strategy incorporates both capability and institutional development:

Capability development

To increase the awareness, knowledge and skills of stakeholders, ranging from network members and focal points to policymakers, planners and project implementers, to enhance the integration of gender concerns into energy access projects and policies for sustainable development.

Institutional development

To increase the awareness, knowledge and tools of organisations and individuals committed to and working on gender and energy in sustainable development.

ii. Networking

To strengthen the ENERGIA International Network, at national, regional and international levels, creating the necessary structures, tools and policies to enable network members to fully exchange experiences, knowledge and ideas in working towards ENERGIA's mission. Activities developed under this strategy are used in ENERGIA's capacity building and knowledge management activities.

iii. Policy influencing

To influence the decision-making processes of policymakers and planners by informing them of the importance of integrating gender and energy in sustainable development policies and programmes.

iv. Energy Access

ENERGIA has chosen to work with existing energy-access projects and energy markets in order to mainstream gender approaches within them.

v. Analysis

To synthesise and review existing literature and to conduct case study research aimed at deepening the understanding of the energy, gender and sustainable development linkages with a view to improving project, programme and policy design and implementation. The concepts and recommendations flowing from these analytical efforts will be widely disseminated and used in ENERGIA's capacity building and advocacy activities.

II. Membership

A. Types of members

ENERGIA is a network of like-minded organisations, institutions and individuals working on issues related to gender, energy and sustainable development. ENERGIA membership includes the following categories of organisations:

- Individuals working on gender and energy issues
- Non-governmental organisations
- Academic and research institutions
- Governmental institutions
- Private companies

B. National Network Membership

At the national level, ENERGIA national networks can be established as a result of multi-stakeholder consultation workshops. Stakeholders present at such a workshop who are interested in joining ENERGIA, are working on gender and energy issues, and agree to ENERGIA's Constitution and Operational Guidelines are accepted as national network members irrespective of their institutional type. Apart from the establishment of the network, a key output of such a workshop is the appointment of a National Focal Point (NFP) to coordinate the network's activities. Other stakeholders, not present at the workshop, can join ENERGIA through a request presented to the NFP, provided they meet the national network's criteria for admission and agree to ENERGIA's principles. Members of national networks are affiliated to ENERGIA through the NFPs. The list of national network members is maintained by the NFPs and shared with the Regional Secretariats (RSs), the Regional Network Coordinators (RNCs) and the International Secretariat (IS) (please refer to "III. Governance Structure" for more information on the RNCs, the RSs and the IS).

C. Other members

ENERGIA also has individual and institutional members in the North and the South that have been part of the network since its formation and/or through their close association with the network having provided technical support for its actions. These members are affiliated to ENERGIA through the IS.

D. Responsibilities of national network members

ENERGIA members have the following responsibilities:

- To share their experiences with other national network members.
- Keep the national network, or at least the NFP, informed about the implementation and future planning of gender- and energy-related activities.
- To actively participate in ENERGIA activities organised at national, regional and international levels.
- Any additional responsibilities which may have been agreed upon during the creation of the national network.

E. Rights of national network members

ENERGIA members have the following privileges:

- To participate in the selection of their NFP and the representatives on the National Steering Committee (if one is established for their particular national network).
- To receive accurate and timely information about activities organised by ENERGIA at international, regional and national level.
- To receive all electronic publications, brochures and reports of the network's meetings and activities.
- Any additional privileges which may have been agreed upon during the creation of the national network.

F. Responsibilities and Rights of Other Network members

- To actively participate in ENERGIA activities organised at national, regional and international levels.
- To receive all electronic publications, brochures and reports of the network's meetings and activities.

G. Resignation from ENERGIA

Any member may withdraw from the ENERGIA International Network at any time. Members of national networks should terminate their membership of the International Network by notifying their NFP. Members affiliated to ENERGIA through the IS may withdraw from membership by notifying the IS. Changes in membership notified to an NFP will be communicated to the RNCs, the RSs and the IS.

H. Suspension and Revocation of Membership

Any member whose conduct is considered incompatible with the goals, principles, roles and responsibilities agreed upon for the network at the national and/or international level may have their membership suspended or revoked.

The suspension or revocation of memberships affiliated to ENERGIA through the NFPs shall be determined and documented by the NFPs and National Steering Committees (for networks where such a body exists) and communicated to the IS, RNCs and the RSs.

The suspension or revocation of memberships affiliated to ENERGIA through the IS shall be determined and documented by the IS and communicated to the Advisory Group (see VIII, C).

If requested, the AG may provide guidance for suspension or revocation processes.

I. Categories of association

J. ENERGIA Associates

ENERGIA recognises the importance of cultivating relationships with key international stakeholders (both individuals and institutions) who may choose not to be network members. These associates are nevertheless interested in establishing strategic partnerships and in actively exchanging information and developing resources with ENERGIA.

These associates are not entitled to the privileges nor held to the responsibilities of ENERGIA members. The IS and the RSs will maintain a list of current ENERGIA Associates.

ii. ENERGIA Subscribers

The ENERGIA printed newsletter, ENERGIA News, also has subscribers that receive the newsletters on a biannual basis and whose contact details are included in the contact

database maintained by the IS. However, subscribers to ENERGIA News are not considered full network members.

III. Governance Structure

A. International level

i. International Secretariat and ENERGIA's host organisation

The International Secretariat (IS) represents ENERGIA at the international level. The IS is headed by the ENERGIA International Network Coordinator who is responsible for the decisions made for and by the international network. Currently, ETC Foundation (in Leusden, the Netherlands) houses the IS and provides the legal framework under which the IS operates. As such, it acts as the international host organisation of ENERGIA.

ii. Responsibilities of the International Secretariat

The International Secretariat:

- Is primarily responsible for the efficient and effective management, coordination and monitoring of ENERGIA's international programme and budget (referred to as the ENERGIA programme in the rest of this document) as per agreement with ENERGIA donors and in keeping with its fiduciary responsibilities for the programme.
- Translates the needs identified at the national and regional levels into the concrete network activities of the ENERGIA programme.
- Coordinates fundraising efforts at the international level and acts as the main contact with ENERGIA international donors, submitting technical and financial progress reports to donors.
- Coordinates the implementation of approved annual work plans and budgets, in close consultation with the RNCs and the RSs; this includes subcontracting RSs, RNCs, NFPs, network members and resource persons for specific ENERGIA programme activities.
- Implements activities and delivers services related to ENERGIA's knowledge management.
- Chairs strategic planning meetings and facilitates discussions on ENERGIA's future strategies and activities.
- Ensures that ENERGIA members are informed of the requisites and procedures necessary to fulfil the requirements of donor organisations.

iv. Responsibilities of ETC Foundation (as host organisation)

As the entity providing the legal framework in which the IS operates, ETC:

- Recruits and employs the members of the IS and provide them with terms and conditions equivalent to those of its other employees.
- Decides on the composition and number of IS staff, which it can increase or decrease in a manner that ensures a balance between the provision of effective management and coordination of the ENERGIA programme and the available budget.
- Requests advice from the AG when recruiting a new International Network Coordinator.
- Provides institutional resources and support to the IS.
- Is the contracting party for the ENERGIA programme as well as for all other services offered by the IS to clients and donors, bearing all the financial and legal responsibilities of such contracts.

v. Process for appointing a new ENERGIA host organisation and International Secretariat

ENERGIA recognises and appreciates the benefits that come with having its IS hosted by an international organisation located in the North. However, ENERGIA also recognises the possibility of its IS one day being hosted by an organisation in the South, as part of its decentralisation process. If requested by a majority of ENERGIA members, the IS will head the process of identifying and appointing a new host organisation. This will include the drafting of the terms of reference by the IS in consultation with the RSs, the RNCs, the NFPs and ENERGIA's key donors and its dissemination among other ENERGIA members. Candidates will be considered by the existing IS and an evaluation process will be undertaken in collaboration with the AG members. The final decision over a new IS will be taken by the existing IS and will be communicated to all ENERGIA members.

The replacement of a host organisation is a delicate procedure and should include a transitional period in which ETC would transfer contract obligations, communications and network know-how to the new host organisation. The exact transitional period will be set through an agreement between ETC and the new host organisation.

vi. Accountability of the International Secretariat

The IS is directly accountable for its actions to the ENERGIA membership at national, regional and international levels. The IS is primarily accountable for the implementation, coordination and monitoring of ENERGIA's programme and budget to the programme's donors, ETC and to the ENERGIA membership.

vii. Conflict resolution

If problems arise involving the International Network Coordinator or any other staff member of the IS, the complaint will be dealt with by the manager of the ETC Energy unit within ETC Foundation. The process for pursuing the complaint will be in accordance with ETC's internal procedures on human resources and contractual obligations.

If a problem situation arises between the IS and a substantial number of network members as a result of perceived non-performance by the IS (such as its failure to participate in network activities, repeated or continued lack of feedback, reporting and failure to keep to agreements), ETC in consultation with the Advisory Group (AG - see VIII - ii, for more information on the AG) will seek a resolution through all means possible and in accordance with the main processes established in ENERGIA's Operational Guidelines. If the situation cannot be resolved, and after substantial communication efforts, ETC and the AG may present a plan to identify a new host organisation for ENERGIA. ETC will then communicate this situation to the network members and to ENERGIA donors in order to establish a transitional period for identifying and transferring activities to a new ENERGIA host organisation.

B. Regional level

i. Regional Secretariats and Regional Network Coordinator

ENERGIA currently has two Regional Network Coordinators (RNCs), the ENERGIA Asia RNC and the ENERGIA Africa RNC, both of whom are primarily responsible for decisions made by and for the respective regional networks. The RNCs are supported by an existing appropriate organisation within the regional networks, referred to as the Regional Secretariat (RS).

ii. Responsibilities of the Regional Network Coordinator

The Regional Network Coordinator:

- Is primarily responsible for the efficient and effective management, coordination and monitoring of the regional network, including the implementation of approved annual work plans of the ENERGIA programme.
- Facilitates interactions between NFPs and the formation of partnerships between the regional network and other key regional actors.
- Facilitates the process of assessing needs at the national and regional levels and translating these needs into concrete network activities.
- Meets and visits NFPs and monitors ongoing network activities, including attending national workshops and meeting with National Steering Committees.
- Is primarily responsible for fund raising at the regional level and for supporting NFPs in developing proposals.

iii. Responsibilities of the Regional Secretariats:

The Regional Secretariats:

- Provide the RNCs with the institutional, logistical, human and technical support necessary to ensure effective coordination at the regional level.
- Together with the RNCs, are responsible for fundraising at the regional level and for supporting NFPs in developing proposals.
- Implement and coordinate regional meetings, training workshops and other events as and when necessary.
- Implement activities and deliver services related to ENERGIA's knowledge management.

iv. Support received by RNCs and the RSs

ENERGIA's IS will invest in the capacity development of RNCs and the RSs by:

- Providing technical support for the implementation of the ENERGIA programme. .
- Providing a budget for the implementation of ENERGIA's programme activities at regional level.
- Providing accurate and timely information regarding network activities.

v. Process for selection, establishment and duration of new RNCs and RSs

The selection criteria for RNCs and RSs are established in accordance with terms of reference for these positions that have been prepared by the IS and circulated to the NFPs and members of the AG from the regional network in question for their comments. The selection process for an RNC or an RS will be facilitated by a Selection Committee that, at minimum, will consist of a member of the AG (generally the chair or a representative from the regional network in question) and representation from the IS. However, as support to the RNCs and RSs is a key budget component of the ENERGIA programme, the IS has final responsibility for selecting and subcontracting the RNCs and the RSs; and for communicating the final selection to ENERGIA members once a decision has been made.

The RSs will sign a standard Memorandum of Understanding (MoU) with the IS, agreeing to the principles, missions and strategies of ENERGIA. The RSs also signs a Cooperation Agreement with the IS outlining their specific tasks, deliverables and responsibilities within the framework of the ENERGIA programme to be implemented at national, regional or international level. RNCs will also be asked to sign a Cooperation Agreement with the IS if they are not staff members of the RS. If the RNC is a staff member of the RS; their tasks, responsibilities and remuneration will be incorporated in the RS's Cooperation Agreement.

In principle, appointments as RNCs and RSs will be for 3 to 4 years but this may vary in order to reflect regional needs, or if the regional network members request the replacement of an RS or an RNC due to underperformance with respect to the network's expectations.

vi. Accountability

The RNCs and RSs are directly accountable for their actions to the ENERGIA membership at national, regional and international levels. The RNCs and RSs are primarily accountable for the proper management and monitoring of ENERGIA's activities and budgets at the regional level. An RS is also accountable for any additional funding it may leverage for implementing ENERGIA activities at the regional level.

vii. Conflict resolution and dismissal of a Regional Network Coordinator or Regional Secretariat

If a problem situation arises as a result of poor performance by an RS and/or an RNC (such as non-participation in the network's activities, repeated or continued lack of feedback or reporting, or failure to keep to agreements), the IS will seek resolution through all means possible and in accordance with ENERGIA's Operational Guidelines and MoUs. If, after substantial communication efforts, the situation cannot be resolved, the IS will begin consultations with the AG and NFPs on the adequacy of the RNC or RS in question. The process on how to move forward will be agreed with the AG and NFPs and could entail the appointment of a new RS and/or RNC.

C. National Level

i. National Focal Point and National Network Coordinator

A National Focal Point (NFP) is an organisation that represents ENERGIA within a country and makes decisions for the network at the national level. ENERGIA currently has thirteen NFPs in the ENERGIA Africa Network and nine NFPs in the ENERGIA Asia Network. Each NFP appoints a key contact person from within its organisation, referred to as the National Network Coordinator (NNC).

ii. Responsibilities of National Focal Points

National Focal Points:

- Are primarily responsible for managing, coordinating and monitoring ENERGIA activities at the national level towards the achievement of ENERGIA's mission.
- Ensure that adequate communications between national network members take place, in particular with regards to the ENERGIA programme activities and results.
- Are primarily responsible for facilitating appropriate communication between the national network members and the IS, the RNCs and the RSs.
- Are primarily responsible for ensuring that national level activities comply with the needs of the national network members.
- Provide institutional resources and support to the NNC.
- Leverage funding to ensure the satisfactory implementation of ENERGIA activities at the national level.
- Inform the national network members, the IS and the RSs of the identity of the NNC, and their full contact details. Any changes to the NNC should also be communicated to the national network members, the RSs and the IS to ensure that communication and management activities at the national level function efficiently.
- Maintain an updated list of ENERGIA members at the national level and include the list in annual reports to the IS.

iii. Support to be received by NFPs

ENERGIA shall invest in the capacity development of NFPs by:

- Providing opportunities for the NFPs to participate in ENERGIA programme activities including training.
- Providing the NFPs with gender and energy knowledge resources developed as an output of the ENERGIA programme.
- Providing token seed funding to the NFPs in order to undertake gender and energy activities at the national level. Seed funding can be used to leverage support from other funding sources as well as actions.
- Providing NFPs with accurate and timely information regarding the network's activities.

iv. Process for selection, establishment and duration of new NFPs

NFPs are selected through a consultation process at national and/or regional level, in accordance with the democratic principles and the ENERGIA rules on consultation processes established in ENERGIA's Operational Guidelines. This process provides NFPs with the legitimacy to represent the national network members. All NFPs sign a standard Memorandum of Understanding (MoU) with the IS, agreeing to the principles, missions and strategies of ENERGIA.

ENERGIA recognises the need for and autonomy of national networks to determine the appropriate duration of an NFP appointment, or to request the rotation or replacement of an NFP in line with the national network's expectations of an effective representative and coordinator.

Due to the sizeable number of NFPs (22 in total), ENERGIA is not actively seeking to expand to new countries or regions unless specific situations exist where the expansion is seen as essential to meeting its goals. The reasons for any such proposed expansion will be discussed within the AG. ENERGIA will, however, actively continue to collaborate and support other gender and energy networks such as the Pacific and the Central American Gender and Energy Networks.

v. NFP involvement in ENERGIA programme activities

With respect to the implementation of ENERGIA programme, NFPs, national network members or Resource Persons (see VIII: A) sign a Cooperation Agreement with the IS outlining specific responsibilities, tasks, deliverables and budget within the framework of the activities to be implemented at national, regional or international level. In the event that an NFP or a previously identified national network member is not in a position to undertake a specific ENERGIA programme activity, the RS, in consultation with the National Steering Committee (in networks where one exists), will identify another national network member to implement the activity as a first line of action. Further, the conditions that have been agreed in the Cooperation Agreement will continue to apply.

vi. Accountability

The NFP is directly accountable for its actions to the ENERGIA membership at national, regional and international levels. The NFP is also accountable for the proper use and management of the funds leveraged for ENERGIA activities from national, regional or international donors and for other financial sources such as nominal membership fees paid by members of the national network.

vii. Conflict resolution

If problem situation arises as a result of underperformance by an NFP (such as non-participation in network's activities, repeated or continued lack of feedback or reporting, and failure to keep to agreements), the RSs and the IS will seek resolution through all means

possible and in accordance with the processes established in ENERGIA's Operational Guidelines and MoUs. If, after substantial communication efforts, the situation cannot be resolved, the RNCs together with the IS will begin consultations with the national network members, the National Steering Committee (in countries where one exists) and the AG on the adequacy of the NFP. The process on how to move forward will be agreed upon by national network members and could entail the appointment of a new NFP.

IV. Operational Procedures

A. Underlying principles

ENERGIA aims to ensure the efficiency and effectiveness of its programmes and activities by committing itself and its members to the following operational principles:

- ENERGIA activities should be implemented in line with the vision, purpose and objectives of the organisation.
- ENERGIA members should conduct their programmes and operations efficiently, effectively and in the public interest.
- It is the responsibility of network members and all parts of the organisational structure to duly undertake their activities in order to achieve the network's mission.
- ENERGIA members are key implementers of the ENERGIA programme.
- The contractual arrangements with the host organisation (currently ETC) for the implementation, budget, deliverables, monitoring, evaluation and reporting on the ENERGIA programme take precedence over the Operational Guidelines should they conflict.
- As a means to increase the critical mass of gender and energy experts, senior network members are encouraged to collaborate with junior experts in the implementation of ENERGIA activities.
- ENERGIA NFPs, RNCs, IS and RS will in principle meet either once or twice within each four-year period at regional network meetings to re-evaluate their shared priorities and commitments, the results of the network's activities and plans for future actions.
- ENERGIA will support and effectively engage with other institutions and networks at national, regional and international levels.
- Feedback, peer review and evaluation of ENERGIA's work will be linked to agreed quality-control guidelines to ensure high quality of outputs and outcomes.
- The results of ENERGIA's activities will be documented through reports that are made available to the network and the public at large through ENERGIA's regional gender and energy list servers and website.
- Information about network activities and results are to be posted on the ENERGIA website to ensure transparency over the decisions and activities undertaken by the network and its members. Moreover, ENERGIA's international and regional annual reports will be communicated to key stakeholders and available within six months of the end of each reporting year.
- ENERGIA members accept the responsibility of adhering to deadlines so as to avoid compromising the quality of the network's results and its reputation through undue delays. While, whenever possible, flexibility will be applied to a programme's activities and deliverables to meet the needs and constraints faced by network members, any deadlines established by contractual agreements with ETC and any other donor requirements must be honoured.

B. Planning

The IS will convene an annual strategic planning meeting, in which the RSs, the RNCs and the IS will participate. This is a process that will start by evaluating the past year's programme performance, then proceed to formulate a general vision and strategy for the year ahead, based on inputs from the AG and the Regional NFP meetings, and conclude

with an agreement on the work plan and budget for the coming year. The agreed work plan will then be shared with the NFPs and the AG for final comments. Approval of the final work plan remains the responsibility of the IS.

C. Reporting

The time stipulated for regular reporting depends on the length and the nature of the activity. As a general policy, ENERGIA programme reports should comply with its reporting style and layout which can be found on a restricted webpage of the ENERGIA website.

All progress reports should be posted in the restricted area of the ENERGIA website where information is treated as confidential by those who have access to it. Reports on results of the ENERGIA programme are made available to the general public through the updates on activities on the public pages of the ENERGIA website and the “News from the Secretariat” features in the ENERGIA electronic and printed newsletters: ENERGIANet and ENERGIA News.

NFPs, and other ENERGIA Members and Resource Persons, who implement activities at the national and regional levels as part of the ENERGIA programme will submit quarterly or six-monthly narrative and financial reports detailing progress, results and lessons learnt to the RNCs and to the IS. Further payments will depend upon the receipt and approval of reports and other agreed deliverables.

Progress with activities and results within the region should be detailed in brief quarterly and annual narrative reports written by the RNCs and sent to the IS.

The RNCs and the IS will draft annual plans and budgets and prepare financial and technical progress reports for the donor organisations.

ENERGIA’s International Coordinator will submit brief half-yearly progress reports to the AG and an overall annual report to both the AG and network members.

D. Peer review – principle and procedure

ENERGIA is committed to ensuring the quality of its work and the information it provides, and to continually improving its outputs. Therefore, documents produced for the ENERGIA programme are peer reviewed through the following processes:

- ❑ Concept notes prepared for the implementation of ENERGIA’s programme activities are reviewed by the RNCs or the IS, whose comments are to be sent to the authors no later than two weeks after receipt of the document.
- ❑ Contracts referred to as Cooperation Agreements that are implemented within ENERGIA’s programme of activities are reviewed by the IS and comments will be shared with the Partners that are to be subcontracted no later than two weeks after receipt of the document.
- ❑ Progress reports are to be reviewed by Resource Persons, RNCs and the IS, and their comments are to be shared with the authors no later than two weeks after receipt of the document.
- ❑ The Guest and Coordinating Editors of ENERGIA News, will review articles and their comments will be shared with the authors no later than two weeks after receipt of the article.

Comments should be provided in a respectful manner and be constructive, authors should receive them on this basis and react appropriately.

E. Monitoring and evaluation

ENERGIA's monitoring and evaluation system is based on the following principles: participation, accountability, trust, transparency, equality in relationships, respect for autonomy and diversity, conflict resolution, effective planning and information sharing.

Specific attention is paid to monitoring the internal development of the network. This is carried out in accordance with a planned schedule and using a set of indicators developed to monitor the activities. The ENERGIA network has put into place the following monitoring tools and milestones:

- Work plans for activities, including time frames and responsibilities of each person and organisation involved in the implementation of activities and the delivery of results.
- Monitoring and Evaluation (M&E) protocols that have been agreed with ENERGIA donors and will be used to monitor the progress of the ENERGIA programme and the achievement of its results.
- Six-monthly and annual progress reports from the NFPs, RSs, RNCs and the IS.
- Annual programme review meetings with donors.
- Annual face-to-face meeting plus regular conference calls between the IS, the RSs and the RNCs.
- Monitoring visits from the RNCs and/or the RSs to network members implementing programme activities.
- Periodic self-evaluations of the needs of, and outreach to, its target group, its membership, and the need for new services through regional NFP meetings and AG meetings.
- External evaluations of each implemented programme phase in time to use the results in planning the next phase. The external evaluations will be based on the programme's M & E protocol and used to assess the effectiveness and efficiency of programme outputs, outcomes and the relevance of its objectives, to update its strategies and plan for the future based on lessons learnt.

F. Public advocacy

ENERGIA representatives are selected on the basis of their technical experience of the issues to be addressed in advocacy activities. To ensure the legitimacy and credibility of the network's message, network members from developing countries will play a primary role in advocacy activities.

The comments and activities of network members engaged in public advocacy and policy-influencing activities on behalf of ENERGIA are expected to reflect the network's mission and principles, the members' ideals and further respect cultural and political sensitivities.

To increase participation by and international exposure of network members, ENERGIA will consider funding the participation of a network member at meetings up to three times a year. This number may be exceeded where a specific request is made for a participant, or specific expertise is required.

In order to ensure effective participation on behalf of ENERGIA and avoid complications due to visa procedures, requests to attend international events should be notified a minimum of two months before the event takes place.

G. Travelling

For travel undertaken on behalf of ENERGIA, as part of its programme of activities, the following guidelines will apply:

- Unless otherwise agreed with the IS, the relevant RNC or RS, ENERGIA members should make travel arrangements using the most cost-effective economy class return air fare as agreed with the IS, RNC or RS, and will be reimbursed for their travel costs based on the submission of the appropriate supporting documentation which includes:
 - Copies of the original ticket and boarding pass. ENERGIA will not reimburse costs of tickets for travelling on business class.
 - A daily Subsistence Allowance (DSA) for hotel accommodation, meals, local transport and other local expenses will be paid in accordance with the daily rate established by ENERGIA under the guidelines and limits provided by its donor organisations. Expenses exceeding the DSA coverage or at a rate that cannot be substantiated will not be reimbursed.
 - Visa costs and airport taxes will be reimbursed based on submission of receipts.
 - Under special circumstances, and after agreement with the ENERGIA IS, the hotel accommodation and meal costs will be covered by ENERGIA for network members travelling with one child between the ages of 0-3 years and for which it is necessary that the child accompanies the parent.

H. Communication Policies

As the majority of ENERGIA's members are English speaking, the language used for formal communications within the network is English. This does not preclude network members from using other languages where this allows for better and more effective communications between members.

Due to their cost-effectiveness and tracking abilities, electronic communications by email and Skype should be the main communication methods within the network, although telephone communication may also be used as a supplement where costs allow.

ENERGIA recognises that technological advances are no substitute for face-to-face communication. It is for this reason that the network is committed to ensuring opportunities for discussion and intellectual exchange – workshops and meetings - where its network members can interact directly with each other. Most network meetings are expected to be at the regional level in Africa and Asia. In general, a provisional agenda for such meetings should be circulated at least two weeks in advance of the meeting to enable comments from participants to be incorporated in the agenda before it is finalised.

V. Financial Rules and Regulations

A. Underlying Principles

ENERGIA recognises it is accountable for the appropriate use of the funds it receives from donor organisations. In order to obtain the best possible results:

- ENERGIA attempts to select the most cost-effective options.
- ETC reviews the costs of the ENERGIA programme as recorded in annual financial reports, and compares these with the results of its activities that are documented in annual progress reports.
- ETC has an annual external audit of its financial reports, and the ENERGIA programme's annual financial report is included in this process.
- ETC submits its annual financial reports to ENERGIA's donors, including the ENERGIA programme's annual financial report, once they have been signed and approved by the external auditors.

B. Payment procedure

As a way of ensuring an efficient and accountable process, the following procedures are used to guide financial transactions related to the implementation of the ENERGIA programme. It should be noted, however, that the terms and conditions in signed Cooperation Agreements or approved Terms of Reference override these procedures:

i. Advance payments

When a Cooperation Agreement (the usual form of contract) is formalised, an advance payment is made upon the signing of the Agreement if such a condition was included in the contract.

ii. Interim and final payments

Payments for work done within the ENERGIA programme are made subject to the receipt and approval, by the IS, of the report, associated deliverables and invoice complete with all the necessary supporting documentation for costs incurred. Failure to submit receipts, without an adequate explanation, will result in expenses not being reimbursed. Acknowledgement by the IS of invoices received will be made within two weeks of receipt. If the invoice is approved, payment and money transfer will be made within three weeks of approval by the IS.

Due to delays in postal services from Asia and Africa, digital versions of signed invoices, reports and supporting documentation can be sent via email or fax to the IS. Once approved by the IS, these documents will be sufficient to allow the transfer of payments to the sender. However, for the purpose of the external audits of the ENERGIA programme, original signed invoices are to be sent to the IS by regular post no later than one week after sending the digital copies.

C. Accounting and auditing

ENERGIA members who participate in the implementation of ENERGIA programme activities will keep adequate and systematic records and accounts in respect of activities implemented under this framework. These records will clearly identify all charges and expenses incurred under the ENERGIA activities. In accordance with ENERGIA donor requirements, all records and accounts should be kept for a minimum of seven years after the termination of the ENERGIA activities.

At the end of each calendar year, ENERGIA members who have participated in the implementation of ENERGIA programme activities that total more than Euro 50,000 in that year will present to the IS a statement signed by an independent auditor. This signed statement must confirm that the financial reporting on ENERGIA activities is a correct representation of real cash flows and expenditures, and that the financial report is in line with the accounting practices of the country where the ENERGIA member is located. This signed statement can be replaced by a copy of an external auditor's approval of the complete financial administration of the ENERGIA member in that year, provided the project/programme components are traceable within the overall figures.

D. Service of Resource Persons, Experts and Collaborating Institutions

The services of experts, resource persons and collaborating institutions to implement ENERGIA programme activities may be engaged by the IS for such durations as may be necessary to complete specific tasks.

The remuneration for the services of experts, resource persons and collaborating institutions, engaged either full- or part-time, for specific activities shall be based on rates to be determined by and negotiated with the IS, and using as parameters both the restrictions and requirements of international donors in this respect, and 'value for money'. The determination of these rates will take account of the expertise, experience and qualifications of the experts or institutions in relation to the planned tasks, the relevant country context and the funds available within the ENERGIA programme.

VI. Consultative and decision-making processes

ENERGIA recognises the need to balance the protection of democratic principles in decision-making processes with ensuring proper management of the network. Therefore, ENERGIA members agree to conduct consultations and decision-making processes in accordance with the following procedures:

A. The ENERGIA Secretariat

It is recognised that the IS, the RNCs and the RSs are central to the operational decision-making processes within the network. Collectively they will be referred to as the ENERGIA Secretariat. Decisions made by the ENERGIA Secretariat will be in keeping with the responsibilities identified in III A and III B.

B. Establishment of National Networks

In order to ensure the identification and participation of key gender and energy stakeholders at the national level, ENERGIA national networks are established during a multi-stakeholder consultation workshop. The workshop shall be organised by interested parties at the national level in collaboration with the ENERGIA Secretariat. The main outcomes of the workshop are the election of the NFP, a National Steering Committee, the identification of appropriate network members and agreements on the priority actions for the national network.

Becoming an ENERGIA National Focal Point will involve a standard Memorandum of Understanding (MoU) between the NFP and the IS, in which the NFP agrees to the mission, principles and strategies of the ENERGIA Network. NFPs shall receive seed funding to leverage actions and resources for national network activities.

C. Coordinating participation in network activities

In order to be sensitive to the workload of network members, the ENERGIA Secretariat will inform the NFPs and other network members of forthcoming activities of the ENERGIA programme in a timely manner. Whenever possible, the ENERGIA Secretariat will use the “expression of interest” approach to NFPs in inviting them to participate in ENERGIA programme activities, and this request will be made with at least four weeks notice.

In order to ensure the maximum possible participation of NFPs, the RNCs will contact those NFPs who have not reacted within two weeks of the request to determine the reason for their non-response and the possibility of them participating in the proposed activities. Where there are real possibilities that the NFP could participate in the activities, appropriate actions will be taken by the RNCs and the IS to assist in achieving this.

D. Consensus and election procedures

Whenever possible, ENERGIA seeks consensus among its NFPs, IS, RNCs and RS.

Where a decision involves a voting or election procedure, a simple majority will be sufficient. The ENERGIA IS will make the list of candidates or possible decisions available to the NFPs, IS, RNCs and RS through an electronic list server established for the network regions. A minimum of two weeks will be given to cast votes. After counting the votes, the ENERGIA IS will announce the election results to all network members and other interested parties electronically, and through progress reports and updates posted on the website.

E. Minimum response period and adhesion process

When decisions have to be taken, the ENERGIA Secretariat will inform ENERGIA members about the issues and decisions to be made through the electronic list servers established for

the network regions. Network members have at least two weeks to express their comments and ideas.

The lack of response within the time frame provided for consultations will be taken as acceptance by the non-respondent member of the decision taken – i.e. “positive silence”.

F. Conflict resolution

While ENERGIA acknowledges the goodwill and positive disposition of its members, it also recognises that communication problems and conflicts may sometimes arise from human or institutional relationships. If conflicts do arise between network members, ENERGIA and its members agree as a general rule to use mediation to resolve differences. If necessary, one or more AG members will be asked to function as mediators and provide advice in these processes. More details on conflict resolution in specific cases can be found in paragraphs III A-vii, III B-vii and III C-vii.

VII. Advice and support structure

A. Technical Advice - Resource Persons (RPs)

The activities of ENERGIA on the international, regional and national levels will be supported on a demand-driven basis by a pool of technical advisers, known as Resource Persons, who have a proven track record illustrating their gender and/or energy expertise. The RPs through their inputs shall ensure the content quality of ENERGIA's work as well as provide coaching to network members, enhancing the knowledge base of the members and ensuring knowledge dissemination throughout the network.

B. Steering Committees

ENERGIA encourages its members to establish National Steering Committees which can provide decisions, guidelines, and feedback for strengthening the national network, its activities and results at the national level.

If the national network agrees to establish a National Steering Committee, the composition of said committee should be, to the extent possible, representative of all the relevant gender and energy sectors at the national level, and its members should be expected to participate in it on a voluntary basis. National networks and their NFPs should determine the composition, selection criteria and duration of appointments to the National Steering Committee based on their national needs and expectations.

C. ENERGIA Advisory Group

The composition of the Advisory Group should be, to the extent possible, representative of the various regions which are involved in ENERGIA, and its members should participate on a voluntary basis. In order to ensure that appropriate guidance and advice can be provided to the network, the exact composition, selection criteria, selection process and duration of appointment to the AG will be the responsibility of the ENERGIA Secretariat.

The AG will:

- Represent the views of the regions in the international network.
- Provide guidance on the network's vision, mission, policies, principles, strategies and structure, and facilitate their review over time.
- Provide advice on the implementation of annual work plans and budgets that ensures that these are supportive of ENERGIA's mission and strategies.
- Advise on potential synergies with ongoing and planned programmes in the regions where ENERGIA is active.
- Advise on funding opportunities to sustain ENERGIA.
- Advise on appropriate monitoring and evaluation methods to safeguard the integrity of ENERGIA.
- Providing outreach to ENERGIA national networks and partners.
- Provide advice in conflict situations.

It should be emphasised that the AG will not be engaged in the day-to-day operations of the ENERGIA Secretariat. The ENERGIA Secretariat will heed the advice of the AG insofar as they consider it appropriate to a specific issue. The IS bears the final managerial responsibilities of any decisions undertaken, whether based on the advice of the AG or not.