

PFAN GENDER STRATEGY

Towards a cleaner, greener and more equal future – together!

2023-2027



Acknowledgements

PFAN would like to thank the specialised advisory firm [Value for Women](#) for the insightful recommendations provided and the learnings acquired to better embed the gender dimension in PFAN's activities.

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Glossary¹

Gender: Gender refers to the array of socially constructed roles and relationships, personality traits, attitudes, behaviors, values, relative power and influence that society ascribes to the two sexes on a differential basis. Whereas biological sex is determined by genetic and anatomical characteristics, gender is an acquired identity that is learned, changes over time, and varies widely within and across cultures.

Gender-balance: Commonly used in reference to human resources and equal participation of women and men in all areas of work, projects or programmes. In a scenario of gender equality, women and men are expected to participate proportionally to their shares in the population.

Gender equality: Refers to the absence of discrimination, on the basis of a person's sex, in the allocation of resources or benefits, or in access to services. Gender equality entails the concept that all human beings, both men and women, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. Gender equality means that the different behaviors, aspirations, and needs of women and men are considered, valued, and favored equally. It does not mean that women and men have to become the same, but that their rights, responsibilities, and opportunities will not depend on whether they are born male or female.

Gender-responsive / forward business: A business that addresses one of these elements:

1. intentionally seeks to rectify gender inequalities by providing products and services that close gender gaps or meet the needs of women and girls,
2. supports gender diversity through internal policies and practices in the workforce,
3. strengthens inclusion and diversity across the value chain.

Gender identity: Gender identity refers to each person's deeply felt internal and individual experience of gender, which may or may not correspond with the sex assigned at birth, including the personal sense of the body and other gender expressions, including dress, speech and mannerisms.

Gender Lens Investing (GLI): Gender lens investing is the deliberate incorporation of gender factors into investment analysis and decisions to improve social and business outcomes.

¹ Sources: Value for Women, 2021. ECOSOC, 1997. UN Women, 2012. EIGE, 2020. UNDP, 2015. OHCHR, 2022. OHCHR, 2018.

Gender mainstreaming: An approach to policymaking, investments, project and programme design that takes into account both women's and men's interests and concerns. Gender mainstreaming is a strategy towards realising gender equality. It involves the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a view to promoting equality between women and men, and combating discrimination.

Gender neutral: Something that is not associated with either women or men. It may be associated to policy, investment, projects or business models that have no differential positive or negative impact in terms of gender relations or equality between women and men. However, what is often perceived to be gender-neutral often reflects gender blindness and a failure to recognise gender specificities, which in practice results in the male experience or needs inadvertently being favoured over the female experience or needs.

Gender norms: Accepted attributes and characteristics of male and female gendered identity at a particular point in time for a specific society or community. They are the standards and expectations to which gender identity generally conforms, within a range that defines a particular society, culture and community at that point in time. Gender norms are ideas about how men and women should be and act. Internalised early in life, gender norms can establish a life cycle of gender socialisation and stereotyping.

Intersectionality: Intersectionality is a concept and theoretical framework that facilitate recognition of the complex ways in which social identities overlap and, in negative scenarios, can create compounding experiences of discrimination and concurrent forms of oppression. As an example of the negative aspects of these forces and of intersectional discrimination, in addition to racial discrimination and discrimination on grounds of language, religion and belief, members of minorities may also face discrimination related to their caste, descent or inherited status, health, disability, migratory status, socioeconomic status, age, sex, sexual orientation, gender identity, gender expression or sex characteristics.

Sex-disaggregated data: Separation of data by sex.

Women-led business: Businesses that have the majority ownership by women, led by women, and/or have a significant portion of women in leadership positions. A well-known metric for determining whether a business is woman-led is the “2x Challenge” methodology. The “2x Challenge” is a multilateral initiative that mobilises capital to enterprises in the developing economies according to a set of criteria. PFAN has been using the “2x Challenge” criteria as a basis for its own definition where PFAN considers

businesses women-led if the shares held by women are more than 50% or women in the management team are more than 50%.

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1. Introduction

Within its Gender Policy (2020-2023)², UNIDO recognizes that both gender equality and the empowerment of women have a significant positive impact on sustained economic growth and inclusive industrial development, which are key drivers of poverty alleviation and social progress. In its gender policy, UNIDO is applying the principles of gender equality and leaving no one behind, which is a comprehensive approach based on human rights-based and recognising intersectionality.

The importance of contributing to gender equality and the empowerment of women was recognised by the Private Financing Advisory Network (PFAN) Steering Committee at its first meeting in December 2016 under the current hosting structure. As a result, a resolution on gender was adopted where gender mainstreaming activities were considered as key elements of the PFAN Programme.

Since then, PFAN is prioritizing efforts for gender equality and the empowerment of women into all levels and aspects of its activities³. To operationalise PFAN's commitment on gender mainstreaming, PFAN developed a gender strategy (2019-2022) which was translated into a gender action plan in 2019. The present document is an update of the former gender strategy and will cover the period 2023-2027.

The update has been done based on the experience and learnings gathered in explicitly working on and addressing the gender dimension over the last years, which has been done in close coordination with the UNIDO Gender Office and other gender experts.

Value for Women – a consultancy firm specialized in providing gender mainstreaming advisory services – has been instrumental in guiding PFAN on the implementation of the previous gender strategy, as well as providing guidance to the development of the new strategy. The recommendations provided by Value for Women and those resulting from the PFAN's full-fledged evaluation conducted in 2022⁴ have been incorporated in the updated gender strategy. Please note that while in this Gender Strategy a gender binary approach is used, PFAN acknowledges different gender identities.

² DGB/2019/16 “Policy on Gender Equality and the Empowerment of Women”.

³ A more detailed overview on the activities since 2016 can be found in Annex III.

⁴ The full-fledged evaluation of the PFAN Programme covered the period 2016 to mid-2022.

2. PFAN's Mission

Developing country markets – including least developed countries, frontier markets, and emerging markets – face low level of private sector investments in climate mitigation and adaptation:

- Promising climate and clean energy entrepreneurs cannot access the finance they need to build and grow their businesses.
- Investors have a limited supply of investment-ready projects and businesses to invest in.

This situation leads to (i) missed opportunities from entrepreneurs and investors alike, (ii) continued reliance on the public sector financing for climate action, which is not enough to cover the existing gap, and ultimately (iii) a slow uptake of climate technologies critical for addressing the climate change crisis.

This context impedes to deliver on the sustainable development goals and the Paris Agreement, hindering the transition to an inclusive low-carbon, climate-resilient global economy.

This problem is particularly pronounced for women-led projects, and projects that recognise the business case for gender equality in their decision making, workplaces and when considering their products and services.

PFAN recognises that gender equality is important from a social and an economical point of view. PFAN is also aware of the fact that there are known gender barriers and often unconscious gender norms and biases that hinder equal access to opportunities and financial benefits.

The Private Financing Advisory Network (PFAN)

PFAN is a global network of locally-based climate and clean energy financing experts. Since 2016, PFAN is hosted by UNIDO and executed in collaboration with REEEP.

PFAN helps addressing the problem of the “missing middle” tackling the limited supply of investor-ready projects and increasing the low level of private sector investments in SMEs with the main objective of facilitating finance for clean energy and climate projects/businesses in developing country markets.

PFAN addresses the problem of the “missing middle” and bridges the gap between entrepreneurs and investors by:

- Providing free technical assistance and business coaching on project development and investment facilitation to projects and entrepreneurs, increasing their chances of attracting investment;

- Working closely with investors through the PFAN network to increase investor's confidence, and to increase the flow of information on investor-ready projects and businesses;
- Enhancing the capacity of the local ecosystems to develop self-sustaining low-carbon, climate-resilient markets.

Through these activities, PFAN's goal is to provide equal opportunities to both men and women to access, participate and benefit from clean energy and climate solutions across developing countries, either as a final user of clean energy and climate solutions or as a financial beneficiary, through employment or investment.

PFAN uses gender specific tools, communication materials and channels to attract a gender-balanced portfolio of applicants, as well as projects with a strong development impact element that benefit women. PFAN supports projects and businesses that are technically and commercially viable, have a strong management team and offer environmental and social impact. The gender dimension is considered as an integral part of these selection criteria in the evaluation process, hereby offering equal opportunities for each applicant.

3. PFAN's gender statement

PFAN recognises the importance of gender equality and the empowerment of women to achieve an inclusive low-carbon, climate-resilient transition of the global economy.

Therefore, it promotes the mainstreaming of gender through all its activities by applying a gender lens to its operations and advisory services to unlock additional value and opportunities to further mitigate and adapt to climate change and amplify its overall environmental, financial and social impacts.

Further details on the key elements of PFAN's gender statement are presented below, including the vision, the reason for PFAN to contribute to gender mainstreaming, as well as the initiative to promote it.

PFAN's vision on gender mainstreaming

PFAN's gender mainstreaming activities aim to enhance gender equality and the empowerment of women to:

- have women lead, participate and be represented equally within its internal operations, and
- to increase both the gender responsiveness of the projects and businesses and the pool of women-led projects and businesses supported by PFAN, by applying a gender lens to PFAN's coaching and advisory services.

PFAN's approach to gender mainstreaming

While this Gender Strategy describes how PFAN is aiming to integrate gender considerations throughout all its activities, it is important to note that these gender mainstreaming activities are not aiming to change the programme's underlying core objective. PFAN remains committed to support projects with project development and investment facilitation services with a strong gender consciousness and a way of doing things, which is not only the right thing to do from a social and political perspective, but which also helps to improve the existing business model and increases our chances of success.

Accordingly, PFAN remains true to its tried and tested intervention methodologies, while it strives for a gender balance and equal opportunities for men and women in everything it does. With this Gender Strategy, PFAN confirms the application of a strong gender perspective and consciousness to its activities of identifying robust business models with significant environmental and social impact for private investment.

Reasons for PFAN to contribute to gender mainstreaming

PFAN recognizes not only its responsibility but also the opportunity to contribute towards the overarching goals of gender equality and the empowerment of women within both its internal operations and market facing activities.

The main reasons for PFAN to embed the gender dimension in its activities is due to the following reasons:

1. TO UNLOCK A NEW POOL OF PROJECTS AND TALENT

Gender equality is important not only from a societal point of view, but also from an economic and impact perspective. A new pool of projects, talent and customers can be unlocked when PFAN actively encourages:

- women to become part of the PFAN network in various roles,
- women-led and women-managed projects to apply for PFAN support, and
- clean energy and climate projects to integrate a gender lens in their business and business model and to increase the gender responsiveness of their project.

By integrating gender-related expectations into their market communication efforts and by using specific channels to reach project developers, PFAN will actively attract a larger pool of projects. PFAN will also encourage local partner organisations to identify women-led businesses that have been set up under a not-for-profit model, but are actually commercially viable, and have them apply to PFAN.

By reaching out to this greater pool of people and projects, PFAN will have the chance to amplify its overall environmental, financial and social impact.

2. TO DEMONSTRATE THAT GENDER INCLUSION IS GOOD FOR BUSINESS

One inherent aspect of PFAN's DNA is to improve entrepreneurs' business plan, financial modelling and pitching skills, to make them investor-ready and capacitated to speak the same language as investors and successfully attract the investment they need to grow. A growing body of research clearly links gender diversity in leadership and the workforce to financial returns, lower risk, and sustainable growth. Investors also recognise that gender-balanced projects are more efficient and thus become more sustainable in the long run. This task can be further improved by adding the gender dimension and the potential monetisation of its value. This can be done by either reaching out to additional talents and beneficiaries, and/or tapping into specific pockets of money targeting this cause (i.e. gender lens investors).

3. TO SENSITIZE PARTNERS AND INVESTORS

PFAN can play an important multiplier role by attracting gender-responsive players and educating them on climate matters, and vice-versa, by impacting its existing relationships

with clean energy-savvy partners and investors to raise further awareness on gender issues.

PFAN wants to play a central role in facilitating introductions of strong gender smart investable projects and also in sensitising other investors on the benefits of investing in gender-responsive projects and businesses.

This is also relevant for PFAN as this increases the pool of financing that is accessible to gender balanced companies as pursuing a gender balance is turning more and more into business best practice. Consequently, more projects supported by PFAN will have the opportunity to reach financial closure.

Moreover, PFAN's global network of locally based advisors and project developers, plus its international reach to investors and network partners, make it a unique platform for dissemination and multiplication of best practices, such as the mainstreaming of gender equality.

4. Overarching principles

PFAN's Gender Strategy builds on the UN and UNIDO mandate-specific objectives for gender equality as outlined below:

PRINCIPLE 1: Women are economically empowered, have income security and decent work.

PRINCIPLE 2: Women lead, participate and are represented equally with gender-responsive governance systems.

PRINCIPLE 3: Knowledge is generated, managed and transferred to enhance the integration of gender equality and women and girls' empowerment across the SDGs.

PRINCIPLE 4: Women have the skills and ability to access higher-skilled positions and productive assets.

PRINCIPLE 5: Women access and use technological innovations and services, and participate in higher value-chains, including export markets.

PRINCIPLE 6: Intermediary institutions deliver and implement gender-responsive services & policies targeted towards increasing women's engagement/participation.

5. Objectives

The specific objectives of the PFAN Gender Strategy are as follows:

1. Achieve greater, more sustainable, equitable outcomes and impacts in an efficient and comprehensive manner by **empowering women to actively contribute to and benefit from** PFAN's network and services;
2. To encourage every project supported by PFAN to be **gender-supportive** so that women's and men's resilience to and ability to address climate change, as well as access to clean energy are equally enhanced, and that women's and men's potential as agents of environmental sustainability is best leveraged; and
3. To increase the pool of women-led and gender-responsive projects in the clean energy and climate sector to **reduce the gender gap of climate-exacerbated social, economic and environmental vulnerabilities.**

Women
entrepreneurs and
women within
PFAN

Inclusivity of
projects and
businesses

Climate and
equality outcomes

6. Initiatives to promote gender mainstreaming

PFAN contributes to gender mainstreaming and the empowerment of women by the following initiatives

RELATED TO OBJECTIVE 1

- Promoting equal participation of women and men in capacity building activities and events, both at managerial and technical levels, as participants, experts and trainers;
- Empowering women entrepreneurs and removing financing barriers to women-owned SMEs focused on clean energy and climate solutions;
- Practicing gender-sensitive recruitment at all levels, especially in the selection of Programme staff;
- Considering gender dimensions in all decision-making processes through, but not limited to, efforts to achieve gender balance/representation in such processes, including PFAN Steering Committee meetings;
- Demonstrating zero tolerance for sex- and gender-based discrimination, bias, and harassment.

RELATED TO OBJECTIVE 2

- Providing specific capacity building on gender mainstreaming to the whole network;
- Ensuring that the learnings of the training are integrated into the coaching process and the gender mainstreaming efforts are disseminated across the network;
- Collecting sex-disaggregated data to evaluate the impact of clean energy and climate adaptation projects on women;

RELATED TO OBJECTIVE 3

- Conducting outreach and communications campaigns to promote gender mainstreaming as well as to advertise the programme's gender mainstreaming aims and activities among the network and other PFAN stakeholders;
- Working with women entrepreneurs and women's organisations to better understand the challenges as well as needs and link them to additional opportunities for support;

- Sensitise investors to gender biases and raise awareness of the opportunities of gender lens investing;
- Building partnerships and intensifying connections with other initiatives focused on gender mainstreaming;

To implement these activities, PFAN applies the **gender lens investment framework** to the advisory services it provides. It focuses on the following 4 lenses:

1. **Women-led businesses:** Women-led businesses and projects have a key role to play in advancing equality in male-dominated industries such as energy. Women entrepreneurs are likely to experience additional challenges in accessing finance for their businesses.
2. **Women in the workforce:** Gender diversity in the workforce can lead to diverse perspectives, more creative problem solving, higher levels of innovation, and efficiencies overall in businesses. It can also contribute to a greater understanding of different clients' perspectives.
3. **Women customers:** Businesses can maximize sales opportunities in a new market by ensuring that all customer needs - those of both women and men - are clearly understood, recognized and incorporated into business operations.
4. **Women in the value chain:** Diverse supply chains can reduce risks of supply chain disruption and potentially improve the quality of inputs. Moreover, women can be effective sales agents especially when women are primary users.

Aligned with the four gender lenses described above, PFAN supported projects are expected to self-assess their gender-responsiveness status, based on the number of gender lenses adopted by them. This will serve as a starting point for PFAN advisors to start the discussion on gender integration with the businesses and identify entry points and opportunities for the PFAN journey as well as a basis for developing a Gender Action Plan. The PFAN advisor can update the marker as part of the Call-off 1 as well as Call-off 2. The PFAN Gender Marker classifications are provided below:

- **Gender Neutral** (0 – no expected contribution to gender equality): A project or business that is not aware of gender inequalities and that adopts a gender-blind approach in their business model. The company/project has not collected or shared sex disaggregated data (internal and on market).
- **Gender Aware** (1 - Limited expected contribution to gender equality): A project or business that is aware of gender inequalities but that has not yet implemented actions. The company/project has collected or shared some sex-disaggregated data (internal and on market).
- **Gender Proactive** (2A - Significant expected contribution to gender equality): A project or business that is aware of gender inequalities and that has implemented

some actions (i.e. one Gender Lens is applied). The company/project has collected and shared sex disaggregated data (internal and on market).

- **Gender Forward** (2B equality / women's empowerment is main focus) A project or business that is committed to address gender inequalities and that has implemented different actions (i.e. two or more Gender Lenses are applied). The company/project has collected and shared sex-disaggregated data (internal and on market).

7. Implementation and Measurement

The implementation of the Gender Strategy will be operationalised through annual work plans, which are stand-alone documents separate from the strategy to line out planned activities. The work plan includes the following sections:

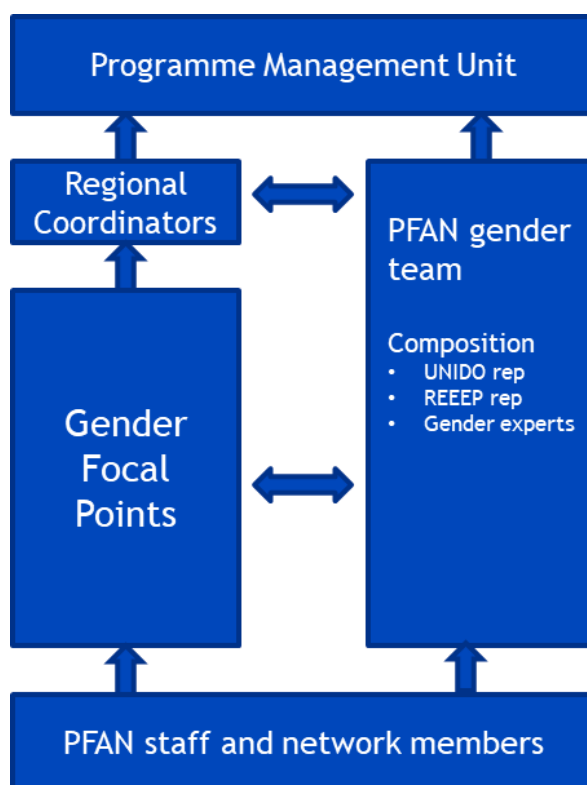
- *Objectives*: describes the related overall objectives of the activities envisaged
- *Activities*: defines the actions that are planned for the year
- *Indicator*: describes how each of the activities would be measured
- *Baseline*: sets out the current baseline at the start of the activities
- *Target for the year*: defines the aim of what to achieve at the end of the year
- *How*: describes how the activities will be implemented
- *Responsibility*: defines who will be responsible and taking the lead for each activity
- *Timeline*: describes by when the activities will be implemented

The annual work plan enables the programme to plan activities across the whole year and allows to track progress for each indicator defined on an annual basis.

Moreover, as described in Annex I, PFAN tracks gender-disaggregated data on programme-level indicators in its logical framework, which allows to track progress on a programme level. Please note that PFAN applies a more stringent definition of women-led businesses than the 2x Challenge with either the shares held by women are over 50% or the share of women in the management team is above 50%. However, to allow for a comparison of the programme with regards to industry standards and its gender impact, PFAN conducts an additional analysis of the pipeline with regards to the 2x Challenge on an annual basis.

8. Gender architecture and accountability

The following graph depicts the responsibilities within the PFAN roles, a short description of what each of the role is expected to contribute with regards to gender mainstreaming activities is provided below.



PFAN staff and network members: are expected to integrate gender consideration in their activities, e.g. for PFAN advisors to include gender aspects in the support to project developers; for Country Coordinators to integrate gender in their outreach activities and particularly address women entrepreneurs; for PFAN staff to ensure that hiring processes are gender inclusive and provide equal opportunities to women and men.

Gender Focal Points: are responsible to coordinate the implementation of the PFAN gender strategy on the ground, i.e. they are, amongst others, expected to coordinate with the network to ensure outreach activities are gender inclusive; gender-lenses are applied to the PFAN coaching process; and provide lessons-learned and recommendations from their region to the PFAN gender team. Gender Focal Points will only be appointed for bigger and priority PFAN regions, such as Sub-Saharan Africa and South-East Asia, while the other regions will be supported centrally by the gender team in Vienna.

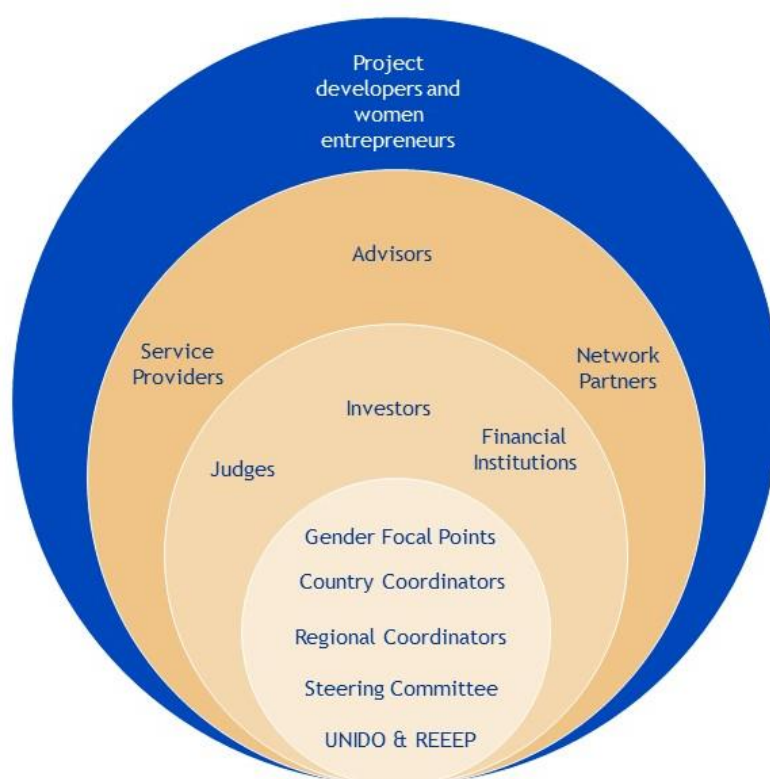
PFAN gender team: is responsible for the implementation and continuous development of the PFAN gender strategy as well as its related work plan. It is expected to develop initiatives, capacity building material and constantly monitor as well as improve the integration of gender mainstreaming in PFAN's activities. The PFAN gender team is the point of contact for all network members and PFAN staff with regards to gender related questions and ensures effective communication and information on gender related activities across all stakeholders. The PFAN gender team will be composed of an UNIDO and REEEP representative as well as an externally hired gender expert and supported by external specialized advisors whenever required.

Regional Coordinators: are expected to have the regional oversight of gender related activities and ensure the implementation and integration of gender mainstreaming on a regional level. The Regional Coordinators will, amongst others, consider the gender responsiveness of projects when conducting project evaluations; review coaching reports and gender action plans to ensure that gender considerations are sufficiently addressed in the PFAN journey; coordinate with the Gender Focal Points as well as the Country Coordinators as well as the PFAN gender team with regards to outreach activities and initiatives to women entrepreneurs and women networks.

Programme Management Unit: The Programme Management Unit is expected to keep oversight of the activities designed by the PFAN gender team and its implementation through the network. Moreover, the Programme Management Unit is expected to provide guidance and input to all suggested initiatives, i.e. the implementation of the gender work plan activities, and ensures that they are in line with PFAN's strategy. The UNIDO representative of the Gender Team who is part of the Programme Management Unit is ultimately accountable for the results as measured by the gender indicators as listed in Annex I.

9. PFAN's impact spectrum

PFAN is aware of its responsibility and also the opportunity to mainstream the gender dimension at various levels and from different perspectives. The following diagram shows the potential of the PFAN network to generate and propagate impact across PFAN's main stakeholders. Through this strategy we anticipate being able to reach all of these different actors, with a robust and unified gender message.



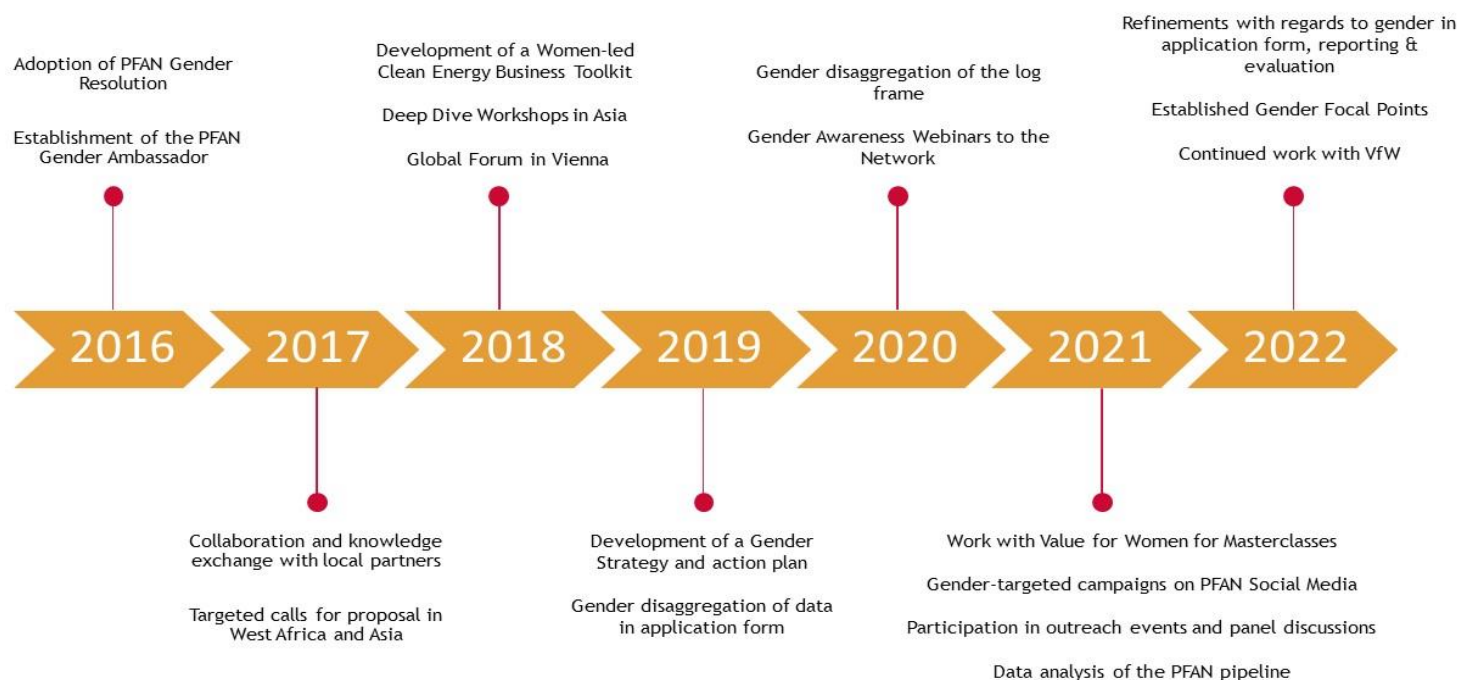
Annex I – PFAN's gender indicators and achievements since 2020

Impact Sphere	Objective	Sub-Objective	Indicator	Description of Indicator	Achievements		
					2020	2021	2022
Women entrepreneurs and women within PFAN	1) Achieve greater, more sustainable, equitable outcomes and impacts in an efficient and comprehensive manner by empowering women to actively contribute to and benefit from PFAN's network and services.	1. a. Increase the gender balance in PFAN leadership	% of women in management roles	This indicator tracks the share of women in the PFAN leadership, i.e., in the Programme Management Unit (PMU) and on the level of the Regional Coordinators (RCs). The aim is to have a gender balanced leadership team.	25% PMU 0% RC	20% PMU 12,5% RC	50% PMU 16,7% RC
		1.b. Increase the gender balance in the network	% of female advisors and country coordinators (network members)	This indicator tracks the share of women compared to the number of overall inducted network members. Increasing the share of new women in the network will ultimately lead to a more gender balanced network in the long run with the aim to ultimately have a gender balanced network.	23,4%	16,7%	27,1%
Inclusivity of projects and businesses	2) To encourage every project supported by PFAN to be gender-supportive so that women's and men's resilience to, and ability to address, climate change, as well as access to clean energy, are equally enhanced, and that	2.a. Train advisors on gender issues and gender lenses	# of advisors in the network attending gender training events	This indicator tracks all PFAN advisors that have attended the PFAN gender awareness trainings as well as successfully completed the Gender Masterclasses on gender lens investing. The aim is that all PFAN advisors will have completed the trainings and are	60	22	82

	women's and men's potential as agents of environmental sustainability is best leveraged.			able to apply a gender lens into the coaching process.			
		2.b. Create awareness of the positive impacts of gender diversity and business performance	# of success stories and case studies developed	This indicator tracks all success stories and case studies of projects with women entrepreneurs or projects that are gender responsive. The aim is to depict the positive impact of women-led businesses and show examples of successful projects as role models for other female entrepreneurs.	1	7	1
Climate and equality outcomes	3) To increase the pool of women-led projects in the clean energy and climate sector to reduce the gender gap of climate-exacerbated social, economic and environmental vulnerabilities.	3.a. Increase the share of women-led projects inducted into the pipeline	% of women-led projects	This indicator tracks the share of women-led businesses that are inducted into the PFAN pipeline. PFAN's definition of a women-led project or business is either if the shares held by women are over 50% or the share of women in the management team is above 50%. The aim is to ultimately have a gender-balanced pipeline.	16,6%	24,5%	24,9%

Annex II – PFAN’s activities to date (December 2022)

The following timeline provides an overview of the main PFAN gender mainstreaming activities since 2016. The activities conducted will be described in more detail for each year below.



2016:

Following the **adoption of the PFAN gender resolution** at the 1st Steering Committee meeting, under the new PFAN hosting structure, in 2016 to address gender in PFAN operations, PFAN implemented a series of activities to better understand the gender dimension of its environment and identify opportunities as well as subsequently creating impact with different types of intervention.

One of the first steps was the **establishment of the role of Gender Ambassador**, who had the mandate to lead PFAN's gender mainstreaming efforts, share lessons learned and experience from various gender specific actions and liaise with the United Nations and other multilateral institutions to underline the importance of private sector financing in taking part in gender mainstreaming.

2017:

The appointment of the Gender Ambassador helped to increase **collaboration and knowledge exchange with local partners** that was enhanced throughout 2017. The following partners for continuous and future collaboration were identified and engaged with: ENERGIA, Regional centres such as the GN-SEC network (ECREEE, EACREEE, SACREEE, PCREEE, SACREEE), Climate Technology Centre and Network (CTCN) and the Gender Units at the African Development Bank and the Asian Development Bank.

To provide the opportunity to women-led businesses to present their business models and share their experiences, a deep dive Workshop at the Asia Clean Energy Forum (ACEF) was conducted. PFAN also **launched two targeted calls for Proposals one in West Africa and one in Asia**, targeting women-led businesses in the clean energy market.

2018:

The targeted call in West Africa was part of the regional project on 'Mainstreaming gender for a climate resilient energy system in ECOWAS' to develop and harness the capacity of the region's population to adopt and implement a gender-responsive approach to improved energy access supported by CTCN through Technical Assistance. Four of the supported projects through

this initiative had the opportunity to present their projects at the **Global Investment Forum that took place in Vienna** in May 2018 (to date, three of the four projects have reached financial closure).

At the PFAN Global Investment Forum, the consortium of partners who managed the women-led call for proposals (PFAN, CTCN, ECREEE, UNIDO) met to review the lessons learnt and how the model could be replicated in other regions. Taking the experiences and lessons learned from the targeted calls for proposals and engagements with local partners, PFAN together with USAID / Deloitte developed a **Women-led Clean Energy Business Toolkit** which assists project developers in how to perform a market assessment, particularly a gender impact assessment. The tool also outlines the risks perceived with women-led businesses and how to mitigate them as either a project developer, evaluator or coach guiding the business plan for securing future investment.

This toolkit was leveraged in the PFAN Guideline documentation for the CTCN ECREEE Women-led business Call for Proposals in West Africa as well as in the **ACEF 2018 Deep Dive Workshop** to also highlight the experiences of women clean energy entrepreneurs in South and Southeast Asia.

2019:

A **PFAN gender strategy and action plan** were developed, which were presented at workshops and capacity building events in the regions, such as Country Coordinator Workshops, Project Development and Financing Workshops as well as capacity building events, in order to communicate PFAN's efforts with regards to gender mainstreaming and raise awareness with the PFAN Network Members.

In the same year, PFAN also conducted a **review of its application form and implemented gender disaggregated questions** with regards to the team of executive managers, board members, owners of the company, the employees as well as with regards to the beneficiaries of the project. Moreover, project developers were asked to classify their own project's focus with respect to gender (central focus, significant, limited, somewhat or no attention), implementing UNIDO's gender focus classification.

2020:


Following the changes to the application form, PFAN started to monitor and track the gender disaggregation of PFAN data. The **gender-disaggregation has been integrated into the PFAN log frame** to track progress on the programme level and have a clear overview of where adjustments and further initiatives are required.

Furthermore, PFAN has increased its efforts to sensitize its network of advisors on gender mainstreaming. This was implemented through a series of **regional gender awareness trainings** which capacitated the PFAN advisors on topics such as gender imbalances and biases in the clean energy and investment space as well as the business case for gender diversity. These webinars highlighted the business case and featured case studies and experiences shared by PFAN Advisors from the region encouraging them to become the main agents of change.

2021:

In 2021, PFAN was **working closely with Value for Women** with the focus on capacity building of the network, better understanding their needs and developing trainings. For this purpose, an organizational gender assessment was conducted to identify current practices, understandings, challenges and priorities. Based on the findings, PFAN developed a series of masterclasses on Gender Lens Advisory Services for the whole network. Through the masterclasses, the advisors gained an understanding of definitions around Gender Lens Advisory Services, the business case for gender diversity, and the application of the Gender Lenses to climate change mitigation and clean energy projects and businesses. Moreover, the trainings included practical lessons on how to apply a gender lens to the PFAN Journey and the advisory services aimed at entrepreneurs.

A **Gender targeted campaign** to enhance and promote gender equality and the empowerment of women in the clean energy and climate adaptation sector was rolled-out. to demonstrate how PFAN will work towards making projects and businesses more gender responsive for a positive impact on economic growth and society. This campaign included, amongst other social media posts on the 4 gender lenses and a “Gender Responsiveness at PFAN” [video](#) showcasing PFAN’s gender mainstreaming efforts.

PFAN has **participated in several outreach events and panel discussions**. For example, the collaboration with AWEDI, the African  **REEEP** Women in Energy Development Initiative, has been further increased through a panel discussion with

PFAN Advisors on financial literacy and wealth management for resilience among women in the energy sector. The event saw about 40 participants ranging from students to female professionals in the energy sector. Furthermore, in September 2021 PFAN organised a workshop titled “Embedding gender-smart practices in climate entrepreneurship”. The objective of the workshop was to raise awareness, influence, and inspire entrepreneur support organisations (ESOs) to embed gender-smart practices in their work.

Finally, a **comprehensive gender data analysis** of the pipeline projects inducted in 2020 was conducted. This analysis is being conducted on an annual basis and allows the close monitoring and progress of the PFAN pipeline on the gender indicators as well as the 2X Collaborative criteria.

2022:

The **work with Value for Women continued** in order to ensure that the network of PFAN advisors received training on integrating gender aspects while supporting entrepreneurs in raising finance for their companies. Moreover, PFAN has worked with Value for Women to establish the next steps and for the continues work on gender mainstreaming in 2023.

Furthermore, in order to ensure that Gender mainstreaming efforts are disseminated to the network, integrated in all coaching aspects and further advanced at the regional level, PFAN has established **regional Gender Focal Points**. The Gender Focal Points drive gender inclusion initiatives in the regions working closely together with the Regional Coordinators as well as Country Coordinators with continuous support from the Gender team in Vienna.

Moreover, the **PFAN evaluation tool has been updated to reflect gender considerations** and the evaluators have received an additional training to capacitate them on the updated PFAN evaluation tool, to learn practical ways to apply a gender lens to project evaluation and give recommendations to the advisors.

Finally, **further refinements with regards to the PFAN application form and the reporting templates** have been implemented: The Gender Responsiveness Assessment was introduced asking the project developers to conduct a self-assessment of their project. In the application form PFAN is additionally asking the project developers whether they have a gender action

plan or policies in place. The Gender Responsiveness Assessment and the updated assessment tool have also been integrated to the Call-off 1 report template to ensure that the PFAN advisors also assess the project's gender impact and make sure that gender aspects are considered in the coaching process.