

WHITE PAPER

A norm regulating the implementation of GESI in Mozambique's energy sector



GESIS

*gender equality
& social inclusion seal*



IMPLEMENTED BY



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GENDER EQUALITY AND SOCIAL INCLUSION SEAL (GESIS)**November 2022. Revision 1.**

Prepared by:

ARENE, the Energy Regulatory Authority of Mozambique, which is mandated by Law n° 11/2017, of 8th September with powers to regulate and supervise the sub-sectors of electricity, natural gas and liquid fuels, thereby ensuring the alignment of the energy sector with the best international practices.

BRILHO Energia Mozambique, is a 5-year Programme (2019 - 2024), funded by the United Kingdom's Foreign, Commonwealth and Development Office (FCDO), and by the Swedish Development Cooperation Agency (SIDA), and implemented by SNV, with nationwide coverage that will catalyse Mozambique's energy market of Improved Cooking Solutions, Solar Home Systems and Green Mini-grids to provide clean and affordable energy solutions to the off-grid population and businesses

CESET Community Energy Systems, is a 3-year research programme, funded by Global Challenge Research Fund (GCRF) and by the UK Research and Innovation Fund (UKRI), and implemented under the leadership of the Urban Institute at the University of Sheffield, explores the potential of community energy systems to accelerate inclusive, just, and clean energy transitions in Ethiopia, Malawi, and Mozambique.

WIN Mozambique, is a 5-year, funded by The Swedish International Development Cooperation Agency (SIDA) and implemented by Techno Serve, with the objective of improving inclusive economic growth in Mozambique through female entrepreneurship, by helping women-led businesses to grow their incomes through better access to products, inputs, and services, addressing gender inequality in commercial business.

EDM, Electricidade de Moçambique E.P., is the Mozambique's national public electricity utility, with the mission for exploration of generation, transmission, distribution and sales of electrical services of good quality safeguarding the public interests for the benefit of the consumer, preserving the environment.

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Research team:

Fátima Arthur, Clementina de Sousa, Vanesa Castán Broto, Lorraine Howe, Renata Makhoul, Nirza Fumo, Celia Niatiniane, Tatiana Dinis, Hita Unnikrishnan.

Consultation: (see details in next section)

Government, Civil Society, Academy and Development Partners.

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Acronyms

AESS	Autonomous Energy Services
ARENE	Energy Regulatory Authority of Mozambique
AT	Fiscal Authority
FGESI	Forum for GESI Advocacy
FUNAE	Fundo Nacional de Energia. FP
GESI	Gender Equality and Social Inclusion
GESIS	Gender Equality and Social Inclusion Seal
GMGS	Green Mini Grids
GOM	Government of Mozambique
INE	National Statistics Institute
MEF	Ministry of Economy and Finance
MGCAS	Ministry of Gender, Children and Social Action
MIREME	Ministry of Mineral Resources and Energy
RAE	Decree 93/21 published on the 10th of December, regulation on the Access to Energy in Off-Grid Areas
SDGS	Sustainable Development Goals

Consultation

PROVINCIAL

OPHENTA	Associação Moçambicana da Mulher e Apoio a Rapariga
MAHLAHLÉ	Associação para Promoção e Desenvolvimento da Mulher
AMME	Associação Moçambicana da Mulher e Educação
NAFEZA	Núcleo de Associações Femininas da Zambézia
MJLM	Mulheres Jovens Líderes de Moçambique
FOFEN	Fórum de Organizações Femininas do Niassa
AMPL	Associação das Mulheres Para legais
NAFET	Núcleo de Associações Femininas de Tete
NAFES	Núcleo das Associações Femininas de Sofala
LEMUSICA	Luta pela igualdade de direitos humanos

NACIONAL

FÓRUM MULHER	Fórum Mulher
MWE	Mozambican Women of Energy
AMER	Associação Moçambicana de Energias Renováveis
MULEIDE	Organização de direitos humanos das mulheres
AMCS	Associação da Mulher na Comunicação Social
MUGEDE	Mulher, Género e Desenvolvimento
MMMR	Movimento Moçambicana de Mulheres Rurais
FOMMUR	Fórum Moçambicano das Mulheres Rurais

GOVERNMENT E PUBLIC SECTOR

MGCAS	Ministério de Género, Criança e Acção Social
MIREME	Ministério dos Recursos Minerais e Energia
MEF	Ministério de Economia e Finanças
ARENE	Autoridade Reguladora de Energia
FUNAE	Fundo Nacional de Energia F.P.
EDM	Electricidade de Moçambique, E.P.
INE	Instituto Nacional de Estatística
AT	Autoridade Tributária
IPPME	Instituto de Promoção de Pequenas e Médias Empresas

ACADEMY

US	University of Sheffield, UK
CPGD	Centre for Research on Governance and Development

REGIONAL AND INTERNATIONAL

GAIA	Consultancy firm, Gaia EES
TECHNO SERVE	Consultancy firm
SNV	The Netherlands Development Organization
AMER	Associação de Energias Renováveis

DEVELOPMENT PARTNERS

ESWG	Energy Sector Working Group
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ENERGY COMPANIES BY TECHNOLOGY

IGNITE	SHS
UTHARI	SHS
SOLARWORKS	SHS
URANUS	SHS
EPSILON ENERGIA SOLAR	SHS
ATLANTIC GREEN	SHS
DYNAMISS	SHS
SUPPAMOTO	SHS
MOZCARBON	ICS
SOGEPAL	ICS
COMMUNITY CARBON	ICS
YAZU	ICS
RVE	GMG
PAMOJA	GMG
SUNKONFA	GMG
EP	GMG

Definitions

Gender Equality: means more than parity in numbers or laws; it means expanding freedoms and improving the overall quality of life so that equality is achieved without sacrificing gains because of one's own gender. Gender equality implies equal rights, responsibilities, and opportunities for people of every gender. In the energy sector, gender equality requires safe and equal access to resources and opportunities but also, being treated fairly and with dignity and being able to actively participate in decision-making processes. Gender equality also needs to consider equity issues, that is, the recognition that different people access opportunities in different circumstances. For example, additional investments may be required to achieve gender equality among disadvantaged groups which already lack access to basic energy resources and technologies.

Gender Equality and Social Inclusion - GESI: Refers to a concept that addresses unequal power relations between women and men and between different social groups. It focuses on the need for action to re-balance these power relations and ensures equal rights, opportunities, and respect for all individuals regardless of their social identity and status.

Marginalized or vulnerable groups: people may have been discriminated against in their context, for example due to their racial, ethnic, religious, linguistic, or cultural background, or individual factors such as sexual orientation, gender identity, or disability status. Women must experience an additional form of marginalization to qualify as a member of a historically marginalized group/identity. We take as a reference the definition of marginalised or vulnerable groups adopted by the United Nations¹ but with attention to the way drivers of marginalisation or vulnerability manifest in specific settings.

Off-grid areas: Remote and rural areas where the on-grid network does not extend into (areas outside of the national electricity grid), and for which both GMGs and AESs provide access to modern clean energy for residential and productive use. It is understood that peri-urban and informal settlements also fit under this definition given that they still use AESs for their lighting and other domestic needs, even though being relatively close to the electricity network. This is a more encompassing interpretation of the term "off-grid", as experience has shown that most of the AESs are initially more sought out close to large cities and markets, and there they then spread towards the rural and remote.

Safe, non-violent, and inclusive conditions: The circumstances of energy provision which avoid harm to humans and the environment (whether this is regarding the safety of the equipment, or the institutions created to provide and manage those circumstances) and which deliver energy solutions to end users and communities, in a peaceful manner, without physical or symbolic force, in a way that provides opportunities for access to every member of the community, regardless of their status. In the context of education, it means creating an environment where all regardless of their physical, social, and emotional (including gender and disability) conditions are understood, respected and protected to ensure all have equal learning opportunities. This can cover aspects of school infrastructure as well as positive relationships among students and with teacher. Similar safe, non-violent, and inclusive conditions must also be provided in public spaces, benefiting the public in general.

¹ See: <https://www.un.org/en/fight-racism/vulnerable-groups>

Social Inclusion: is a process that ensures that those at risk of poverty and social exclusion gain the opportunities and resources they need to participate fully in economic, social, and cultural life and to enjoy a standard of living and well-being that is considered normal in the society in which they live. It ensures that they participate more in decision making on matters that affect them and on access to resources, opportunities, and services to enjoy their fundamental rights. Social inclusion is an active process that recognises the visible and invisible barriers to participation at work.

Beneficiary communities: Operators work with 'communities' which are groups of people with links to the operator, normally because they live in a place contiguous to the operator and benefit directly and indirectly from the off-grid project. These benefits may be tangible (e.g., access to electricity and job opportunities) or intangible (e.g., increased pride in the community because of having access to electricity). Beneficiary communities are heterogeneous and may include different structures and groups of population with different energy needs, different opportunities to access to energy and other resources that influence their capacities to participate in the activities of the operator. In this context, the administrative division used by GoM will be used for monitoring purposes.

SECTION I

Contextualization

Introduction

In 2018, the Government of Mozambique (GoM) approved the Electrification Strategy to reach universal access to electricity in 2030, in alignment with the SDGs. The “Energia para Todos” (Energy for All) project will expand the on-grid and the off-grid energy infrastructure in Mozambique at a rate of 450 thousand new connections per year, of which 45% will be based on green mini grids (GMGs, 9%) and autonomous energy services (AESs, 36%)².

Social change will accompany the expansion of GMGs and AESs as they target rural and low-income families and entrepreneurship in rural areas. GMGs and AESs can enhance financial performance and help improve the conditions of women and the most vulnerable groups with the aim to improve their health and living standards, their knowledge base, and the ability to earn income. Women’s participation in energy sector companies guarantee the socially fair distribution of the socio-economic opportunities of the global energy transition and allows for women and men to have their perspectives fully articulated within the company, contributing to increased productivity, efficiency, and rapid growth. Gains in equality and diversity are proven to improve firms’ performance^{3,4}. However, existing structures of discrimination may lead to women and certain social groups being excluded from energy development’s social and economic benefits.

For example, in a patriarchal society, women-headed businesses may face barriers to access electricity because of the nature of those businesses in comparison with those not headed by women. Moreover, GMGs and AESs operators may be led by mostly men, meaning that women’s concerns about energy provision may be overlooked in project design. Thus, there is a vital role for GMGs and AESs operators in advancing gender equality and social inclusion (GESI). This may include measures to advance gender equality in the energy value chain.

“Gender Equality was made part of international human rights law by the Universal Declaration of Human Rights, which was adopted by the UN General Assembly on 10 December 1948. That milestone document in the history of human rights recognized that “All human beings are born free and equal in dignity and rights” and that “everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, ... birth or other status.”⁵

Gender equality implies equality under the law, equal rights, responsibilities, and opportunities for people of every gender. In the energy sector, gender equality requires safe and equal access to resources and opportunities but also, being treated fairly and with dignity and being able to actively participate in decision-

2 Data taken from the Roadmap for Energy Access, published by GoM last December 2021

3 Teams that were geographically, gender as well as age diverse made better business decisions 87% of the time. Source: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/49638/the_business_case_for_equality_and_diversity.pdf

4 A 2013 report by Deloitte concluded that when employees think their organisation is committed to and supportive of diversity their ability to innovate increases by 83%. Source: <https://www.tate.co.uk/-/media/tate/tate-candidate-guides/generic-guides/5-benefits-of-equality-and-diversity-in-the-workplace.pdf>

5 Extract from <https://www.un.org/en/global-issues/gender-equality>.

making processes. Gender equality also needs to consider equity issues, that is, the recognition that different people access opportunities in different circumstances. For example, additional investments may be required to achieve gender equality among disadvantaged groups which already lack access to basic energy resources and technologies.

“The World Summit for Social Development in Copenhagen in 1995 defined an inclusive society as “a society for all”, in which every individual, each with rights and responsibilities, has an active role to play (United Nations, 1995, para 66). Such an inclusive society is equipped with mechanisms which accommodate diversity and facilitate/enable people’s active participation in their political, economic, and social lives.”⁶

Social inclusion is the process by which efforts are made to ensure equal opportunities – that everyone, regardless of their background, can achieve their full potential in life, and concerns those more vulnerable by reasons of race, gender, class, sexual orientation, disability status, generational group, geography, and origin.

Vulnerabilities are however diverse, and forms of gender discrimination occur in relation to other forms of discrimination related for example, with ethnic origin, race, levels of ability or sexuality.

Therefore, gender equality and social inclusion (GESI) can be the process to address unequal power relations experienced by people on the grounds of gender, ability, location, ethnicity, language and agency or a combination of these dimensions. It focuses on the need for action to rebalance these power relations in all levels.

Gender equality and social inclusion have direct benefits for society and the economy. The International Labour Organization for example found in a survey that an inclusive business culture improved the company’s economic performance.⁷ In particular, gender equality and social inclusion policies have direct benefits increasing the productivity and the rate of innovation of businesses.⁸

The off-grid energy sector targets communities and populations that are within the poorest and most vulnerable, located in rural and remote areas, or living in informal settlements or peri-urban areas. In these areas, energy operators will not only induce change in society but will also become references for business practices in ethical matters, such as GESI.

The Gender Equality and Social Inclusion Seal (GESIS) was developed to guide companies, investors, and other stakeholders, to use as a quality standard for their operations in the beneficiary communities, ensuring that matters of GESI are improved as energy access is extended in Mozambique. This norm was developed to ensure that their “social” role is met under the same standard and fulfils the aspirations for socioeconomic development of the Government of Mozambique, while at the same time, seeking to increase the competitiveness of off-grid operators.

⁶ Extract from <https://www.un.org/development/desa/socialperspectiveondevelopment/issues/social-integration.html#:~:text=Social%20inclusion%20is%20the%20process%20by%20which%20efforts,background%2C%20can%20achieve%20their%20full%20potential%20in%20life>.

⁷ <https://www.ilo.org/infostories/en-GB/Stories/Employment/beyond-the-glass-ceiling#benefits>

⁸ <https://blogs.imf.org/2018/11/28/economic-gains-from-gender-inclusion-even-greater-than-you-thought/>

Methodology

Most of the GESI monitoring systems rely on the existence of policies, strategies, and procedures to improve equal opportunities for workers in their own institutions, and sometimes extend these to provide fair service to their clients, partners, and other stakeholders. However, there is not much research that looks at the direct and indirect social and economic impacts of energy operators in the communities they serve, as vehicles for promoting equal opportunities to all, or how these impacts can be reflected in the macro statistics and development indicators at the national level.

The most common indicators for livelihood improvement at the household or community levels, are the level of access to modern clean energy, levels of social development, and the average per capita income as a reflection of economic power. In general, the Sustainable Development Goals (SDGs) address issues of social and economic development of populations, but they are not monitored or reflected in the design of development impact strategies by energy operators.

To conceptualise and develop the Gender Equality and Social Inclusion Seal (GESIS), the following research questions were made, namely:

1. What are the benefits of implementing GESI policies and strategies within the energy sector in Mozambique?
2. What are the goals for human development, represented by the SDGs?
3. What are the indicators commonly used to measure positive impacts of activities that intend to promote and nurture human development, at the national and community levels, including the SDGs indicators and national statistics?
4. What activities with a social and economic development dimension are within the scope of energy operators, and can have a positive impact on human development at the local level, and how complex or extensive should they be?
5. What are the indicators that can be used to monitor activities by energy operators at the local level, and how these relate or aggregate into national development indicators and macro statistics?
6. What are the roles, rights, and obligations of stakeholders in the whole comprehensive and integrated approach to human development, and how do they interact at central and local levels?
7. What are the limits and conditions imposed for planning GESI as an impact for energy operators, to ensure the feasibility and probability of success of its implementation?
8. Whom, within the GoM, can be a promotor and the drive for implementing GESI as part of the social change that energy operators can bring about?

These questions were asked by and to a team of researchers representing the academia, the business network, and the development network, who came together in their common interest of advancing the gender equality and social inclusion (GESI) agenda in the energy sector in Mozambique. This work will hopefully become a reference for further developments in the promotion of GESI in other business areas and countries.

The research used documental material, targeted discussions, one-to-one consultations, and written surveys with various stakeholders, and generated this report, from which the GESIS norm will be developed. See Bibliography, Annex 1 with the survey template, and Annex 2 with the infographics for the surveys.

The next sections provide a synthesis of the responses to these research questions, and their articulation in the GESIS Framework.

SECTION II

The GESIS in the off-grid energy sector

Definitions and scope

The Gender Equality and Social Inclusion Seal (GESIS) is a norm developed specifically for the off-grid energy sector in Mozambique, which aims at informing, guiding, promoting, and regulating the activities of operators in the off-grid energy sector for the achievement of greater gender equality and social inclusion in the communities they serve.

Although the research shows that the work here presented is applicable to the on-grid energy industry as well as other economic sectors, the team has agreed that the definition, objective and application of the GESIS should focus on to the off-grid energy sector, encompassing green mini-grid operators (GMGs) and providers of Autonomous Energy Services (AESs), covered under the general Decree 93/21 published on 10 December 2021, entitled 'Access to Energy in Off-Grid Areas', commonly known as RAE.

By off-grid areas we mean remote and rural areas where the on-grid network does not extend into (areas outside of the national electricity grid), and for which both GMGs and AESs provide access to modern clean energy for residential and productive use. It is understood that peri-urban and informal settlements also fit under this definition given that they still use AESs for their lighting and other domestics needs, even though being relatively close to the electricity network. This is a more encompassing interpretation of the term "off-grid", as experience has shown that most of the AESs are initially more sought out close to large cities and markets, and there they then spread towards the rural and remote.

The main objective of the GESIS is to ensure that investments, and projects, in the off-grid energy infrastructure and supplies, in poor and rural communities, contribute directly and indirectly to human development in Mozambique, thus fulfilling their "social" role to beneficiary communities, considering the social responsibility regulations in Mozambique.

The GESIS is applicable to all investors, contractors, and stakeholders in the off-grid energy sector, and more specifically to the operators of green mini grids (GMGs) and to the distributors of Autonomous Energy Services (AESs), for whom Concession Contracts and Registrations, respectively, must be issued by the Energy Regulatory Authority of Mozambique (ARENE) or the competent authority.

The GESIS establishes requirements, terms, and conditions to drive social change and achieve higher levels of gender equality and social inclusion in the concession and operation areas granted to off-grid energy operators on GMGs and AESs. The GESIS is developed in the belief that improvements in women's living and working conditions, and that of other vulnerable groups, constitutes a step towards equal rights and opportunities, and requires broader social and economic change. Consequently, this norm establishes

DEFINITION

The Gender Equality and Social Inclusion Seal (GESIS) is a norm developed specifically for the off-grid energy sector in Mozambique, which aims at informing, guiding, promoting, and regulating the activities of operators in the off-grid energy sector for the achievement of greater gender equality and social inclusion in the communities they serve.

OBJECTIVE

To ensure that investments, and projects, in the off-grid energy infrastructure and supplies, in poor and rural communities, contribute directly and indirectly to human development in Mozambique, while benefiting from the productivity gains associated with compliance with GESI precepts.

APPLICABILITY

The GESIS is applicable to all investors, contractors, and stakeholders in the off-grid energy sector, and more specifically to the operators of green mini grids (GMGs) and to the distributors of Autonomous Energy Services (AESs) in Mozambique.

requirements, terms, and conditions to drive social and economic change in the target communities, while safeguarding positive impacts in women's lives and in social and economic. Because of their central role in providing energy access, GMGs and AESs are seen as catalysts of such social and economic change.

It is understood that the capabilities to effect change in the target communities (for GMGs) or influence areas (for the AESs distributors), can be quite varied, namely:

- GMGs are classified in three categories in RAE. The first category is those that generate between 1 and 10 MW, i.e, the larger and possibly more complex of the group, while categories 2 and 3 respectively include GMGs that generate between 150+ kW and 1 MW, and up to 150 kW.
- The timeframe for operations between GMGs and AESs varies widely, with mini-hydro generators (GMGs) possibly operating under a concession contract of 30 years, while distributors of solar home systems (AESs) may obtain their registrations (licences) for 5 years only, with the possibility of renewal.
- Finally, the distributors of AESs are not given sole monopoly of the areas where they operate (areas of influence) and their systems are of lower budget and of smaller impact.

The investments involved, the timing and complexity of the management operations, the size of the beneficiary concession areas and the budgets available for effecting social change should be proportional to reflect the size of operators. Thus, the GESIS is designed as a flexible framework for application in a range of interventions, impacts and expectations that accommodates these differences across off-grid projects.

The adoption of the GESIS by energy operators must translate into improvements to the economic performance of the company. Therefore, this norm was designed to provide a system of benefits and incentives that will encourage energy operators in implementing it and will reward the operators' efforts in the promotion of GESI in their own companies and in their beneficiary communities.

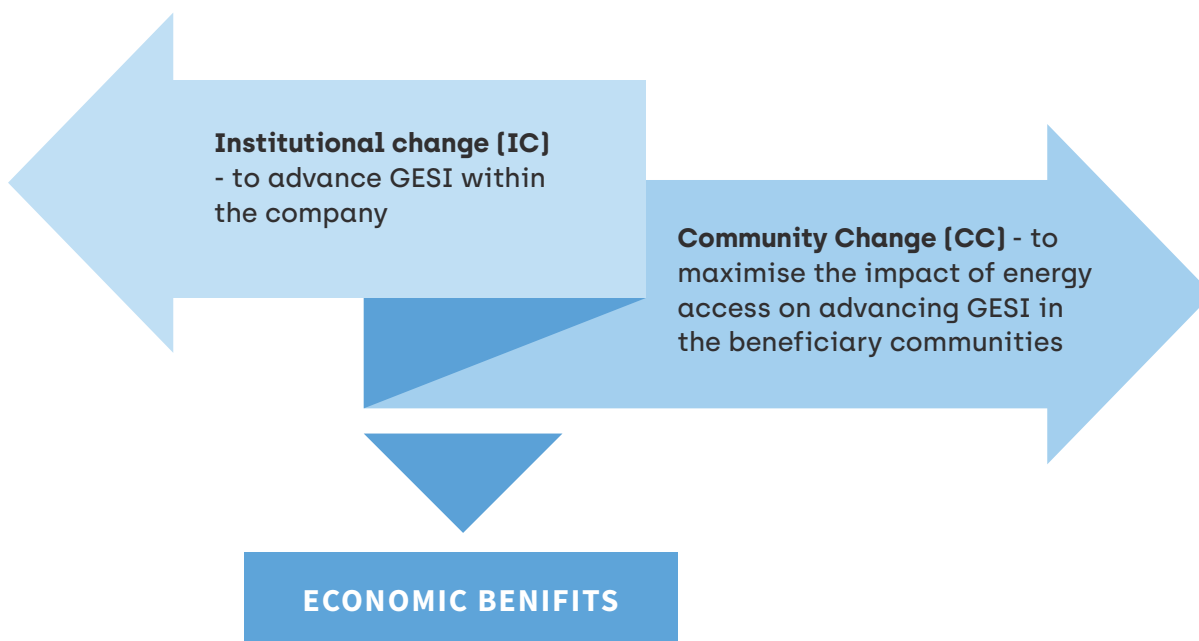
The GESIS recognizes two dimensions of changes that must be achieved in promoting GESI, namely:

- an institutional (internal) change, by which employees directly benefit from good policies and procedural regulations within the company, and improve their own lives and conscience for human rights, with positive externalities for business operations, and
- a community (external) change, by which members of the beneficiary community improve their own lives and conscience for human rights, through actions organised or supported by the company in its normal operations which ensures the economic sustainability of the operator over time.

The GESIS is structured as a ranking system for energy operators, which will be monitored and assessed using a framework of indicators: the GESIS Indicator Framework. The indicator framework will measure the performance of GESIS through 12 strategic goals, by an independent committee (the Forum for GESI Advocacy or FGESI). The GESIS also gives guidance on how to develop and progress through the various ranks, on which a system of incentives and rewards will be based.

“The GESIS establishes requirements, terms, and conditions to drive social and economic change in the target communities, while safeguarding positive impacts in women's lives and in social relations”

FIGURE 1 - EXPECTED IMPACTS FOR OFF-GRID OPERATORS



The Gender Equality and Social Inclusion Seal (GESIS)

The Seal

The Seal was designed to represent the dynamic nature of energy transition and the wave like effect it can have in social and economic setups in communities. As such the Seal is designed to remind us of waves that bring about change and prepare us for the future.

FIGURE 2 - THE SEAL WITH ALL ITS COLOURS



White, for a blank canvas to start, and from where we will progress to greater awareness of human rights and justice for all.

Yellow, the colour of the sun, our ultimate source of energy on earth, renewable energy.

Green, the colour of the land, reminding us of the need to protect it and make it fair and available to all.

Blue, the colour of the air, reminding us of our commitment to achieve equal rights and opportunities for all.

The colours on the Seal show a progression, starting from “nothing” (white) to build up abilities and behaviours to move through the GESIS ranks, through INITIATE (yellow), to PRACTITIONER (green) to the ultimate rank of ADVOCATE (blue). These colours and ranks represent levels of difficulty and achievement that the operators of off-grid energy systems are expected to grow into, in the context of the 12 strategic goals set for the GESIS, in the dimensions of institutional change (IC) and community change (CC), as are outlined in further detail in the following.

The visual effect of the Seal in all the energy operator’s documents can facilitate their access to benefits, incentives, and other transactional processes, as it will confirm that

the energy operator is contracted or licensed (formally registered) by ARENE, but also committed to the GESI agenda.

The Ranks: Initiate, Practitioner and Advocate

The GESIS will award a RANK to each energy operator according to their impacts in effecting social and economic change in their target communities.



The progression through the ranks starts when the operator, or proponent for a concession contract (GMG) or license (AES), **declares with the Energy Regulatory Authority (ARENE) of its intentions to adhere to the GESIS**. This declaration will be added to the concession contract (GMG) or license/registration (AES).

At this stage, it is unclear on whether the adoption of the GESIS norm by energy operators will be compulsory to the attribution of concession contracts and licenses/registrations. However, it is expected that the operators will commit to this norm as it will give them access to a system of incentives and rewards, for operators that commit and progress through it, as adhering will be a more economical option for them. Operators can also expect improvements in their business performances and reputations, by showing their commitment to promoting GESI in their companies and areas of influence.

After signing this commitment, the operator must supply data regarding its company preparedness for advancing GESI within its own organization. Furthermore, the operator will be given a certain time to carry out a baseline survey in the beneficiary communities, making use of as much published data as there is in order to reduce costs, as per template in Annex 3. The results of this survey will establish the current level of human development in the beneficiary communities and will allow the planning for interventions for effecting social and economic change with reference to the national SDG statistics⁹. This baseline survey will provide the needed information to preparing an action plan towards delivering GESI, to be approved by the competent authority.^{10, 11}

INITIATE (YELLOW)



The rank of Initiate (Yellow) does not require an assessment of performance, as it will be provided to those energy operators that present and get the approval for their **action plan towards delivering GESI**, to be approved by the competent authority. On approval, the operator will be entitled to use the GESIS initiate logo (yellow) on all their documents and to request to be given the approved incentives to implement their action plan.

⁹ The national SDG statistics are reported by the National Statistics Institute (INE) and may be incomplete for the energy access target areas (beneficiary communities). It is understood that many small operators may face budgetary difficulties in carrying out their own surveys; furthermore, it is of GoM's interest to facilitate and possibly fund the surveys that will create a system of measurement and monitoring for relevant human development (SDG) data. More details on potential funding mechanisms will be developed in the procedural guidelines for the implementation of the GESIS.

¹⁰ ARENE is the authority that recommends and issues concession contracts and licenses/registrations to energy operators. With regards to this norm, ARENE must liaison with the Ministry for Gender, Children and Social Action (MGCAS) to establish their involvement, roles, and responsibilities, in assessing the operator's action plans and regular reporting on their performance in matters of GESI.

¹¹ By law, ARENE will make decisions regarding the AESs, and the minister is the competent authority to make decisions on GMGs, based on ARENE recommendations. However, it is expected that for GMGs up to 1 MW, the minister will delegate decision competence to ARENE, keeping for him/herself the decision-making authority for GMGs of 1 to 10 MW.

No energy operator can be ranked above Initiate, if **the levels of human development in their beneficiary communities are below or at the national averages**, as registered in the national SDG statistics. For this reason, on attaining the rank of Initiate and as part of the action plan, the energy operator must set a monitoring and regular reporting system for indicators that measure human development, as defined in the GESIS Indicator Framework. This monitoring and reporting system must involve the local administration offices and connect data inflows to INE's national SDG statistics system, through the regular reporting that the operator will present to the competent authority.

If the operator is awarded the rank of Initiate (yellow), he/she will be entitled to access a package of incentives and rewards, set up by the GoM as a mechanism of compensation for this rank.

The rank of Initiate (Yellow) does not have a validity limit and can only be changed under the conditions required to attain the next rank, Practitioner (Green); however, regular monitoring and reporting must be carried out annually.

PRACTITIONER [GREEN]



To achieve the rank of Practitioner (Green), the energy operator must demonstrate impacts towards effective institutional and community changes, by means of the GESIS indicators and their regular reporting. This rank can only be awarded to operators whose beneficiary communities **have surpassed the national averages on human development**.

No operator can start at the Practitioner (Green) rank, on presenting its action plan for the GESIS to the competent authority, as the awarding of this rank will be made after an evaluation by an independent body (the Forum for GESI Advocacy or FGESI, to be created). Assessments of performance will be carried out every three (3) years; however, given that the incentives and rewards associated with this rank are higher than for the previous one (Initiate, Yellow), the operator may request that its rank be reviewed after one year of operations.

To attain the Practitioner (Green) rank, the operator will be evaluated on the following criteria:

- the operators' regular reporting must be part of the national aggregated statistics and data collection system, through the National Statistics Institute (INE)¹².
- the operator has achieved at least 70% of the 12 strategic goals of the GESIS Framework regarding institutional change (IC).
- the operator has demonstrated progress beyond the national averages for human development, in at least 40% of the 12 strategic goals of the GESIS Framework regarding community change (CC).

¹² The operator will report on the GESIS indicators to the competent authority, who in turn will share this data with INE. However, it is implicit that the data collection and monitoring systems regarding impacts at the community level will be organised and carried out by the operator in collaboration with the local administration offices. The competent authority will recognise the costs for data collection, monitoring and reporting as part of the overall operations' costs, and as such be recoverable in the tariff systems.

- the operator has presented a revised action plan that is more comprehensive and encompassing than the previous (at the Initiate rank), to reflect the additional incentives and benefits due to the Practitioner rank.

The FGESI will make recommendations to 1) approve or disapprove the revised action plan, and 2) award or not the rank of Practitioner, to the competent authority, who will in turn decide on these recommendations. If the operator is awarded the rank of Practitioner (green), he/she will be entitled to access a larger package of incentives and rewards, set up by the GoM as a mechanism of compensation for this rank.

If through the regular reporting or by the next assessment¹³, conditions have deteriorated in the beneficiary areas due to actions by the responsible energy operator or because of not meeting the revised action plan, the FGESI can recommend the reduction of the operator's rank to Initiate or even recommend further investigative actions on suspicion or evidence of unlawful practices.

The rank of Practitioner (Green), if awarded, will have a **validity of 3 (three) years and cannot be changed during that period**, although regular monitoring and reporting must be carried out annually.

ADVOCATE [BLUE]



To achieve the rank of Advocate (Blue), energy operators must demonstrate high impacts towards effective institutional (IC) and community (CC) changes, by means of the GESIS indicators and their regular reporting. This rank can only be awarded to operators whose beneficiary communities **have well surpassed the national averages on human development**.

As an Advocate (Blue), not only will the operator be able to benefit from a better package of incentives and rewards, but it is also expected to influence other operators and stakeholders of the energy sector in promoting human development. Rather than presenting a revised action plan, the operator will be allowed to revise its **commitment to GESI with new quantitative and qualitative targets**, to be achieved within the next five years of operations, that include not only improvements in the 12 strategic goals regarding institutional and community change, but also others not specified in the GESIS Indicator Framework.

The awarding of this rank will be made after an evaluation by an independent body (the Forum for GESI Advocacy or FGESI, to be created). To attain the Advocate (Blue) rank, the operator must have retained the rank of Practitioner (Green) for at least three (3) years, and assessments will be carried out every three (3) years. The operator will be evaluated on the following criteria:

- the operators' regular reporting must be part of the national aggregated statistics and data collection system, through the National Statistics Institute (INE).
- the operator has demonstrated progress beyond the national averages for human development, in at least 70% of the 12 strategic goals regarding community change (CC).

¹³ The frequency of assessments may be regular (every three years) or in response to the operator's own request for an evaluation for purposes of ranking, to be specified in the procedural guidelines of this norm.

- the operator has achieved at least 90% of the 12 strategic goals regarding institutional change (IC).
- the operator is engaged with advocacy actions for GESI beyond the borders of its own beneficiary communities, i.e. at provincial, regional or national levels.
- the operator has presented a revised or new commitment on GESI, with quantitative and qualitative targets for the next five years of operations.

The FGESI will make the recommendations to award or not the rank of Advocate, to the competent authority, who will in turn decide on this recommendation, to reflect the additional incentives and benefits due to the Advocate rank. The rank of Advocate (Blue), if awarded, will have a **validity of 5 (five) years and cannot be changed during that period**, although regular monitoring and reporting must be carried out annually.

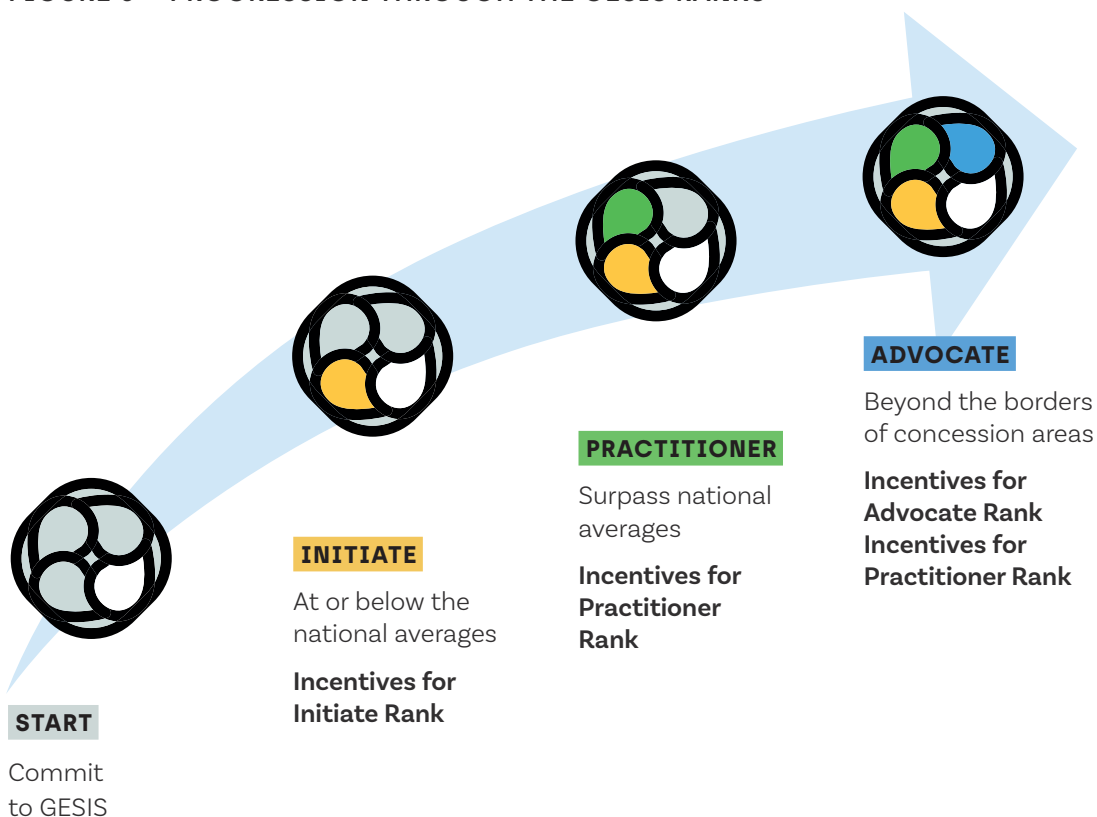
If the operator is awarded the rank of Advocate (blue), he/she will be entitled to access to the largest package of incentives and rewards, set up by the GoM as a mechanism of compensation for this rank.

If by the next assessment, at the end of the 5-year validity period, conditions have deteriorated in the beneficiary areas due to actions by the responsible energy operator or because of not meeting its commitment to GESI with new quantitative and qualitative targets, the FGESI can recommend the reduction of the operator’s rank to lower ranks or even recommend further investigative actions on suspicion or evidence of unlawful practices.

Progressing through the ranks

The progression through the ranks corresponds to progression through the Seal’s colours, and to specific achievements as described above.

FIGURE 3 – PROGRESSION THROUGH THE GESIS RANKS



To summarize, the commitment to the GESIS or Start (White GESIS), is followed by presenting and obtaining approval for an action plan on GESI in the beneficiary communities. This approval grants the operator the rank of Initiate (Yellow GESIS), with no time limit to stay at this level. Within two years as Initiate, or by request, the operator is subjected to a performance evaluation by FGESI, and within some criteria, it will be awarded the rank of Practitioner (Green GESIS), with a three-year validity. After three years as Practitioner, the operator is subjected to a performance evaluation by FGESI, and within some criteria, it will be awarded the rank of Advocate (Blue GESIS), with a five-year validity. If the operator is ranked Advocate, assessments will be made every five years.

Ranks of Initiate (Yellow GESIS), Practitioner (Green GESIS) and Advocate (Blue GESIS) entitle the operator to benefit from a correspondent package of incentives and rewards, respectively package Yellow, Green and Blue. The contents and extent of this packages will be negotiated with the Ministry of Economy and Finance (MEF) by the competent authorities and will be accessed by the operators on proof of their attained GESIS rank.

Procedural details will be discussed in the following chapters.

The Stakeholders: roles, rights, and obligations

By Mozambican legislation, ethical behaviour is expected from operators towards their own staff, within their own organization, although the requirements on institutional practices for GESI are not well regulated. However, why would energy operators be willing to adhere to the GESIS norm, as it represents extra responsibility and costs, and possible liabilities resulting from interactions with the communities and staff?

The GESIS has been designed to link the energy operators’ performance, in terms of social and economic sustainable development impacts, to the incentives and rewards they will be eligible for because of the public domain nature of their activities.

In this manner, the implementation of the GESIS involves not only the operators themselves but also governmental and public society entities, with specific roles, rights, and obligations, as follows:

TABLE 1 – STAKEHOLDERS OF THE GESIS

ROLES	RIGHTS AND OBLIGATIONS
ARENE: the Energy Regulatory Authority	<ul style="list-style-type: none"> - To develop, approve and review the GESIS as needed - To approve the plans and ranks for the GESIS of energy operators, upon recommendation from FGESI - To monitor performance and ensure regular and accurate reporting from energy operators - To act in arbitration in case of dispute between operators and communities, regarding the GESIS - To heed the recommendations of FGESI - To give fair evaluation and notice to energy operators - To liaison with all relevant governmental and public entities on behalf of the GESIS and the energy operators

“The GESIS has been designed to link the energy operators’ performance, in terms of social and economic sustainable development impacts, to the incentives and rewards they will be eligible for because of the public domain nature of their activities”

ROLES	RIGHTS AND OBLIGATIONS
MIREME: the Ministry for Mineral Resources and Energy	<ul style="list-style-type: none"> - To embrace and advocate for the GESIS in governmental forums and with development partners - To support energy operators in their pursuit of the GESIS - To integrate the GESIS statistics in the energy sector statistics - To support and facilitate the work of ARENE in implementing the GESIS - To advocate for reasonable and fair incentives system for energy operators, that reflect their social and economic impacts in communities
MGCAS: the Ministry for Gender, Children and Social Action	<ul style="list-style-type: none"> - To embrace and advocate for the GESIS in governmental forums and with development partners - To support ARENE in developing and implementing the GESIS within the energy sector - Together with ARENE, to monitor performance and ensure regular and accurate reporting from energy operators - To integrate the GESIS statistics in the MGCAS statistics - To coordinate, oversee and support the constitution and the work of FGESI as an independent national forum - To advocate for reasonable and fair incentives system for energy operators, that reflect their social and economic impacts in communities
MEF: the Ministry for Economy and Finance	<ul style="list-style-type: none"> - To embrace and advocate for the GESIS in governmental forums and with development partners - To support and facilitate the work of ARENE in implementing the GESIS - To integrate the GESIS statistics in the MEF statistics - To design and implement reasonable and fair incentives system for energy operators, that reflect their social and economic impacts in communities
AT: The Fiscal Authority	<ul style="list-style-type: none"> - To embrace and advocate for the GESIS in governmental forums and with development partners - To support and facilitate the work of ARENE in implementing the GESIS - To design and implement reasonable and fair fiscal incentives system for energy operators, that reflect their social and economic impacts in communities
INE: the National Statistics Institute	<ul style="list-style-type: none"> - To embrace and advocate for the GESIS in governmental forums and with development partners - To support and facilitate the work of ARENE in implementing the GESIS - To participate in the design and execution of baseline surveys are beneficiary communities of energy operators, for the measure on human development at the local level - Together with ARENE, to monitor performance and ensure regular and accurate reporting from energy operators - To support local administration offices in developing regular monitoring and reporting systems for SDG and GESIS statistics - To integrate GESIS statistics in the national SDG statistics, supporting ARENE, MIREME, MGCAS and MEF for integrated SDG/GESIS data systems

ROLES	RIGHTS AND OBLIGATIONS
Local administration offices	<ul style="list-style-type: none"> - To embrace and advocate for the GESIS with businesses, local community structures, at the local, provincial, and regional levels of government - To support and facilitate the work of energy operators in the community in matters of implementation of the GESIS - To participate in the execution of baseline surveys are beneficiary communities of energy operators, for the measure on human development at the local level - Together with the energy operators, to monitor performance and ensure regular and accurate reporting to central bodies - To coordinate with energy operators for concerted actions regarding the advancement of GESI and the human development at the local level - To ensure that Mozambican legislation and regulations are followed and that operators are given fair and just treatment as members of the community
FGESI: a forum representing all stakeholders for GESI	<ul style="list-style-type: none"> - To represent civil society, businesses, energy operators, administration and government, investors, and other stakeholders in the design, development, and implementation of the GESIS for the energy sector - To become a forum for consultation and wide discussions during the design of the GESIS and its instruments - To provide an organizational structure that can advocate for GESI in the energy sector, under the tutelage of MGCAS - To promote integrated statistics that measure human development, energy access, economics and other, resulting from the energy operators' activities - To provide independent assessors for the evaluation of performance on the GESIS by energy operators - To make recommendations to ARENE and the competent authorities on rank awarding for the GESIS - To participate in assessments of the practice of GESI in the economic and administration sectors
The energy operators, including mini-grids and energy services	<ul style="list-style-type: none"> - To embrace and advocate for GESI with clients, business partners, and local community and administration structures at all levels - To adopt and implement the GESIS to the best of their efforts - To liaison and coordinate with ARENE on the implementation of the GESIS - To liaison with local authorities and central bodies in the implementation of the GESIS and the processes of data collection, monitoring and reporting - To participate in FGESI, providing relevant feedback for future developments - To be compensated for their advancement of GESI and human development in their influence areas - To be compliant with Mozambican legislation and regulations while expecting fair and just treatment as members of the community where they operate

Sources of funding for the GESIS

The design and establishment of funding and budgetary exercises for the GESIS involves various stakeholders, namely:

1. **Energy Operators** must be compensated for the efforts they must develop to implement the GESIS in their beneficiary communities, i.e., the funding of the GESIS for the energy operators must be sourced either from central government, via direct granting mechanisms, or from the energy tariffs to the end users, thus ensuring that their promotion of GESI will not make the investment in energy access and solutions unfeasible.¹⁴
2. **ARENE** must have a dedicated team to assess, monitor and coordinate the GESIS implementation by energy operators, as well as to process and act upon their performance in operations. This team must be composed of specialised dedicated officials trained in issues of GESI and capable of liaison with all stakeholders of the standard's implementation processes, led by a dedicated coordinator and champion for GESIS (as a fulltime employee at ARENE); this person will ensure the integration of efforts and approaches across the different stakeholders, critical to success of the GESIS, and will lead the GESIS team at ARENE. Funding must be provided for hiring, training, and organising the team, and to plan for the sustainable continuation of the GESIS as a quality standard to be used in the energy sector as a tool, to drive forward and accelerate human development in poor and remote communities.
3. **MGCAS** must have a dedicated team to assess, monitor and collaborate on the implementation of the GESIS with ARENE, and to coordinate, oversee and support the constitution and the work of FGESI. This team must be composed of specialised dedicated officials trained in issues of GESI and capable of liaison with all stakeholders of the standard's implementation processes, as well as in supporting and coordinating the works of FGESI. The team must be led by a professional person employed and fully dedicated to GESIS at MGCAS. Funding must be provided for hiring, training, and organising the team, and to plan for the sustainable continuation of the GESIS as a quality standard to be used in the energy sector as a tool, to drive forward and accelerate human development in poor and remote communities. Also, funding must be provided to cover costs of constituting and hosting FGESI at the Ministry.
4. **Ministries and central governmental bodies** must have dedicated officials, and teams, to liaise with ARENE, MIREME and MGCAS in matters of implementation of the GESIS, and to process the data collected and reported regularly by energy operators, to maintain a quantitative view of costs and benefits of the GESIS in the energy sector, and the impact in human development. Furthermore, governmental, and public institutions must integrate efforts under the coordination of ARENE and MGCAS, and this integration will be difficult to achieve. Funding must be provided for hiring, training, and organising the teams, and to facilitate the integration of efforts within the whole governmental stakeholders.

¹⁴ Tariff setting for GMGs and AESs is made by proposal of the operator, and with approval by ARENE, the regulator. These proposals can be made under the regular tariff revision planned with yearly periodicity, or by request, in case an unpredicted event occurs. Tariff projections are part of the initial project submission for a Concession Contract (GMGs) or a Licence/Registration (AESs). In this projection, the operator must detail projected costs and revenues allowing the regulator to review the fairness of the proposed tariffs. A reasonable return on investment is expected on the operators' investments, as per Decree 93/21 of the 10th December, and if GESIS is financed partly by the operator, its costs will then be eligible to be considered as "accepted costs" for tariff setting.

5. **Local administration offices** must have trained officials to liaise with the energy operators and with INE, in matters of implementation of the GESIS, to process the data collected and reported regularly from the community with regards to the impact in human development and the SDG/GESIS statistics, and to participate in actions intended to raise awareness in the community for GESI. Funding must be provided for hiring, training, and organising the work in these offices, and to facilitate the integration of efforts within the community and at local and provincial levels.
6. **FGESI** will operate with minimal costs and with budget support from MGCAS. Still this forum will need to organise itself, to develop their mandate and legal identity, to develop internal review and compliance processes, to organise a website and virtual resource for data and information on the advocacy for GESI, and to maintain the (voluntary) membership active, engaged and capable to providing the consultation and assessment works that FGESI is expected to do. Funding must be provided to develop and establish FGESI, to initiate procedures and tools through which the forum will optimally operate.

At present, there is limited funding available for the promotion of GESI in government, local and central, in businesses and in public institutions. There is a risk that the lack of resources will make the implementation of the GESIS unsuccessful, with repercussions for the advancement of GESI in the energy sector. As such, **funding must be ensured before the norm is finally designed, approved, and is ready for implementation**, in other words a financing strategy will be a key action point as part of the design and development of the norm¹⁵.

The GESIS Indicator Framework

The pillars of intervention

The GESIS identifies pillars of intervention and strategic goals to effect social and economic change in the target communities by the energy operators. These goals are translated into indicators that can be measured and used to monitor and evaluate the levels of human development and how the operators have contributed to their improvement, named the **GESIS Indicator Framework**.

The challenge is on how to capture the direct and indirect effects of implementing and operating off-grid systems, especially in rural and remote areas, but also in peri-urban areas and informal settlements. The national statistics of growth, reported by the INE are a starting point for measurable and simple indicators for local development. In particular, the GESIS Indicator Framework uses indicators from or relevant to the SDGs reporting, as these are widely used by the public and private sector in Mozambique.

The framework will have three pillars for evaluation of the impact in effecting social and economic change in the target communities, namely:

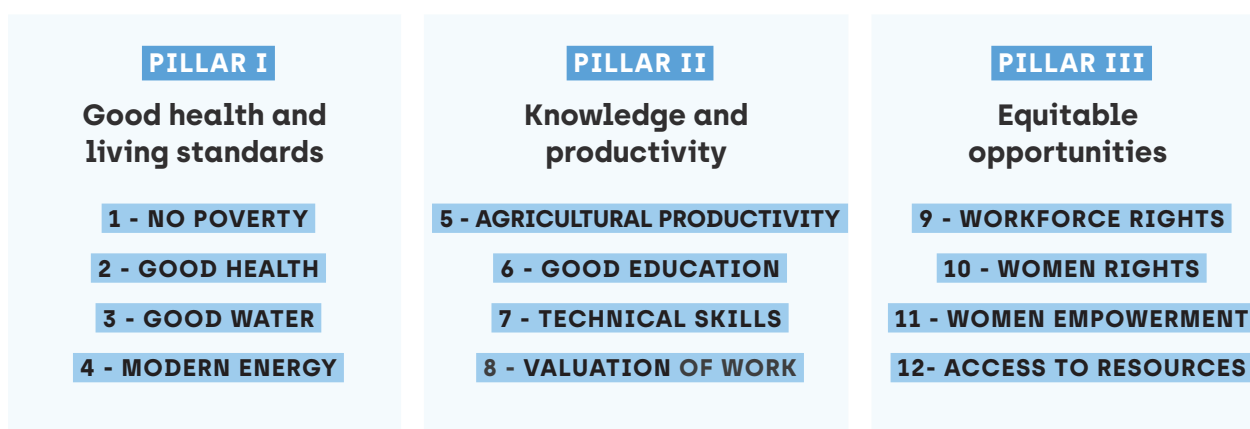
Pillar I: Good health and living standards: This pillar translates sustainable development goals SDG1, SDG3, SDG6 and SDG7, into interventions and indicators for energy operators in vulnerable communities. The strategic objectives in this pillar aim at improvements in the living conditions of workers, households, and community in general, because of the energy supplies and the operator efforts to contribute to GESI.

¹⁵ A detailed funding strategy, with financing mechanisms and action plans to establish them, needs to be developed to identify concrete funding sources and to map out options for the management and mobilisation of the funding (who, how, when, where), ensure good coordination and institutionalisation of these solutions. An assessment of

Pillar II: Knowledge and productivity: This pillar translates sustainable development goals SDG2, SDG4, SDG5 and SDG7, into interventions and indicators for energy operators in vulnerable communities. The strategic objectives in this pillar aim at improvements in the productivity and ability to generate income by workers, households, and community in general, because of the energy supplies and the operator efforts to contribute to GESI.

Pillar III: Equitable opportunities: This pillar translates sustainable development goals SDG4, SDG5, SDG6, SDG8 and SDG7, into interventions and indicators for energy operators in vulnerable communities. The strategic objectives in this pillar aim at improvements in the awareness and practice of human rights and ethical behaviour, by workers, households, and the community in general, because of the operator efforts to contribute to GESI.

FIGURE 4 – THE PILLARS OF INTERVENTION IN THE GESIS



A total of 12 strategic goals distributed through these three pillars reflect areas of social and economic change, linked with human development through the SDGs¹⁶, which will promote GESI in the companies themselves (institutional change) and in the beneficiary communities (community change). For each of these dimensions quantitative and qualitative indicators were designed, for the various ranks and specificities of energy operators (the GESIS Indicator Framework).

The 12 strategic goals for institutional and community change

The 12 strategic goals, on the two dimensions (institutional and community change), were designed considering the following principles:

1. Whenever terminology for groups of people is used, for example “workers”, “suppliers” and “consumers”, it is always intended that the designation has a special focus on women and vulnerable groups, such as youth, seniors, disabled, LGBT, and others.
2. Energy operators can determine the policies and procedures within the company and as affecting their workers, their suppliers and even their clients to some extent. However, they cannot impose policies or behaviours in the communities where they operate, they can only influence change up to a certain extent. It is important that energy operators work with local administrative and governance

¹⁶ The SDG5 (Gender Equality) contain targets and indicators that can be part of the Gender Equality Indicator Framework. The SDG5 indicators can also be aligned with indicators of progress in other SDGs. However, while the overlaps with some indicators evaluating challenges such as poverty (SDG1), health (SDG3), education (SDG4), or decent work (SDG8) are well understood, overlaps with other indicators such as the energy goal (SDG7) are less well explored. There is also a goal focused on reducing inequalities within and among countries (SDG10) to which the Gender Equality and Social Inclusion Seal (GESIS) also contributes directly.

structures, do not violate community rights, or create or exacerbate conflicts within the community.

3. These strategic goals respond to the SDG’s vision for human development, reflected in the SDGs 1 to 8, and they will inform the operator’s GESI policy and their social and economic development activities and programs at the community level.
4. These strategic goals are part of a flexible framework that recognises the diverse range of off-grid energy operators (in terms the scale and scope of their energy generation interventions, investment levels, management operations, beneficiary concession areas etc) and that levels of change and impact may vary proportionally.

TABLE 2 – STRATEGIC GOALS FOR THE GESIS

STRATEGIC GOALS	GOAL FOR INSTITUTIONAL CHANGE	GOAL FOR COMMUNITY CHANGE
Pillar I - Good Health and living standards		
1 - No poverty	improve the average annual earnings of workers and suppliers , through providing equitable/equal pay and by providing opportunities for new or diversified income earning activities (PUE).	improve of the average annual net earnings of consumers , through savings on energy sources and through higher productivity and possibly through new or diversified income earning activities (PUE).
2 - Good health	all workers have access to adequate health coverage , through providing to employees a health coverage scheme that contains sexual and reproductive health care services, including access to contraception and maternal care.	increase the level of energy access of local health services with intention of improving general health of the community, with special attention on sexual and reproductive health , through providing quality electricity to local health services, to enable for example refrigeration of medicines and vaccines, and adequate lighting for consultations, and through promoting safer improved cooking solutions for reduction of respiratory diseases due to smoke inhalation.
3 - Good water	all workers should have access to clean and safe water and to hygiene and sanitation facilities in the workplace , by installing toilets with lights and hand-washing facilities with running water, in the operator’s spaces, ensuring that safe, non-violent, and inclusive conditions are offered.	to support the improved access to clean and safe water , by facilitating quality electricity to local water supply systems and suppliers, and by promoting initiatives for solar water pumping and filtering (PUE). Also, by supporting the access to toilets-with-lights and hand-washing facilities with running water in schools and health centres, paying special attention to the needs of women and girls and those in vulnerable situations.

STRATEGIC GOALS	GOAL FOR INSTITUTIONAL CHANGE	GOAL FOR COMMUNITY CHANGE
4 - Clean energy	all workers should be encouraged to connect to the supply of clean and efficient energy supplied by the operator , by setting financing schemes for the workers to ensure their immediate access.	to facilitate access to clean energy, produced by the operator, to women headed households and households facing marginalization , through targeted campaigns to connect these consumers, and through facilitating the complementary supply of energy efficient stoves, lamps, and appliances.
Pillar II - Knowledge and productivity		
5 - Agricultural productivity	to provide technical information on the productive use of energy and solutions , through maintaining information material available to workers, suppliers, and consumers.	to promote the increase of productivity in small scale farms and food producers , through providing access to affordable modern and efficient energy solutions, such as solar irrigation, food conservation and processing, and other PUEs.
6 - Good education	to support education opportunities for workers , for example through facilitating the study on night shifts, or on virtual / remote learning, or by supporting the cost of learning materials, or through possible partnerships with local education institutions to include the workers, ensuring that safe, non-violent, and inclusive conditions are offered.	to support the improved access to energy-based education resources leading to relevant and effective learning outcomes , by facilitating quality energy to local schools and childcare facilities, and by supporting the access to safe, non-violent, inclusive, and effective learning facilities which are gender, child, and disability sensitive.
7 - Technical skills	to provide technical and vocational learning opportunities for workers, to ensure their abilities to perform and evolve professionally in the operator , through access to remote/virtual and presential training courses, learning materials and resources, and through in-service training opportunities, ensuring that safe, non-violent, and inclusive conditions are offered.	to promote quality technical and vocational learning opportunities for local suppliers , through access to remote/virtual and presential training courses, learning materials and resources, and through in-service training opportunities, ensuring that safe, non-violent, and inclusive conditions are offered.

STRATEGIC GOALS	GOAL FOR INSTITUTIONAL CHANGE	GOAL FOR COMMUNITY CHANGE
<p>8 - Valuation of work</p>	<p>to promote working life balance among the workers of the operator, especially women, through access to care facilities for children and people under care, and through the promotion of flexible and remote working hours, and appropriate employee leave schemes.</p>	<p>to promote awareness through activities that make visible care and domestic work, showing how energy services can reduce the load of care and domestic work, for example by facilitating clean energy solutions that reduce and make safer the care and domestic work, or by supporting reliable electricity supply to the mobile network, TV network and internet provider, and by setting up facilities for women to gain access to these information and communications technologies (ICT).</p>
<p>Pillar III - Equitable opportunities</p>		
<p>9 - Workforce rights</p>	<p>to promote workers’ rights by compliance with Mozambican labour standards and related legislation on social security and safety at work (HSE), through supporting workers bargaining power to advance the GESI agenda and by providing safe and secure working environments for all workers, regardless of employment status.</p>	<p>to participate in the promotion of labour rights and of safe and secure working environments, though raising awareness to the requirements of labour laws and related legislation, and by requiring minimum compliance by the local suppliers with this legislation.</p>
<p>10 - Women rights</p>	<p>to reduce harmful practices at the operator’s level, such as having a policy to prevent sexual harassment and violence in the operator’s premises, promoting training for workers on sexual and any other form of harassment, setting up whistle-blower procedures to enforce safeguarding environment for women, and to prevent victimization of whistle-blowers, setting up confidential grievance reporting, resolution, and non-retaliation mechanisms, and/ or by setting up victim care support, available for workers and their immediate families.</p>	<p>to participate in the promotion of women’s rights at the community level, through raising awareness to all forms of discrimination, harmful practices, such as child and forced marriage, female genital mutilation, female trafficking, and sexual exploitation, and by ensuring that any information from the operator that circulates in the public sphere, does not have references to gender biases or any harmful discriminatory language.</p>

STRATEGIC GOALS	GOAL FOR INSTITUTIONAL CHANGE	GOAL FOR COMMUNITY CHANGE
11 - Women empowerment	<p>to ensure women’s full and effective participation and equal opportunities for work and leadership at all levels, by pursuing equal representation of women in numbers, by providing equal opportunities for women in recruitment, in leadership and management representation, and in promotions and retention strategies, and/or by providing mentorship opportunities for women at work and in leadership.</p>	<p>to promote equal representation of women and men in businesses and in leadership roles, by favouring suppliers and partner-institutions with equal opportunities for women and equal pay for work of equal value, and by providing mentorship opportunities for women in leadership roles in the community.</p>
12 - Access to resources	<p>to avoid encroaching in collectively held rights, by ensuring that representative public and administrative consultation processes are carried out, by following, publishing, and enforcing a strict code of ethics from the managerial bodies and individual workers, by punishing evidence of unethical or corruption behaviour from the staff body</p>	<p>to promote awareness of the rights of ownership and control over land and other natural resources, for individuals and associations that hold collective rights, for example by supplying quality electricity services to registry and land administration local offices, establishing copying and scanning facilities to serve the local community, support the registry offices and community in the processes to legalise and clarify ownership boundaries and the protection of commons (common spaces, water resources, etc) as per relevant legislation</p>

The next sections will present the Indicator Framework for each of these strategic goals, differentiated by ranks and the technical specificities of energy operators. These indicators here proposed need to be better substantiated and made quantifiable and clear, work to be done based on a review of published existing data on energy operations and human development for Mozambique, to be carried out in the next stage of GESIS conceptualization.

Pillar I - Good health and living standards

The energy operators are providers of access to modern and clean energy supplies, which fulfils a social interest and ensures that one of the basic sustainable development conditions (SDG7) are met.

The access to modern clean energy sources, such as solar -powered electricity or self-contained, autonomous, appliances:

- creates opportunities for elongating the productive day into the night, with electric lights,

- allows for water pumping to ease access to water,
- brings radios and televisions into the living rooms, as well as the internet and mobile connections, with all the knowledge available in the world made available to their users,
- allows for food conservation in fridges and freezers, and
- many other “energy utilities” that improve life and economic conditions of individuals and households and reduce their poverty levels (SDG1).

The expansion and modernization of health care facilities, to meet sustainable development goals (SDG3), relies on a steady reliable and clean energy supplies to the care facilities, allowing for vaccine and medicine conservation, for good lighting for procedures, and generally for clean and sterile attendance facilities. Women have extra vulnerabilities in their reproductive and sexual health and need extra care. The improvement in the health care services in the concession areas, particularly for women, is necessary for the development of a physically capable, mentally healthy, and long-lived workforce, whose basic needs of survival and life are assured and can then spend energy in developing skills and taking opportunities for growth and modernization.

Easy access to a steady supply of clean water (SDG6) will alleviate the burden of collecting it from water sources for women and children and may result in higher productivity of household green vegetable gardens and will certainly contribute to the family’s health. As such, the provision of this basic service, with water pumping and filtering systems, is critical to achieve higher levels of health and living standards.

The off-grid sector is part of the national electrification strategy towards universal access in 2030. We know that clean and modern energy (SDG7) contribute to human development and will provide the technical means and the information to boost women’s participation in the labour market and their access to education. Furthermore, through the acquisition of knowledge and the improvement of living conditions, societal change can occur to incorporate concepts such as human rights, women rights, the rights to choose, and so many others that are at the core of the gender equality movement, necessary to fight inequalities and to improve living conditions for vulnerable groups.

This pillar translates sustainable development goals SDG1, SDG3, SDG6 and SDG7, into interventions and indicators for energy operators in vulnerable communities, as follows:

TABLE 3 – STRATEGIC GOALS AND THE GESIS INDICATORS FOR “GOOD HEALTH AND LIVING STANDARDS”

INDICATOR FRAMEWORK FOR PILLAR I – GOOD HEALTH AND LIVING STANDARDS	
1 - No poverty	
IC: increase the average annual earnings of workers and suppliers, through providing equitable/equal pay and by providing opportunities for new or diversified income earning activities (PUE)	1.1.1. Average monthly income of workers, by age and sex 1.1.2. Number of workers engaged in PUE activities 1.1.3. Total payments made to Mozambican suppliers, by location and type of service

INDICATOR FRAMEWORK FOR PILLAR I – GOOD HEALTH AND LIVING STANDARDS

<p>CC: increase of the average annual earnings of consumers, through savings on energy sources and through higher productivity and possibly through new or diversified income earning activities (PUE)</p>	<p>1.2.1. Average daily income per capita of consumer households, by age, location, disability, and sex of household head</p> <p>1.2.2. Proportion of the community population living below the national poverty line, by age, location, disability, and sex</p>
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2 - Good health

<p>IC: all workers have access to adequate health coverage, through providing to employees a health coverage scheme that contains sexual and reproductive health care services, including access to contraception and maternal care</p>	<p>2.1.1. Coverage of health services for workers, by age, sex and type of coverage</p> <p>2.1.2. Average monthly health coverage total cost for workers, per age and sex</p>
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<p>CC: increase the level of energy access of local health services with intention of improving general health of the community, with special attention on sexual and reproductive health, through providing quality electricity to local health services, to enable for example refrigeration of medicines and vaccines, and adequate lighting for consultations</p>	<p>2.2.1. Index of access to sexual and reproductive health-care services, including for family planning, information, and education</p> <ul style="list-style-type: none"> - Coverage index of sanitary units per zone - The proportion of women who attest to having opportunities to access relevant and supportive sexual and reproductive health services (age, location, employment status and disability) <p>2.2.2. Maternal mortality ratio in the community</p> <p>2.2.3. Number of health facilities connected to the energy supply provided by the operator</p>
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3 - Good water

<p>IC: all workers should have access to clean and safe water and to hygiene and sanitation facilities in the workplace, by installing toilets with lights and hand-washing facilities with running water, in the company’s spaces, ensuring that safe, non-violent, and inclusive conditions are offered.</p>	<p>3.1.1. Proportion of workers with access to reliable and clean water supplies, and sanitation facilities with lights and running water, in the workplace</p> <p>3.1.2. Coverage of awareness campaigns promoting clean and safe water and sanitation facilities</p>
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<p>CC: to support the improved access to clean and safe water, by facilitating quality electricity to local water supply systems and suppliers, and by promoting initiatives for solar water pumping and filtering (PUE). Also, by supporting the access to toilets-with-lights and hand-washing facilities with running water in schools and health centres, paying special attention to the needs of women and girls and those in vulnerable situations</p>	<p>3.2.1. Number of solar water pumps installed for water supply and irrigation in the community</p> <p>3.2.2. Proportion of households in the community with access to reliable and clean water supplies (desegregated by sex, location, disability, age)</p> <p>3.2.3. Proportion of schools with running water and lighting for toilets and handwashing facilities, by education level and location (basic and inclusive)</p> <p>3.2.4. Proportion of women who declare to have reduced overburden of domestic chores as result of access to clean water supplies</p>
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INDICATOR FRAMEWORK FOR PILLAR I – GOOD HEALTH AND LIVING STANDARDS	
4 - Clean energy	
IC: all workers should be connected to the supply of clean and efficient energy produced the company, by setting financing schemes for the workers to ensure their immediate access	4.1.1. Coverage of financing schemes for access facilitation within the workers population, per sex, age and location 4.1.2. Proportion of workers with clean and modern energy access in their own households
CC: to facilitate access to clean energy, produced by the company, to women headed households, through targeted campaigns to connect these consumers, and through service contracts with suppliers of energy efficient stoves, lamps, and appliances	4.2.1. Overall number of connections to the energy operator’s services, per type, size, and location 4.2.2. Proportion households (Index of access), supplied with clean and modern energy by the operator, by age, location, disability, and sex of the household-head 4.2.3. Coverage of awareness campaigns in the community to accelerate new connections, and to ensure efficient uses of energy 4.2.4. Proportion of local business and services facilities and office benefiting from access to clean and modern energy.

These indicators will be referenced to the ranks of progression in the GESIS and will input into the National Statistics Institute (INE), which collects and processes into national aggregated statistics of social, economic, and sustainable development nature.

Pillar II - Knowledge and productivity

The energy operators are providers of access to modern and clean energy supplies, which fulfils a social interest and ensures that one of the basic sustainable development conditions (SDG7) are met.

Most rural families produce self-sustaining green vegetables and staple foods (maize, rice, cassava, etc) for their own consumption, and as such are vulnerable to weather changes, land degradation and to the use of outdated technology. Water pumping and food conservation can directly increase the outputs of small homesteads and provide some shoring power for lean periods of the year. Women are often the labour force in these small holdings, and responsible for the family nutrition. Improvements in agricultural activities, through access to energy solutions with potential for income generation and for savings through conservation of food items (productive use of energy) will directly impact their ability to feed the family and themselves, and possibly to earn extra income by selling the excess products in informal and street markets.

The first years in school are critical to develop the logic, intuitive and inquisitive minds of young children, and no future labour force can be created on weak foundations. As such, every technological and modern enterprise, such as off-grid energy projects, must contribute to create safe and enabling environments for children of the community, particularly girls who are historically more vulnerable. The provision of modern and clean energy to school facilities will create nurturing and safe learning environments and will allow for the use of the digital resources (internet, tv and radio, etc), to be part of the educational tools.

Technical skills are scarce in remote areas, thus making modernization and industrialization efforts harder and more costly. **Often, local opportunities for technical employment result in migration of professionals from cities, to take these positions, making it even harder to obtain employment by residents.** Particularly with women, the learning of technical skills can not only produce able labourers, but also has a larger impact in driving societal change. Old values are challenged, and women gain recognition and the will to fight for equal opportunities. Most of the rural areas lack technical learning centres, however, by providing energy supplies to schools, operators will contribute to the establishment of laboratories and workshops where technical skills can be learned for future professional standing.

The conception of women’s inferiority in relation to men, sits on the thought that the men are the bread winners, and the women therefore their dependents, and as such must be submissive. If their work, as care givers in the home environment, is recognised as contributing to the family’s wellbeing, it will be a good starting point for gender equality to be practiced in the household. The change can be driven by the women’s own sense of value and rights, acquired by gaining access to information resources (TV, radio, social media) and by creating energy solutions that free them to pursue the acquisition of knowledge and wellbeing.

This pillar translates sustainable development goals SDG2, SDG4, SDG5 and SDG7, into interventions and indicators for energy operators in vulnerable communities, as follows:

TABLE 4 - STRATEGIC GOALS AND THE GESIS INDICATORS FOR “KNOWLEDGE AND PRODUCTIVITY”

INDICATOR FRAMEWORK FOR PILLAR II – KNOWLEDGE AND PRODUCTIVITY	
5 - Agricultural productivity	
IC: to provide technical information on the productive use of energy and solutions, through maintaining information material available to workers, suppliers, and consumers	5.1.1. Number of information material available to workers and the public, by type of PUE, in digital and hardcopy formats 5.1.2. Number of readers requesting or consulting the available information material at the company’s facilities
CC: to promote the increase of productivity in small scale farms and food producers, through providing access to affordable modern and efficient energy solutions, such as solar irrigation, food conservation and processing, and other PUEs, and by supporting the market for the sale of agricultural products	5.2.1. Average monthly income of small-scale food producers, by sex, location, disability, and age of household head 5.2.2. Proportion of community members with access of modern and efficient energy solutions for PUE by sex, location, disability, and age 5.2.3. Number of energy connections or suppliers to local suppliers (associations, private and public entrepreneurs) engaged in the distribution and sales of locally produced agricultural products outside the concession area

INDICATOR FRAMEWORK FOR PILLAR II – KNOWLEDGE AND PRODUCTIVITY	
6 – Good education	
<p>IC: to support education opportunities for workers, for example through facilitating the study on night shifts, or on virtual / remote learning, or by supporting the cost of learning materials, or through possible partnerships with local education institutions to include the workers, ensuring that safe, non-violent, and inclusive conditions are offered.</p>	<p>6.1.1. Number of workers enrolled in general or professional education programs</p> <p>6.1.2. Annual budget allocated and spent in supporting the workers general or professional education</p> <p>6.1.3. Number of digital stations made available to workers for remote learning off-office hours</p>
<p>CC: to support the improved access to energy-based education resources leading to relevant and effective learning outcomes, by facilitating quality electricity to local schools and childcare facilities, and by supporting the access to safe, non-violent, inclusive, and effective learning facilities which are gender, child, and disability sensitive</p>	<p>6.2.1. Proportion of local schools and childcare facilities with access to modern and clean energy supplies</p> <p>6.2.2. Annual budget allocated and spent in supporting new connections of local school and childcare facilities</p> <p>6.2.3. Number of awareness programs in local schools and childcare facilities, to promote the establishment of safe, non-violent, inclusive, and effective learning spaces which are gender, child, and disability sensitive</p>
7 - Technical skills	
<p>IC: to provide technical and vocational learning opportunities for workers, to ensure their abilities to perform and evolve professionally in the company, through access to remote/virtual and presential training courses, learning materials and resources, and through in-service training opportunities, ensuring that safe, non-violent, and inclusive conditions are offered.</p>	<p>7.1.1. Annual budget allocated and spent for vocational and professional training of workers, including training courses, remote learning, and internships</p> <p>7.1.2. Number of successful trainings coupled with job promotions, for female and disabled workers</p>
<p>CC: to promote quality technical and vocational learning opportunities for local suppliers, through access to remote and presential training courses, learning materials and resources, and through in-service training opportunities, ensuring that safe, non-violent, and inclusive conditions are offered.</p>	<p>7.2.1. Annual budget allocated to provide technical and vocational learning opportunities to the company’s local suppliers, including training courses, remote learning, and internships</p>

INDICATOR FRAMEWORK FOR PILLAR II – KNOWLEDGE AND PRODUCTIVITY	
8 - Valuation of work	
<p>IC: to promote working life balance among the workers of the provider, especially women, through access to care facilities for children and people under care, and through the promotion of flexible and remote working hours, and appropriate employee leave schemes</p>	<p>8.1.1. Proportion of workers that make use of the company’s facilities and support for safe, non-violent, and inclusive childcare</p> <p>8.1.2. Existence of policy for flexible working hours, for workers with small children and people under care</p> <p>8.1.3. Existence of policy allowing for flexible maternal and paternal leave by occasion of a childbirth</p> <p>8.1.4. Evidence of fair compensation for hours worked beyond the normal schedule (extra)</p>
<p>CC: to promote awareness and energy services that reduce women’s load of care and domestic work, for example by facilitating clean energy solutions that reduce and make safer the care and domestic work, or by supporting reliable electricity supply to the mobile network, TV network and internet provider, and by setting up facilities for women to gain access to these ICT technologies</p>	<p>8.2.1. Number of women in consumer households that have their own mobile phone with internet access</p> <p>8.2.2. Number of consumer households that have at least one television set</p> <p>8.2.3. Number of women in consumer households reporting a reduced domestic workload, resulting from access to clean energy solutions</p>

These indicators will be referenced to the ranks of progression in the GESIS and will input into the National Statistics Institute (INE), which collects and processes into national aggregated statistics of social, economic, and sustainable development nature.

Pillar III – Equitable opportunities

The energy operators are providers of access to modern and clean energy supplies, which fulfils a social interest and ensures that one of the basic sustainable development conditions (SDG7) are met.

Social change will accompany the expansion of modern and clean energy supplies in rural areas. The energy operators can be part of the social change that benefits also the most vulnerable groups within society, as well as their own workers and suppliers.

The Universal Declaration of Human Rights clearly recognizes that vulnerabilities in societal groups are diverse, including gender discrimination and other forms of discrimination such as related with ethnic origin, race, physical and mental disabilities, levels of ability and sexuality.

For equitable opportunities to be a desirable impact of wide access to modern and clean energy, equal [human] rights must be promoted and defended, in the recognition and practice of safe and equal access to opportunities for learning and self-improvement and to natural and economic resources. All members of society have

a right to being treated fairly and with dignity and to being able to actively participate in decision-making processes of their political, economic, and social lives.

Social inclusion is the process by which efforts are made to ensure that everyone, regardless of their background, can achieve their full potential in life, and concerns those more vulnerable by reasons of race, gender, class, sexual orientation, disability status, generational group, geography, and origin.

This pillar translates sustainable development goals SDG4, SDG5, SDG6, SDG8 and SDG7, into interventions and indicators for energy operators in vulnerable communities, as follows:

TABLE 5 – STRATEGIC GOALS AND THE GESIS INDICATORS FOR “EQUITABLE OPPORTUNITIES”

INDICATOR FRAMEWORK FOR PILLAR III – EQUITABLE OPPORTUNITIES	
9 - Workforce rights	
IC: to promote workers’ rights by compliance with Mozambican labour standards and related legislation on social security and safety at work (HSE), through supporting workers bargaining power to advance the GESI agenda and by providing safe and secure working environments for all workers, regardless of employment status	9.1.1. Number of workers who report safe and secured to share their concerns within the companies, desegregated by sex, location, disability, and age 9.1.2. Availability and access to information in the workplaces, regarding rights and duties of workers 9.1.3. Full coverage of workforce with pension schemes (INSS) 9.1.4. Regulation and practice of health and safety in the workplaces (HSE) 9.1.5. Policies published and shared on anti-discrimination and ethical behaviours
CC: to participate in the promotion of labour rights and of safe and secure working environments, though raising awareness to the inequality in access to services and resources, and to the benefits of a more inclusive society, to the requirements of labour laws and related legislation, and by requiring minimum compliance by the local suppliers with this legislation	9.2.1. Number of awareness campaigns for labour rights, and in favour of anti-discrimination and ethical behaviours 9.2.2. Availability and access to information for consumers, regarding rights and duties of workers 9.2.3. Establishment of a complaints desk and process for consumers reporting unethical or discriminatory behaviour from workers
10 - Women rights	
IC: to reduce harmful practices at the company’s level, such as having a policy to prevent sexual harassment and violence in the company premises, promoting training for workers on sexual and any other form of harassment, setting up whistle-blower procedures to enforce safeguarding environment for women, and to prevent victimization of whistle-blowers, setting up confidential grievance reporting, resolution, and non-retaliation mechanisms, and/or by setting up victim care support, available for workers and their immediate families	10.1.1. Availability and access to information for workers, regarding rights of women in society 10.1.2. Establishment of whistle-blower protection procedures, in matters regarding sexual harassment within the company 10.1.3. Establishment of victim support groups, for workers and their families that are victims of sexual or gender-based violence

INDICATOR FRAMEWORK FOR PILLAR III – EQUITABLE OPPORTUNITIES	
<p>CC: to participate in the promotion women’s rights at the community level, through raising awareness to all forms of discrimination, harmful practices, such as child and forced marriage, female genital mutilation, female trafficking, and sexual exploitation, and by ensuring that any information from the company that circulates in the public sphere, does not have references to gender biases or any harmful discriminatory language</p>	<p>10.2.1. Number of cases of violence in communities reported to the local authorities and local GESI associations/NGOs, desegregated by sex, location, disability, and age</p> <p>10.2.2. Number of awareness campaigns to end all forms of discrimination against all women and girls</p> <p>10.2.3. Review of all the external documents and publications to eliminate any gender bias and discriminatory language</p> <p>10.2.4. Availability and access to information for consumers, regarding rights of women in society</p> <p>10.2.5. Establishment of a complaints desk and process for consumers reporting gender bias and discriminatory behaviour from workers</p>
11 - Women empowerment	
<p>IC: to ensure women’s full and effective participation and equal opportunities for work and leadership at all levels, by pursuing equal representation of women in numbers, by proving equal opportunities for women in recruitment, in leadership and management representation, and in promotions and retention strategies, and/or by providing mentorship opportunities for women at work and in leadership</p>	<p>11.1.1. Proportion of women represented in the decision making and management bodies of the company</p> <p>11.1.2. Annual budget allocated and spent on leadership and management training of female workers</p> <p>11.1.3. Policies for hiring, retaining, and promoting local workers, preferentially women</p> <p>11.1.3 Proportion of women as part of the production workforce</p> <p>11.1.3 proportion of suppliers/partners that are women led businesses and/or have a gender-balanced workforce</p>
<p>CC: to promote equal representation of women and men in in businesses and in leadership roles, by favouring suppliers and partner-institutions with equal opportunities for women and equal pay for work of equal value, and by providing mentorship opportunities for women in leadership roles in the community</p>	<p>11.2.1. Proportion of women participating in decision-making in the community</p> <p>11.2.2. Annual budget allocated to supporting female leadership roles and groups in the community</p>
12 - Access to resources	
<p>IC: to avoid encroaching in collectively held rights, by ensuring that representative public and administrative consultation processes are carried out, by following, publishing, and enforcing a strict code of ethics from the managerial bodies and individual workers, by punishing evidence of unethical or corruption behaviour from the staff body</p>	<p>12.1.1. Code of conduct for workers regarding their behaviour in society, condemning unethical or corruption behaviour</p> <p>12.1.2. Establishment of a complaints desk and process for members of the community reporting on unethical or corruption behaviour from workers</p>

INDICATOR FRAMEWORK FOR PILLAR III – EQUITABLE OPPORTUNITIES

CC: to promote rights of ownership and control over land and other natural resources, for individuals and associations that hold collective rights, such as supplying quality electricity services to registry and land administration local offices, establishing copying and scanning facilities to serve the local community, support the registry offices and community in the processes to legalise and clarify ownership boundaries and the protection of commons (common spaces, water resources, etc) as per relevant legislation

12.2.1. Proportion of households that utilize accessible lands for subsistence production and housing, desegregated by sex, location, disability, and age of the household head

These indicators will be referenced to the ranks of progression in the GESIS and will input into the National Statistics Institute (INE), which collects and processes into national aggregated statistics of social, economic, and sustainable development nature.

Incentives packages applicable to GESIS ranks

GESIS will include incentive packages to encourage operators to adopt the norm on a voluntary basis. These incentives are additional to the inherent benefits of adopting and implementing GESIS by operators. The evidence from the literature suggests that businesses that adopt GESI policies in their operations observe the following benefits:

1. Economic benefits resulting from improved performance in business
2. Retention of talent and staff over the long-term
3. Improved relationships with the beneficiary communities, that often results in smooth operations
4. Reputational benefits beyond the business area and its beneficiaries
5. Rapid growth because of a diverse and more talented workforce pool

However, these benefits are sometimes only palpable over the medium to long term. Thus, the incentive packages will seek to encourage the adoption of GESIS in the short term. The benefits can be thought of in four categories:

1. Reputational benefits derived from the promotion of GESIS and the operators adopting the Seal by its partners. This may directly improve the reputation of the operator among potential customers, civil society organisations, national organisations, regional institutions, and international development organisations. Concessional benefits including fast-track procedures within some administrations. These incentives could also be linked to the requirements to benefit local development already included in the regulations (e.g., GESIS will constitute a demonstration of those benefits).
2. Access to funding, for example, through facilitating access to ODA programmes that depend on GESI requirements, or through eligibility to access government investment funds for off-grid energy solutions.

3. Economic benefits derived from exemptions and tax holidays on government-regulated costs, for example, VAT, import duties and procedural fees.

The package of incentives will vary according to the rank that the operator is classified under GESIS.

The GESIS team will enrol a team of external experts to evaluate the viability of different incentives packages and their alignment with the GESIS progression, as a core element of the Seal, and will support the negotiation with MEF and AT, under the leadership of ARENE and MIREME, on the tax incentives and rewards packages for the operators ranked per GESIS.

Monitoring, and reporting

The existing regulatory framework for the off-grid energy operators requires them to prepare a Local Contents Plan, which contains elements of GESI. Therefore, the requirements set out in the Local Contents Plan are used as a template for the designing of the GESIS Indicator Framework and corresponds to the minimum expected to be achieved under this norm.

The previous sections presented the first set of indicators that we expect to be representative of progress made in the 12 strategic goals identified for institutional and community dimensions in GESIS.

To test these indicators, an initial assessment will be carried out incorporating national statistics, reports, and other sources, cited, to provide some guidance to the ranges expected to be found in Mozambique. See data tables and infographics in annex 4 for the results of this review. Expectations are that few of the proposed indicators are currently measured by the National Statistics Institute (INE) and will require an effort to develop into integrated GESI and energy sector statistics.

The energy operators must report to ARENE on a yearly basis, on their performance in providing access to the community and its inhabitants, and in their performance as per GESIS indicators. The yearly reports will be the basis for ARENE to maintain a record on the operator's performance on GESIS. These reports will be shared with MGCAS and INE, who in turn will integrate the data into the national statistics, generating summary reports on the integrated contribution of energy operators to human development and GESI (synthesis of data in an annual GESIS report).

Independent assessments of operators' performance will be carried out by FGESI every 3 years for the Practitioner rank, and every 5 years for the Advocate rank. These assessments will generate recommendations to ARENE who, in collaboration with MGCAS and INE, will then confirm or review the current rank of the assessed operators, and the level of incentives it is eligible to benefit from. Procedural guidelines will be developed to ensure transparency, fairness, and independence in these assessments.

Public disclosure and regular reporting, from FGESI, ARENE, MGCAS and INE, are critical to ensure that the ranking process and the associated eligibility for benefits are trusted and that energy operators see GESIS as a value added to their role in the communities, rather than a burden, a cost, or a liability. For this reason, audits on GESIS integrity and impact must be carried out every 5 years by a team of multidisciplinary auditors, to ensure that GESIS programs and associated procedures are followed and are beneficial to all stakeholders for a win-win situation.

The institutionalization of GESIS, through the various stakeholders in government and civil society, and the assurance of transparent and fair implementation and rankings will not be easy. It must not become a bureaucratic costly system that impairs rather than facilitates the adoption of GESI policies and behaviours in the energy sector and beneficiary communities.

The Forum for GESI Advocacy (FGESI)

The Forum for GESI Advocacy (FGESI), still to be created, has a critical role in the design and implementation of the GESIS, namely:

1. It can be a forum for consultation and wide discussions during the design of the GESIS and its instruments.
2. It can provide an organizational structure that advocates for GESI in the economic sectors, and more specifically in the energy sector.
3. It can carry out reviews and divulge integrated statistics that measure human development resulting from the energy operators' activities, in coordination with governmental institutions.
4. It can provide independent assessors for the evaluation of performance of GESIS and it can regularly provide recommendations for ARENE and the competent authorities on rank awarding.

The next steps are to organise FGESI as a national forum, and to develop its mandate, roles, and attributions, as well as a plan on how to maintain the FGESI as an independent assessor for the GESIS, budget wise^{17,18}. The following principles will apply:

1. **Scope:** consultation, assessments, data gathering and reporting
2. **Nature:** forum, non-profit, consultative only, voluntary association
3. **Funding:** from payment for services¹⁹. No membership fees to start with
4. **Cost containment strategies:** use virtual space for meetings and discussions²⁰

¹⁷ Independence is central to this, but budget wise it might turn into a challenge in the mid-long term, if sustainable funding mechanisms and sources are not organised for FGESI. FGESI must be funded by an independent source and not from the energy operator's fees.

¹⁸ The energy operator's regular monitoring and reporting on their GESIS performance to ARENE will determine, through the GESIS ranks they are assigned to, their ability to cover the costs of implementing GESIS, ensuring that these will not unnecessarily increase the tariffs to the end user; the GESIS cannot become a vehicle to charge higher prices unfairly to the end users.

¹⁹ At least for the first couple of years, until its value added and its reputation as a prestigious and independent forum, is clearly established, FGESI should at least be partially funded by a development program. In later dates, the assessment work they provide should cover the costs of these services.

²⁰ The FGESI must have national representation and integrate organizations, companies and institutions based in Maputo, in the provinces and in the districts, thus ensuring full coverage of diversity, perceptions and needs. The tutelage of FGESI will fall to a relevant governmental institution such as the Ministry for Gender, Children and Social Action (MGCAS), and the FGESI website and virtual meeting tools should be hosted in this Ministry. For this reason, the hosting institution must be supported in establishing and coordinating FGESI until a sustainable funding mechanism can be set.

5. **Membership:** all organizations, associations, companies, and institutions, public or private, that are engaged with gender issues, human rights, and social development²¹.

6. **Identifiers:** logo, mission, values, legal entity, and website

The creation of a Forum for GESI Advocacy (FGESI) must start, through identifying and surveying all organizations, associations, companies, and institutions engaged with gender issues, human rights, social development, and governmental institutions such as the Ministry for Gender, Children and Social Action (MGCAS). The latter is already congregating various national and provincial organizations, to collect information on ongoing programs and to build a national “picture” of work being done in matters of gender equality and social inclusion (GESI).

A survey for the FGESI potential members has been prepared and a kick-off consultation (online) was carried out on the 20th September, 2022. In this meeting, there was recognition of the importance of this initiative, and further consultations and conceptual work will follow. So far, the most relevant questions around FGESIS are:

1. What are the challenges expected in the implementation of GESIS?
2. What are the mutual roles of MIREME and MGCAS in the GESIS?
3. What are the conditions for financial and institutional sustainability of GESIS?

The governance structure of the FGESI must be defined, and how will it be organised, managed, and coordinated. For example, there may be need for a steering committee of a smaller group of forum members (that are elected from within the membership) to coordinate/drive the forum forward, coordinate decision making etc. Procedural documents on membership eligibility, rotation within the steering committee, and terms of services provided must be developed. The focus of the procedural design for FGESI must be in ensuring wide participation, to set quality standards of participation so that FGESI reputation is undisputed, and to guarantee that all services and consultations provided are independent and based on professional assessments and evaluations.

Most of all, FGESI must be a very low-cost solution for independence cross-checks in the implementation of GESIS and should not constitute a financial burden to energy operators and investors. As such, the engagement of government and development partners to support this initiative and help establish this forum is of primary importance. The next stages of GESIS development will ensure engagement, commitment, and funding for the incoming years.

²¹ FGESI must be a prestigious organization that will enable its members to gain clout with respect to their gender credentials. We can call it a Fellowship for the promotion of gender and social inclusion rights, or a Board. FGESI should be government-endorsed and possibly also by a relevant UN organisation.

Risks perceived

During the conceptual development, the researchers identified the following risks and mitigation strategies:

RISKS	MITIGATION STRATEGIES
<p>Lack of impact on advancing GESI outcomes on the ground because of changing social, economic, or political dynamics, for example</p>	<p>GESIS is based upon a review of current literature on the matter, and consultation with a strong group of gender and energy experts in Mozambique. Its principles have been developed over a six-month process of collective discussion, reflection, and evaluation leading to this White Paper. Further consultation, reflection and monitoring will follow to enable the development of appropriate processes and regulations and ensure that lessons learnt are incorporated as the process evolves so that GESIS can adapt (as needed) and remains fit-for-purpose.</p>
<p>Lack of government commitment to the implementation and monitoring of GESIS</p>	<p>Consultation opportunities must be created, involving all governmental stakeholders, to adapt to the requirements and limitations or conditions, and to engage and raise their awareness on GESIS and its value for human development and improved performance in the off-grid sector. This includes identifying GESIS champions in all relevant government institutions and the potential barriers and opportunities for its uptake. GESIS objectives have to be aligned explicitly with other government policy objectives, thus, emphasizing the potential for co-benefits across sectors beyond the energy sector.</p>
<p>Non-acceptance of GESIS by energy operators, for example by claiming that it will burden their expenses or that it is the responsibility of the state to ensure the social well-being of communities</p>	<p>A system of incentives and rewards will be implemented and designed to compensate operators for their adhesion to GESIS. This system must be undisputed and available under clear facilitated conditions and requirements</p>
<p>Lack of disaggregated data into distinct categories to formulate the baseline for GESIS indicators</p>	<p>During conceptual work, a review will be carried out by the team of researchers to collect data from published sources and develop a baseline view of GESIS and SDG indicators in Mozambique, including where there may be data gaps.</p>
<p>As companies grow in the market, they focus less on low-income customers as a proportion of their customer base, relegating low-income customers as well as their social responsibility</p>	<p>The creation of a FGESI as a body to independently assess impacts in human development and help ARENE in awarding ranks (incentive levels) to the operators, means that the contributions of the operators to human development will have an economic value. GESIS will be mainstreamed in different government ministries, creating cross-sectoral synergies (e.g., gender, development and energy)</p>
<p>Lack of a flexible complementary regulatory framework that allows companies to expand their business in the community and to invest in the implementation of GESIS</p>	<p>Maintain regular consultation and monitoring processes, with dedicated researchers, to ensure that regulatory improvements and flexibility are built within GESIS and relevant regulations.</p>

RISKS	MITIGATION STRATEGIES
<p>Unreliability of FGESI in the eyes of the energy operators, due to perceived deficient capacity, limited representation, or lack of independence</p>	<p>Transparency, competence, professionalism and independence are essential to establish FGESI as a reputable institution, representative, capable and undisputed in the quality of their assessments and recommendations.</p>
<p>Lack of financial resources in the governmental institutions to ensure qualified staff teams and tools for the implementation work</p>	<p>Engage development partners in a concerted effort to support the government and institutions to implement GESIS, and to raise internal capacity to sustain it and continue its development. Use a combination of resources opportunistically, including government resources (identifying where GESIS aligns explicitly with government policy and budget objectives), ODA and international research projects funds, locally generated benefits.</p>

The mitigation of these risks, and others that may emerge, is critical to the success of promoting GESIS as a tool to ensure human development and justice in the communities that are served by energy operators, particularly vulnerable groups.

SECTION III

Guidelines for the institutionalization of the GESIS

Planning, Organization, Budgeting, and Implementation of the GESIS

- Role of Local and Central Governments
- Role of Operators
- Role of Civil Society and Communities
- Role of Development Partners

Procedures for monitoring and enforcing of implementation

- Baseline surveys and national statistics
- Reference data for the Indicator Framework
- Transitional stages and rank assessments
- Procedural guidelines for transition between ranks
- Schedules, monitoring and reporting

Incentives packages applicable to GESIS ranks

- Duties and VAT exemptions
- Currency
- Tax holidays
- Others



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