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USAID ENERGY POLICY PROGRAM

STRATEGIES FOR GENDER EQUITY IN PAKISTAN'S ENERGY SECTOR

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ACRONYMS

AASHA	Alliance against Sexual Harassment
AEDB	Alternative Energy Development Board
AKRSP	Aga Khan Rural Support Program
CBO	Community Based Organization
CEP	Chief Engineer Power
DOE	Department of Energy, Government of Punjab
DSW	Department of Social Welfare, Government of Punjab
EPP	Energy Policy Program
GEM	Gender Empowerment Measure
GIK	Ghulam Ishaq Khan Institute of Engineering Sciences and Technology
GOP	Government of Pakistan
INGO	International Non-Government Organization
KESC	Karachi Electric Supply Company Limited
M&E	Monitoring and Evaluation
MPNR	Ministry of Petroleum and Natural Resources
MST	Ministry of Science and Technology
MWP	Ministry of Water and Power
NCSW	National Commission on the Status of Women
NEPRA	National Electric Power Regulatory Authority
NGO	Non-Governmental Organization
NTDC	National Transmission and Despatch Company
OGDCL	Oil and Gas Development Company Limited
P&D	Planning and Development
PAEC	Pakistan Atomic Energy Commission
PCRET	Pakistan Council of Renewable Energy Technologies
PDR	Ministry of Planning, Development and Reform
PEC	Pakistan Engineering Council
PEDs	Provincial Energy Departments
PGEN	Pakistan Gender and Energy Network
PPDB	Punjab Power Development Board
PPDCL	Punjab Power Development Co. Ltd.
PPIB	Private Power and Infrastructure Board
PPMU	Punjab Power Management Unit
SNGPL	Sui Northern Gas Pipelines Limited
UET	University of Engineering and Technology
USAID	United States Agency for International Development

USG United States Government
WAPDA Water and Power Development Authority
WDD Women Development Department, Government of Punjab

EXECUTIVE SUMMARY

Currently, women make up only 10% of the employed workforce in engineering and technology fields in Pakistan. The Energy Policy Program (EPP) is a multi-year, United States Agency for International Development (USAID) funded initiative to increase power generation, diversify the fuel supply, and improve transmission capacity and reliability across Pakistan. To address the wide gender gap in the energy sector, EPP conducted a gender assessment to support this strategic plan. Through the baseline gender assessment and gender strategic plan, interventions were identified that will enhance equal participation in more inclusive, effective, and sustainable energy supply companies in Pakistan.

Five strategic goals are proposed for achieving the gender strategy objectives:

1. Utilizing existing policy instruments and provisions to achieve gender goals in all sectors;
2. Mainstreaming gender in the existing legal framework of the energy sector;
3. Mainstreaming gender considerations in the energy budget;
4. Raising the profile of gender issues in the Provincial Energy Departments, Ministry of Water and Power, and Ministry of Petroleum and Natural Resources; and
5. Ensuring that gender is mainstreamed in existing and future energy projects that are implemented within and outside the energy sector.

For each of the gender strategies, the activities, means of verification, and responsible government divisions, institutions, or other entities are presented. In addition, to reflect the new responsibilities under the 18th Constitutional Amendment, the EPP developed a provincial level analysis of the gender and energy strategy for Punjab.

It is intended that by providing this gender assessment and strategy, donors and other entities will be able to incorporate gender specific interventions in planning new energy-related projects.

BACKGROUND

The Energy Policy Program (EPP) is a multi-year, United States Agency for International Development (USAID) funded initiative to increase power generation, diversify the fuel supply, and improve transmission capacity and reliability across Pakistan. EPP works with selected energy enterprises to assist the Government of Pakistan's (GOP) sector reform efforts. The EPP supports the joint goals of the United States Government (USG) and GOP in reforming the power sector, and is designed to address Pakistan's chronic electricity shortage.

EPP supports the promotion of gender equality in all program components through capacity building, project design, and outreach. A glossary defining the gender terms used in this report is provided in **Annex I**; a glossary of energy terms is given in **Annex II**. To further the EPP's gender equality efforts and identify any gender gap in Pakistan's energy sector, a baseline energy sector gender assessment of stakeholders was conducted in 2014 (**Annex III: Gender Assessment: Overview of Gender Equality in the Energy Sector**). Through interviews and surveys, EPP collected data and developed recommendations to strengthen gender equality in stakeholder organizations. The report presented the results of the assessments gathered during stakeholder visits through a gender employment survey form from transmission, hydro generation, thermal generation, alternative energy, and oil and gas authorities.

The EPP used the data to establish a baseline of female participation in the energy sector and formulate a strategy that proposes steps to increase participation. Further, EPP will integrate gender considerations across all of its components and identify potential opportunities for promoting gender and equity considerations in Pakistan's energy sector through this strategy paper.

INTRODUCTION

While Pakistan's energy sector can provide employment opportunities for women and men, the sector is dominated by men as noted in the data received from the EPP targeted stakeholders. Persistent gender inequality in secondary and higher education, as well as gender stereotypes in the labor market, contribute to restricting equal access to opportunities for technical and skills training. These, coupled with gender discrimination and gender blindness in hiring practices, severely restrict equal participation in the energy sector and are constraints to the development of a skilled, empowered, and equal workforce.

Currently, women make up only 10% of the employed workforce in engineering and technology fields in Pakistan. While female participation in the medical and teaching fields continues to increase, their participation in engineering and technology-related fields continues to show low figures of employment, promotion, and leadership in comparison to men.

In order to address the wide gender gap in the energy sector, EPP conducted a gender assessment to support this strategic plan. Through the baseline gender assessment and gender strategic plan, the EPP will define gender-specific interventions that will contribute to the study of gender gaps and enhance equal participation in more inclusive, effective, and

sustainable energy supply companies in Pakistan. It is intended that by providing this gender assessment and strategy, donors will be able to incorporate gender specific interventions in planning new energy-related projects.

OVERALL GOAL

The main goal of this gender and energy strategy is to provide a foundation to ensure that women's participation in the energy sector of Pakistan is mainstreamed and that women, as well as men, will benefit from the efforts.

METHODOLOGY

In order to develop the gender and energy strategy, a gender assessment of energy sector and projects was conducted (Annex III). The sequential steps taken in developing the assessment are summarized below:

1. A basic survey was conducted in May 2014, using EPP's partners' employment data, disaggregated by gender.
2. Meetings were held with key decision makers at partner institutions to collect data as well as to hold discussions regarding:
 - a. Current practices to mainstream gender considerations in their respective offices;
 - b. Partners' openness to incorporating measures to facilitate or attract females at the technical level, such as economists, lawyers, finance experts or engineers;
 - c. Partners' personnel statistics disaggregated by gender, hiring trends, department, and designation/level.
3. Interviews were conducted with a sample of employees with knowledge of gender issues in the workplace (male and female colleagues in specific areas). Over 94 (38 female, 56 male) partner employees were interviewed from 14 national government ministries, power generation companies and development partners, and civil society stakeholders, as well as the educational institutions.

The target stakeholders for gender employment survey form included:

- Oil and Gas Development Company Limited (OGDCL), Islamabad
- Alternative Energy Development Board (AEDB), Islamabad
- Sui Northern Gas Pipelines Limited (SNGPL), Lahore
- Water and Power Development Authority (WAPDA), Lahore
- National Transmission and Despatch Company (NTDC), Lahore
- Jamshoro Thermal Power Station, Jamshoro, Sindh
- Guddu Power Plant, Guddu, Sindh
- Ministry of Petroleum and Natural Resources (MPNR), Islamabad

TARGET GROUPS FOR THE STRATEGY

The target groups for the strategy are the Chief Executives, planning officers, and gender focal points key institutions in the energy sector. These include federal and provincial ministries, electric supply companies, independent power producers, statutory bodies and academic institutions, and others. The specific entities are listed in the table below:

Target Groups for Strategy

Federal

Ministry of Water and Power (MWP)
Ministry of Petroleum & Natural Resources (MPNR)
Ministry of Science and Technology (MST)
Water and Power Development Authority (WAPDA)
Pakistan Atomic Energy Commission (PAEC)
Alternative Energy Development Board (AEDB)
National Electric Power Regulatory Authority (NEPRA)
Oil and Gas Development Company Limited (OGDCL)
Pakistan Council of Renewable Energy Technologies (PCRET)
Private Power and Infrastructure Board (PPIB)

Provincial

Balochistan

Department of Energy, Government of Balochistan

Khyber Pakhtunkhwa

Department of Energy and Power, Government of Khyber Pakhtunkhwa

Punjab

Department of Energy, Government of Punjab

Azad Jammu & Kashmir

Electricity Department of Azad Jammu and Kashmir

Gilgit-Baltistan

Water and Power Department, Government of Gilgit-Baltistan

Electric Supply Companies

K-Electric Limited (formerly Karachi Electric Supply Company Limited (KESC))
Faisalabad Electric Supply Company
Gujranwala Electric Power Company
Hub Electricity Power Company
Hyderabad Electric Supply Company
Sukkur Electric Power Company
Islamabad Electric Supply Company
Lahore Electric Supply Company
Multan Electric Power Company
Peshawar Electric Power Company
Quetta Electric Supply Company
Tribal Electric Supply Company

Independent Power Producers

Hub Power Project
AES Lalpir Ltd., Mahmood Kot, Muzaffargarh
AES Pak Gen, Mahmood Kot, Muzaffargarh
Altern Energy Ltd., Attock
Fauji Kabirwala Power Company, Khanewal

Gul Ahmad Energy Ltd., Korangi
Habibullah Coastal Power Ltd.
Japan Power Generation, Lahore
Kohenoor Energy Limited, Lahore
Liberty Power Limited, Ghotki
Rousch Power, Khanewal
Saba Power Company, Sheikhpura
Southern Electric Power Company Ltd., Raiwind
Tapal Energy Ltd., Karachi
Uch Power Ltd., Dera Murad Jamali, Nasirabad
Attock Gen Ltd., Morgah Rawalpindi
Atlas Power, Sheikhpura
Engro Energy Ltd., Karachi
Kot Addu Power Company Ltd. (Privatized)
Saif Power Plant Qadirabad, Sahiwal
Sitara Energy
Nishat Chunian Power
Nishat Power Limited

Statutory Bodies and Academic Institutions

Pakistan Engineering Council (PEC)
University of Engineering and Technology (UET)
Ghulam Ishaq Khan Institute of Engineering Sciences and Technology (GIK)
Academic institutions having departments/faculties on Energy Management/Engineering

Others

Strategic institutions under MWP and MPNR
Cooperating Partners who are undertaking ventures in the energy sector
Stakeholders, such as United Nations agencies, International Non-Governmental Organizations (INGOs), Non-Governmental Organizations (NGOs), and community based organizations (CBOs)
Energy service providers

GENDER STRATEGY

This strategy document has been developed to address the gender imbalances in the energy sector and to ensure that key policies and programs in the sector are gender responsive. The EPP wants emphasize the importance of including women in all planning, management, and policy recommendations outlined in the strategic goals. The strategy presented here will endeavor to:

- Create and increase awareness on gender issues in the sector among energy stakeholders;
- Provide opportunity and benchmarks for the empowerment of women in the sector;
- Build and strengthen capacity of the stakeholders to coordinate and implement gender mainstreaming activities;
- Strengthen linkages and coordination of MWP/MPNR and partner organizations in gender mainstreaming; and
- Develop appropriate mechanisms and tools to aid gender sensitive planning, budgeting, and monitoring.

STRATEGIC GOALS

Five strategic goals are proposed for achieving the gender strategy objectives: (1) utilizing existing policy instruments and provisions to achieve gender goals in all sectors; (2) mainstreaming gender in the existing legal framework of the energy sector; (3) mainstreaming gender considerations in the energy budget; (4) raising the profile of gender issues in the Provincial Energy Departments (PEDs), Ministry of Water and Power, and Ministry of Petroleum and Natural Resources; and (5) ensuring that gender is mainstreamed in existing and future energy projects that are implemented within and outside the energy sector.

The EPP wants to emphasize the importance of including women in all planning, management, and policy recommendations outlined in the strategic goals. Details and specifics for accomplishing the five strategic goals are listed below.

Strategic Goal 1: Utilization of existing policy instruments and provisions to achieve gender goals in all sectors

The factors to be considered in achieving this goal include:

- Mainstream gender as a cross-cutting theme in the energy sector;
- Increase representation of women in decision-making positions, e.g., senior level managers, in the energy sector;
- Review and analysis of the National Power Policy 2013;
- Systematically monitor gender developments in the energy sector; and
- Build capacity of the stakeholders in the energy sector.

Strategic Goal 2: Mainstream gender in the existing legal framework of the energy sector

To accomplish mainstreaming gender in the existing legal framework, the following actions would be included:

- Conduct a gender-sensitive review of existing legal frameworks:
 - Private Sector Power Law of 1994
 - Power Law of 2002
 - Policy for Development of Renewable Energy for Power Generation Employing Small Hydro, Wind, and Solar Technologies in 2006;
- Ensure fulfillment of international commitments made by Pakistan to ensure gender equality especially with respect to gender and energy (United Nations Framework Convention on Climate Change)
- Apply legal mandates that have gender implications into annual plans and activities
- Implement the GOP Establishment Division Notification requiring Reservation of a 10% Quota for Women’s Employment in the energy sector to increase the percentage of women in management levels.
- Increase women’s roles and contributions in energy sector through implementation of laws and policies that encourage women’s employment, including:
 - The Protection Against Harassment of Women at the Workplace Act 2010,
 - Posting of Unmarried Females at the Place of Residence of Parents/Family (Establishment Division, Government of Pakistan),
 - Posting of Married Females at Place of Husband (Establishment Division, Government of Pakistan),
 - Posting of Serving Husband and Wife at Same Station (Establishment Division, Government of Pakistan).

Strategic Goal 3: Mainstreaming of gender considerations in the energy budget

To accomplish this goal, the national energy budget will need to:

- Include gender aspects in the energy budget; and
- Include gender aspects in project monitoring and budget tracking.

Strategic Goal 4: Raising the profile of gender issues in the Provincial Energy Departments, Ministry of Water and Power, and Ministry of Petroleum and Natural Resources

Raising the profile of gender issues in Provincial Energy Departments and national ministries, the following tasks will involve the following:

- Incorporate gender considerations in key activities of PEDs, MWP and MPNR; and
- Formulate a national level Gender and Energy Policy and strengthen it as an instrument of gender mainstreaming in the energy sector.

Strategic Goal 5: Ensure that gender is mainstreamed in existing and future energy projects that are implemented within and outside the energy sector

To ensure gender considerations in future energy projects, it will be necessary to:

- Partner with non-energy sector projects that have high female participation to improve energy access;

- Include gender as minimum requirement/component in all new and ongoing projects; and
- Raise awareness of gender and energy issues among energy stakeholders, industry, and the general public.

PROPOSED STRATEGIC ACTIVITIES

For each of the five gender strategies listed in the previous section, the activities, means of verification, and responsible entities and power sector entity divisions, institutions, or others are summarized in the table below. It is expected that indicators of performance will be established as the strategy document is adopted by the concerned stakeholders in the energy sector.

Strategic Goal 1. Utilization of existing policy instruments and provisions to achieve gender goals in all sectors

Strategies	Activities	Means of Verification	Responsibility
Mainstream gender as cross-cutting theme in the energy sector	Development of gender strategies and action plans using gender-specific indicators at the MWP/MPNR. Incorporate these into annual work plans Joint programming with other sectors, namely Department of Social Welfare, National Commission on the Status of Women, Energia Pakistan/International, etc.	Strategies and action plans developed as part of annual work plans and budgets for the year 2015-16 Stakeholder meetings Proposals developed by consortiums Annual work plans with gender goals	<ul style="list-style-type: none"> • MWP • MPNR
Increase representation of women in decision-making positions in the energy sector (i.e., senior level managers)	Implementation of 10% job quota for women Appoint senior level managers on merit Manage sex-disaggregated data on applications for each position, hiring practices	Number of advertisements surfacing mentioning the women's job quota Number of females recruited; trends in hiring data Percentage of females in decision-making positions	<ul style="list-style-type: none"> • Establishment Division • MWP • MPNR
Review and analyze National Power Policy 2013	Formulate a Gender Committee to review National Power Policy 2013	Recommendations presented by the Gender Committee	<ul style="list-style-type: none"> • National Commission on Status of Women (NCSW) • Energia Pakistan • MWP • MPNR
Systematically monitor gender developments in the energy sector	Integrate gender in existing Monitory and Evaluation (M&E) systems	Periodical reports	<ul style="list-style-type: none"> • Energia Pakistan • MWP • MPNR
Build capacity of the stakeholders in the energy sector	Devise a capacity building plan on Gender and Energy for all the stakeholders	Number of training programs conducted	<ul style="list-style-type: none"> • Energia Pakistan • MWP • MPNR

Strategic Goal 2. Mainstream gender in the existing legal framework of the energy sector

Strategies	Activities	Means of Verification	Responsibility
<p>Conduct gender-sensitive review of existing legal frameworks:</p> <ul style="list-style-type: none"> • Private-Sector Power Law of 1994 • Power Law of 2002 • Policy for Development of Renewable Energy for Power Generation Employing Small Hydro, Wind, and Solar Technologies in 2006 	<p>Formulation of a Gender Committee to review the existing laws</p>	<p>Set of recommendations laid forward by the Gender Committee</p>	<ul style="list-style-type: none"> • Standing Committee (Senate) Petroleum and Natural Resources • Standing Committee (Senate) Water and Power • Standing Committee (National Assembly) Petroleum and Natural Resources • Standing Committee (National Assembly) Water and Power • Energia Pakistan
<p>Ensure fulfillment of international commitments made to donors (United Nations Framework Convention on Climate Change)</p>	<p>Sensitization and capacity building of departments concerned responsible to report to United Nations on international commitments.</p>	<p>Number of initiatives taken and reported</p>	<ul style="list-style-type: none"> • Establishment Division • Energia Pakistan
<p>Apply legal mandates that have gender implications into annual plans activities</p>	<p>Implementation of women's employment Notifications:</p> <ul style="list-style-type: none"> • Posting of Unmarried Females at the Place of Residence of Parents/Family • Posting of Married Females at Place of Husband • Posting of Serving Husband and Wife at Same Station 	<p>Number of female staff informed about such provisions</p> <p>Number of actions taken to implement the Notifications</p>	<ul style="list-style-type: none"> • Establishment Division/ • Energy Departments/ • Energia Pakistan • Gender Committee (M&E)
<p>Increase women's roles and contributions in energy sector through implementation of women's employment policies</p>	<p>Formulation of Sexual Harassment (Investigation) Committees in all government offices and departments</p> <p>Training of all staff on sexual harassment policies</p>	<p>Number of committees formed</p>	<ul style="list-style-type: none"> • Energia Pakistan • AASHA • MWP • MPNR

Strategic Goal 3. Mainstreaming of gender in the energy budget

Strategies	Activities	Means of Verification	Responsibility
Inclusion of gender aspects in the energy budget	Capacity building of staff of Finance and Planning Departments of respective ministries on Gender-Sensitive Budgeting	Number of training programs conducted Amount of money allocated for gender aspects in budgets (provincial/national) from baseline year and measured growth/trends quarterly	<ul style="list-style-type: none"> • Energia Pakistan • MWP • MPNR • Finance Departments
Inclusion of gender aspects in project monitoring and budget tracking	Capacity building of staff of Projects Monitoring Wing (Ministry of Planning, Development and Reform (PDR))	Number of trainings conducted Amount of money allocated for gender in budgets (provincial/national) from baseline year and measured growth/trends quarterly	<ul style="list-style-type: none"> • Provincial P&D Departments • Ministry of PDR • Energia Pakistan

Strategic Goal 4. Raising the profile of gender issues in the Provincial Energy Departments, Ministry of Water and Power and Ministry of Petroleum and Natural Resources

Strategies	Activities	Means of Verification	Responsibility
Incorporate gender in key activities of PEDs, MWP, and MPNR	Devise Gender Guidelines for projects and activities Build capacity of activity managers through gender incorporation and budget management training	Gender Guidelines for Energy Projects	<ul style="list-style-type: none"> • Energia Pakistan • MWP • MPNR
Formulate a national level Gender & Energy Policy and strengthen it as an instrument of gender mainstreaming in the energy sector	Formulation of a committee to draft the Gender & Energy Policy	Notification for the formulation of the committee List of members of the committee National Gender & Energy Policy published	<ul style="list-style-type: none"> • MWP • MPNR • Energia Pakistan

Strategic Goal 5. To ensure that gender is mainstreamed in existing and future energy projects which are implemented within and outside the energy sector

Strategies	Activities	Means of Verification	Responsibility
Partnerships with non-energy sector projects that have high female participation to improve energy access and learn best practices	<p>Consultation meetings with organizations running non-energy sector projects with high female participation</p> <p>Experience sharing, learning, and reflection exercises</p> <p>Exchanges between human resources and administration departments and senior staff on gender best practices</p>	<p>Reports of consultation meetings</p> <p>Pictures of the events</p> <p>Adoption of best practices</p>	<ul style="list-style-type: none"> • PEDs • MWP • MPNR • AKRSP • Energia Pakistan
Include gender as minimum requirement or component in all new and ongoing projects	<p>Consultation meetings to devise Minimum Gender Standards for Energy Projects</p> <p>Ensure women are involved in the selection, design, and implementation of projects</p>	<p>Report of consultation meetings</p> <p>Minimum Gender Standards for Energy Projects document published</p>	<ul style="list-style-type: none"> • Energia Pakistan • MWP • MPNR
Raise awareness on gender and energy issues among energy stakeholders, industry, and the general public	<p>Gender sensitization workshops for energy stakeholders</p> <p>Capacity building and training provided, to strengthen women at all levels</p>	<p>Number of gender sensitization workshops held and feedback reports</p>	<ul style="list-style-type: none"> • Energia Pakistan • PEDs • MWP • MPNR

GENDER AND ENERGY STRATEGY AT A PROVINCIAL LEVEL: PUNJAB EXAMPLE

The 18th Constitutional Amendment added to the legislative and administrative responsibilities of the provinces in Pakistan and provided leverage to the provincial governments to formulate laws and policies according to the provincial demands. To reflect the new responsibilities under the 18th Constitutional Amendment, the EPP developed a provincial level analysis of the gender and energy strategy for Punjab.

The energy sector remained a low priority area to be included in gender mainstreaming initiatives despite of several efforts made by the Punjab government to mainstream gender and uplift women's social status. In order to increase meaningful participation of women, there is a dire need to streamline gender considerations and empower women within all the government departments, especially Department of Energy, Punjab. Focused strategic steps, not limited to the ones suggested herein, are required to be taken in order to mainstream gender in energy sector in Pakistan. It will be of high value to meaningfully incorporate the existing provisions ensuring gender equality within Department of Energy, Punjab as a first step towards establishing gender equality in the energy sector in Pakistan.

Two strategic goals that are proposed to achieve gender mainstreaming objectives in Department of Energy, Punjab: (1) utilization of existing policy instruments and provisions to achieve gender goals in all sectors, and (2) mainstreaming of gender in the energy budget. The details of these goals are given below.

Strategic Goal 1: Utilization of existing policy instruments and provisions to achieve gender goals in all sectors

- Mainstream gender as a cross-cutting theme in the Department of Energy, Punjab.
- Increase representation of women in decision-making positions in the Department of Energy, Punjab, i.e., senior level managers by following the 15% job quota allocation for women and increased age relaxation policy, i.e., up to 38 years for women. Affirmative actions must be taken by Government to radically increase the representation of women in all administrative leadership positions (including departmental heads and key field offices (as mentioned in Punjab Women Empowerment Package 2012).
- Review and implement Annual Plan and Strategy 2011-2012.
- Systematically monitor gender developments in the Department of Energy, Punjab.
- Build capacity of Department of Energy, Punjab and attached departments, including Punjab Power Development Board (PPDB), Punjab Power Development Co. Ltd. (PPDCL), Chief Engineer Power (CEP), and Punjab Power Management Unit (PPMU) on gender.
- Adopt and effectively implement the Protection against Harassment of Women at Workplace Act 2010 (also mentioned in Punjab Women Empowerment Package 2012) in Department of Energy, Punjab and the aforementioned attached departments.
- Pay equal wages for work of equal value (Women Empowerment Package 2012).
- Encourage the Department of Energy, Punjab to push for all boards of statutory organizations, public sector companies and committees, as well as special purpose task

force and committees to have at least 33% female representation (Women Empowerment Package 2012).

- Include women in recruitment committees of Department of Energy, Punjab and attached departments as mentioned in Women Empowerment Package 2012 (i.e., there shall be at least one woman in all selection and recruitment committees for regular and contractual employment).
- Women who are contractual employees should be allowed to transfer to the place of residence of their spouse after marriage as mentioned in Women Empowerment Package 2012 (i.e., all women contractual employees shall be entitled to avail an additional chance of transfer to place of residence of spouse in case of marriage).
- Deduction of house rent as mentioned in Women Empowerment Package 2012 (i.e., house rent of only one spouse will be deducted if government accommodation is allotted and both are government servants).

Strategic Goal 2: Mainstreaming of gender in the energy budget

- Inclusion of gender aspects in the energy budget for Punjab.
- Inclusion of gender aspects in project monitoring and budget tracking.

The strategies, activities, means of verification, and identified responsible entities for applying a gender-sensitive energy strategy in Punjab are detailed in the following table:

Strategic Goal 1 for Punjab. Utilization of existing policy instruments and provisions to achieve gender goals in all sectors

Strategies	Activities	Means of Verification	Responsibility
Mainstream gender as cross-cutting theme in the Department of Energy, Punjab	<p>Development of gender strategies and action plans using gender specific indicators at the Department of Energy, Punjab and attached departments PPDB, PPDCL, CEP, and PPMU</p> <p>Joint programming with other sectors, namely National Commission on the Status of Women, Department of Social Welfare, Department of Women Development, and Energia Pakistan, etc.</p> <p>Include gender mainstreaming plans in Annual Work Plans (Annual Plan & Strategy 2011-2012 and forthcoming annual plans)</p>	<p>Strategies and action plans developed as part of annual work plans and budgets for the year 2015-16</p> <p>Stakeholder meetings</p> <p>Proposals developed by consortiums</p> <p>Annual work plans with gender goals</p>	<ul style="list-style-type: none"> • DOE¹ • PPDB • PPDCL • CEP • PPMU • Women Development Department, Government of Punjab (WDD) • DSW • Pakistan Gender and Equity Network (PGEN)
Increase representation of women in decision-making positions in the Department of Energy, Punjab	<p>Implementation of 15% job quota for women</p> <p>Appoint senior level managers on merit</p> <p>Gather sex-disaggregated data on application submissions and hiring practices</p>	<p>Number of advertisements surfacing with mentioning the women job quota</p> <p>Number of females recruited</p> <p>% of females in decision-making positions</p>	<ul style="list-style-type: none"> • DOE • Punjab Public Service Commission

¹ Throughout table, DOE refers to Department of Energy, Punjab.

Strategies	Activities	Means of Verification	Responsibility
Reviewing and analyzing Annual Energy Plan & Strategy 2011-12	Formulate a Gender Committee to review Annual Plan & Strategy 2011-12 of Department of Energy, Punjab and lay forward guidelines for forthcoming Annual Plans	Recommendations presented by the Gender Committee	<ul style="list-style-type: none"> • NCSW • Energia Pakistan • MWP • DOE • Gender Committee • WDD • DSW
Systematic monitoring of gender developments in the Department of Energy, Punjab	Integrate gender in existing M&E systems	Periodical reports	<ul style="list-style-type: none"> • DOE • WDD • DSW • Energia Pakistan • NCSW • PGEN
Build capacity on gender in Department of Energy, Punjab and attached departments PPDB, PPDCL, CEP, and PPMU	Devise a capacity building plan on Gender & Energy for all the stakeholders	Number of training workshops and refreshers conducted	<ul style="list-style-type: none"> • DOE • WDD • DSW • Energia Pakistan • PGEN
Adoption and effective implementation of Protection against Harassment of Women at Workplace Act 2010 (also mentioned in Punjab Women Empowerment Package 2012) in Department of Energy, Punjab and the attached departments aforementioned.	Formulation of Sexual Harassment Committee within DOE/PPDB/PPDCL/CEP/PPMU	<p>List of members of the Sexual Harassment Committee</p> <p>Number of cases reported to the committee</p> <p>Number of cases addressed</p> <p>Number of effective steps taken within the departments to provide an exploitation-free and favorable working environment to female workers/officers.</p>	<ul style="list-style-type: none"> • DOE • PPDB • PPDCL • CEP • PPMU • NCSW • WDD • DSW • Energia Pakistan • PGEN

Strategies	Activities	Means of Verification	Responsibility
Equal wages for work of equal value (Women Empowerment Package 2012)	Equal salary scales for women and men workers/officers Equal payrolls of female and male workers/officers mentioned in the annual budget	Budget summaries	<ul style="list-style-type: none"> • DOE • PPDB • PPDCL • CEP • PPMU • PPDB • Planning Department Punjab • Finance Department Punjab
Encourage the Department of Energy, Punjab to push all boards of statutory organizations, public sector companies and committees, as well as special purpose task force and committees have at least 33% female representation (Women Empowerment Package 2012)	Inclusion of women in governing boards of relevant power sector entities	Number of women members in the list of governing boards of relevant power sector entities	<ul style="list-style-type: none"> • DOE • PPDB • PPDCL • CEP • PPMU • PGEN • WDD • DSW
Inclusion of women in recruitment committees of Department of Energy, Punjab and attached departments as mentioned in Women Empowerment Package 2012	Revision of recruitment committees of DOE/PPDB/PPDCL/CEP/PPMU/Public Service Commission by including women membership	Number of women included in recruitment committees fulfilling the criteria of 33% women representation. Verified with interview meeting minutes	<ul style="list-style-type: none"> • DOE • PPDB • PPDCL • CEP • PPMU • PGEN • WDD • DSW • Punjab Public Service Commission

Strategies	Activities	Means of Verification	Responsibility
Women contractual employees must be provided the provision to allow transfer to the place of residence of their spouse after marriage as mentioned in Women Empowerment Package 2012)	Issuing post-marriage transfer letters to women contractual employees upon their request	Number of post-marriage transfer requests positively entertained	<ul style="list-style-type: none"> • DOE • PPDB • PPDCCL • CEP • PPMU • PGEN • WDD • DSW • Punjab Public Service Commission
Deduction of house rent as mentioned in Women Empowerment Package 2012	Inter- and intra-departmental identification of wife and husband employees	List of identified inter- and intra-department wife and husband employees	<ul style="list-style-type: none"> • DOE • PPDB • PPDCCL • CEP • PPMU

Strategic Goal 2 for Punjab. Mainstreaming of gender in the energy budget

Strategies	Activities	Means of Verification	Responsibility
Inclusion of gender aspects in the energy budget	Capacity building of staff of Provincial Finance Department/Provincial Ministry on Gender-Sensitive Budgeting	Number of trainings conducted Amount of money allocated for gender in budgets (provincial)	<ul style="list-style-type: none"> Provincial Planning Department Provincial Finance Department Energia Pakistan PGEN DOE PPDB PPDCL CEP PPMU
Inclusion of gender aspects in project monitoring and budget tracking	Capacity building of staff of Projects Monitoring Wing (Planning and Development Department, Govt. of Punjab)	Number of trainings conducted	<ul style="list-style-type: none"> Provincial P&D Departments Ministry of PDR Energia Pakistan

ACTION PLAN TEMPLATE

The template below is recommended for the stakeholders to use when designing a long-term gender and energy mainstreaming action plan.

Activities	2015				2016				2017				2018				2019				Responsibility
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
<i>To be filled in by the departments concerned and the stakeholders</i>																					

ANNEXES

ANNEX I: GENDER GLOSSARY

Gender: Gender refers to culturally based expectations regarding the roles and behaviors of males and females. The term distinguishes the socially constructed from the biologically determined aspects of being male and female. Unlike sex roles that are biologically constructed, gender roles and behaviors can change historically, sometimes relatively quickly.

Sex: Refers to the set of biological characteristics that distinguish men from women. Sex-based roles refer to biological functions of reproduction that are universal and irreversible.

Sex-disaggregated data: For a gender analysis, all data should be separated by sex in order to allow differences between women and men in needs, priorities, action, and results to be identified.

Gender stereotype: These are collective images shared by a given group regarding another or itself, characterizing the stereotyped object with unalterable features, attitude and behavior, attributing values to a stereotyped object. It is a generalized and socially accepted representation about what women and men should be.

Gender analysis: Gender Analysis is the collection and examination of information about the different roles of men and women, the relationship and inequalities between them, their different needs, capacities, needs, constraints, rights issues and priorities and the reasons for the differences.

Gender awareness: Is an understanding that there are socially determined differences between women and men based on learnt behavior which affect their ability to take decisions and action, and to access and control resources. This awareness needs to be applied through gender analysis in projects, programs and policies.

Gender-aware policy: A policy which takes into account the social relationships of women and men as well as the differences in their needs, as opposed to a policy that is gender-neutral and implicitly assumes that women and men have the same needs.

Gender blindness: is the failure to recognize that the needs of men and women are different. A gender-blind approach assumes that gender is not an influencing factor in projects, programs or policies.

Gender Development Index (GDI): The Gender Development Index (GDI) is a gender-sensitive adjustment to the Human Development Index (HDI). It uses the same variables as the HDI. The difference is that the GDI adjusts the average achievement of each country in life expectancy, educational attainment and income in accordance with the disparity in achievement between women and men. Like the HDI, the values for GDI range between 0 and 1, with 1 indicating the highest attainable levels of gender-adjusted well-being.

Gender discrimination: Refers to giving differential treatment to individuals on the grounds of their gender. In many societies, this involves systemic and structural discrimination against women in the distribution of income, access to resources and participation in decision-making.

Gender division of labor: Is an overall societal pattern where women are allotted one set of gender roles and men another. An unequal gender division of labor refers to a division of labor in which there is an unequal gender division of reward. Discrimination against women in this sense occurs when women get most of the burden of labor, and most of the unpaid labor, but men collect most of the income and rewards resulting from labor. In many countries, the most obvious pattern in the gender division of labor is that women are mostly confined to unpaid domestic work and unpaid food production, whereas men dominate in cash crop production and waged employment.

The Gender Empowerment Measure (GEM): The GEM is meant to measure the relative power of women and men in political and economic life. The three variables which make up the index are:

- Women's and men's percentage share of administrative and managerial positions;
- Women's and men's percentage share of professional and technical jobs; and
- Women's and men's percentage share of parliamentary seats.

As with the other two measures, the value for the GEM varies between 0 and 1. Values nearer 1 indicate higher levels of women's empowerment while values nearer 0 indicate lower levels.

Gender equality: Means that there is no discrimination on grounds of a person's sex in the allocation of resources or benefits, or in the access to services. Equality exists when both men and women are attributed equal social value, equal rights and equal responsibilities, and have equal access to the means (resources, opportunities) to exercise them. Gender equality may be measured in terms of whether there is equality of opportunity, or equality of results.

Gender equity: Means fairness and justice in the distribution of benefits and responsibilities. Gender equity is the process of being fair to women and men. To ensure fairness, measures must often be available to compensate for historical and social disadvantages that prevent men and women from otherwise operating on a level playing field. Equity leads to equality.

Gender gap: A gender gap is an observable and sometimes measurable gap between men and women in terms of socioeconomic indicators, such as ownership of land, attendance at school or participation in the labor force, which is understood to be unjust and provides evidence of a gender issue to be addressed.

Gender indicators: Are measures of people's situation in society that can show gender differences. Identifying social, labor, educational and economic reality from a gender perspective requires analyzing these indicators, making it possible to compare data for both sexes and identify differences that can lead to stereotypes.

Gender issues: Arise where an instance of gender inequality is recognized as undesirable or unjust.

Gender mainstreaming: Is the systematic process of ensuring that women and men have equal access and control over resources, development benefits and decision-making at all stages of the development process through ensuring that the respective needs, interests and priorities of women and men are integrated into in all policies, programs and projects. It requires:

1. Continuous assessment of the implications and effects of energy-related projects and policies on women and men.

2. Designing and implementing strategies and actions that aim to better address the needs of women and men, improve their well-being, and facilitate their participation in the development process.
3. A mechanism for ensuring this is done and for reporting to managers.

Gender neutral and gender blind: Gender-neutral policies are not specifically aimed at either men or women and are assumed to affect both sexes equally. However, they may actually be gender-blind. Gender-blindness means ignoring the different roles, responsibilities, capabilities, needs and priorities of women and men. Gender-blind policies are based on information derived from men's activities and/or assume those affected by the policy have the same (male) needs and interests.

Gender relations: The social relationships and power distribution between men and women in both the private (personal) and public spheres.

Affirmative action: Is a practical measure taken to increase the diversity of an organization through human resources initiatives such as quotas for hiring women, minority groups, and people with disabilities. Affirmative (sometimes called positive) action aims to correct existing inequalities.

Empowerment: Is the process through which people take control and action in order to overcome obstacles of structural inequality which have previously put them in a disadvantaged position.

Gender roles: Gender roles are sets of behavior assigned to men and women respectively, according to their cultural norms and traditions that determine which activities, tasks and responsibilities are perceived as male and which female. Gender roles are affected by age, class, race, ethnicity and religion, and by the geographical, economic and political environment. These roles shape identity, determining how we are perceived by others, how we are expected to think and act as women and men. Changes in gender roles often occur in response to changing economic, natural or political circumstances, including development efforts.

Gender sensitivity: Gender sensitivity is the ability to recognize gender issues and the different perceptions and interests of women and men arising from their different social locations and different gender roles. Gender sensitivity is often used to mean the same as gender awareness, although gender awareness can also mean the extra ability to recognize gender issues which remain "hidden" from those with a more conventional point of view.

Practical needs: Practical needs refer to what women (or men) perceive as immediate necessities, such as water, shelter and food. Interventions addressing practical needs aim at improving women's lives, but do not challenge the accustomed tasks and role of women in the household or in society, or their gender relations. That is to say, they do not upset the traditional balance of power and authority between men and women. Women's practical needs are primarily related to their reproductive functions, activities that keep the household running and ensuring their family's daily survival. Examples of energy services to meet practical needs are household lights, improved cooking stoves for household use, improved supply of fuel wood for household use etc.

Productive needs: Productive needs are those that if resolved, allow women to produce more and better products usually for income gain while improvements in efficiency, cleaner

energy forms and new technologies can also lead to a reduction in drudgery and free time for relaxation and recuperation. Some researchers claim that a woman's status within the household improves when she contributes to the household income, although others dispute this claim since the outcome depends on the context. Examples of energy services to meet productive needs are power supplies which facilitate the use of food drying installations, sewing-machines etc. knowledge concerning manufacturing and selling of cooking stoves etc.

Quota system: Reserving a given number of participation spaces so that various groups can share social, political and economic activities. Positive or affirmative action implies establishing percentages for female membership, for example, so as to foster their presence in particular activities.

Strategic interests: Women's strategic interests are those related to women changing their position in society, gaining more equality with men and empowerment in all its senses. Interventions addressing strategic gender interests focus on fundamental issues related to women's (or, less often, men's) subordination and gender inequities. Strategic gender interests are long-term, usually not material, and are often related to structural changes in society regarding women's status and equity. They include legislation for equal rights, reproductive choice, and increased participation in decision-making. Examples of energy services which meet women's strategic interests are street lights which enable women to participate in the village council, radio and T.V. increasing women's knowledge. However, energy services alone may not be sufficient to change gender interests and so may require other inputs for these interests to be realized, for example, societal attitudes may need to change before some women will go out after dark; women can only go to evening classes if they are available.

Structural gender inequality: Is a system of gender discrimination practiced in public or social institutions. Structural gender inequality is more entrenched if it is maintained by administrative rules and laws, rather than by only custom and tradition.

ANNEX II: ENERGY GLOSSARY

Biomass fuel: Any organic material of plant or animal origin such as wood, agricultural residues and dung, used as a fuel.

Energy: For the purposes of this paper, energy is taken to include fuels such as petroleum products (kerosene, petrol, diesel), biomass (firewood, charcoal, agricultural wastes, dung), power (electricity), which can be from a number of sources (fossil fuel based or renewable), and animate forms of energy, particularly human metabolic energy. Food energy is not included.

Energy carrier: The form in which energy is delivered to the end user, for example, fuels (biomass and fossil fuels), batteries and electricity (grid). The end-user has to make an additional transformation of the energy into a useful form, for example, switching the radio on which converts electricity into sound.

Energy efficiency: The ratio of output energy to input energy gives a measure of the conversion efficiency of a particular piece of equipment. The ratio varies and can never be 100%. Engineering design aims to maximize the conversion efficiency.

Energy poverty: Absence of sufficient choice in accessing adequate, affordable, reliable, clean, high-quality, safe and benign energy services to support economic and human development.

Energy services: There is no standard definition of energy services. The desired and useful products, processes or services that result from the use of energy; for example, illumination, comfortable indoor climate, refrigerated storage, transportation, appropriate heat for cooking.

Energy technologies: The hardware, or end-use device, that converts an energy carrier into a form of energy useful for the end-user to provide the desired energy service.

Metabolic energy: Human energy, derived from the food we eat: an important energy source for completing many tasks but one that is usually ignored in energy planning.

ANNEX III: GENDER ASSESSMENT: OVERVIEW OF GENDER EQUALITY IN THE ENERGY SECTOR

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USAID/ENERGY POLICY PROGRAM

GENDER ASSESSMENT

OVERVIEW OF GENDER EQUALITY IN THE ENERGY SECTOR

December 2014

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ACRONYMS

AEAI	Advanced Engineering Associates International, Inc.
AEDB	Alternate Energy Development Board
CPGCL	Central Power Generation Company Limited
EPP	Energy Policy Program
FY	Fiscal Year
GENCO	Generation Company
GIZ	German Society for International Cooperation, Ltd
GOP	Government of Pakistan
IRG	International Resources Group
JPGCL	Jamshoro Power Generation Company Limited
MPNR	Ministry of Petroleum and Natural Resources
MWP	Ministry of Water and Power
NTDC	National Transmission and Dispatch Company
OGDCL	Oil and Gas Development Company, Ltd
SNGPL	Sui Northern Gas Pipeline Company, Ltd
UET	University of Engineering and Technology
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USG	United States Government
WAPDA	Water and Power Development Authority

EXECUTIVE SUMMARY

The Energy Policy Program (EPP) is a multiyear, United States Agency for International Development (USAID) funded initiative to increase power generation, diversify the fuel supply, and improve transmission capacity and reliability across Pakistan. EPP works with selected energy enterprises to assist the Government of Pakistan's (GOP) sector reform efforts. The EPP supports the joint goals of the United States Government (USG) and GOP in reforming the power sector and is designed to address Pakistan's chronic electricity shortage. EPP supports the promotion of gender equality in all program components through capacity building, project design, and outreach. To further the EPP's gender equality efforts, a baseline energy sector gender assessment is required to determine the current status of men and women in the field and to track their participation in the energy sector.

In April and May 2014, the USAID Energy Policy Program (EPP) conducted a stakeholder assessment to identify any gender gap in Pakistan's energy sector. Through interviews and surveys, EPP collected data and recommendations to strengthen gender equality in select stakeholder organizations. With this assessment and a forthcoming strategy report, EPP will integrate gender considerations across all of its components and identify potential opportunities for promoting gender and equity considerations in the Pakistan's energy sector.

While Pakistan's energy sector can provide employment opportunities for women and men, the sector is dominated by men as noted in the data received from EPP targeted stakeholders. Persistent gender inequality in secondary and higher education, as well as gender stereotypes in the labor market, contribute to restricting equal access to opportunities for technical and skills training. These, coupled with gender discrimination in hiring practices, severely restrict equal participation in the energy sector and are constraints to the development of a skilled, empowered, and equal workforce. Currently, women make up only 10% of the employed workforce in engineering and technology fields in Pakistan¹. While female participation in the medical and teaching fields continues to increase, their participation in engineering and technology-related fields continues to show low figures of employment, promotion, and leadership in comparison to men.

This report presents the survey results and interview information gathered during stakeholder visits. EPP collected current employee statistics, hiring practices, and gender-specific policies from the following stakeholders:

- Oil and Gas Development Company Limited (OGDCL) Islamabad (<http://www.ogdcl.com/>)
- Alternative Energy Development Board (AEDB) Islamabad (<http://www.aedb.org/>)
- Sui Northern Gas Pipelines Limited (SNGPL) Lahore (<http://www.sngpl.com.pk/>)
- Water and Power Development Authority (WAPDA) Lahore (www.wapda.gov.pk)
- National Transmission And Despatch Company Limited (NTDC) Lahore (www.ntdc.com.pk)
- Thermal Power Station Jamshoro (GENCO I) Jamshoro, Sindh (www.jpcl.com.pk)
- Guddu Power Plant (GENCO II) Guddu, Sindh (www.pepco.gov.pk/thermal.php)

¹ "Pakistani Women in Science and Technology," Pakistan Council for Science and Technology <http://www.pcst.org.pk/wst/>

- Ministry of Petroleum and Natural Resources (MPNR) Islamabad (www.mpnr.gov.pk)
- Ministry of Water and Power (MWP) Islamabad (www.mowp.gov.pk) – Data not received as of FY2014

In order to address the deep gender gap in the energy sector, EPP conducted a gender assessment to develop a gender strategic plan and design and facilitate a public forum for gender interventions that can be implemented by the energy supply stakeholders, including small renewable energy or energy efficiency service companies. Through the baseline gender assessment, gender strategic plan, and public forum, EPP will define gender-specific interventions that will contribute to the study of gender gaps and enhance equal participation in more inclusive, effective, and sustainable energy supply companies in Pakistan.

METHODOLOGY

Gender refers to the culturally based expectations of the roles and behaviors of males and females. The term distinguishes the socially constructed from the biologically determined aspects of being male and female. It is about women and men, their socially constructed roles, socially learned behaviors, expectations about being male and female, and the responsibilities and power relations between them.

Gender equality refers to equality under the law, equality of opportunity (rewards for work, equality of access to human capital, and other productive resources), and equality of voice (ability to influence and contribute to the development process). Increasing attention to gender and energy is demonstrated by the incorporation of gender considerations into various energy policies, programs, and projects at national, regional, and international levels, including United Nations Development Program (UNDP), Sustainable Energy and Environment Division; World Bank, Energy Sector Management Assistance Program; and Food and Agricultural Organization of the United Nations, Rural Wood Energy Development Program; African Development Bank; and the emergence of gender desks in national energy agencies.

The objective of the gender assessment, gender strategic plan, and public forum is to strengthen EPP's efforts to integrate gender considerations across all of its components and promote equal participation in capacity building at the management, technical, and engineering levels. In addition, EPP will raise awareness of gender specific concerns among stakeholders, and identify realistic and effective steps to mitigate the current deep gender imbalance in the energy sector in Pakistan. This was a unique task, as gender assessments and plans typically focus on energy consumers (i.e., how women and marginalized populations are affected in their economic and social development by their fuel options, access to modern and sufficient energy supply, and its costs). This gender assessment will be followed by a strategic plan focused on identifying gender integration opportunities for key stakeholders and EPP partners as well as renewable energy opportunities.

To conduct the assessment, EPP's Cross Cutting Team designed a basic survey for EPP's partners' employment data, disaggregated by gender. EPP held meetings with key decision-makers at partner institutions to collect data and to hold discussions on:

- Current practices to mainstream gender in respective office;
- Partners' openness to incorporating measures to facilitate or attract females at the technical level, such as economists, lawyers, finance experts or engineers; and
- Partners' personnel statistics disaggregated by gender, hiring trends, department and designation/level.

In addition, EPP interviewed a sample of employees with knowledge of gender issues in the workplace (male and female colleagues in specific areas). The interviews sought technical advice and support to strengthen gender mainstreaming in the energy sector and receive suggestions on incorporating a gender sensitive approach.

Ninety-four (38 female, 56 male) partner employees were interviewed from 14 national government ministries, power generation companies, development partners, and civil society

stakeholders, as well as the educational institutions. A list of participants is detailed in **Annex I: Assessment Partner Contact Information.**

EPP identified nine stakeholders to collect in-depth data through the gender employment survey form and received eight responses by the end of FY2014.

ASSESSMENT FINDINGS

The assessment’s key findings include:

- Across the eight EPP stakeholders, only 2.96% of employees are females with none of the organizations reaching more than 10% of females in their workforce (partner’s individual assessment is outlined in Table 1: Partner Data).
- While the GOP sets female employment quotas, the energy sector has distinctly low participation at all levels of employment.
- The percentage of the female participation in the stakeholder organizations is lowest at the support staff level (average 0.27%) and highest at the junior executive level (average 6.67%). Only 1.29% (average) of the females work at senior executive level.

Across EPP stakeholders, only 2.96% of employees are females with none of the organizations reaching more than 10% of females in their workforce (partner’s individual assessment is outlined in Figure 1). While GOP sets female employment quotas, the energy sector has distinctly low participation at all levels of employment.

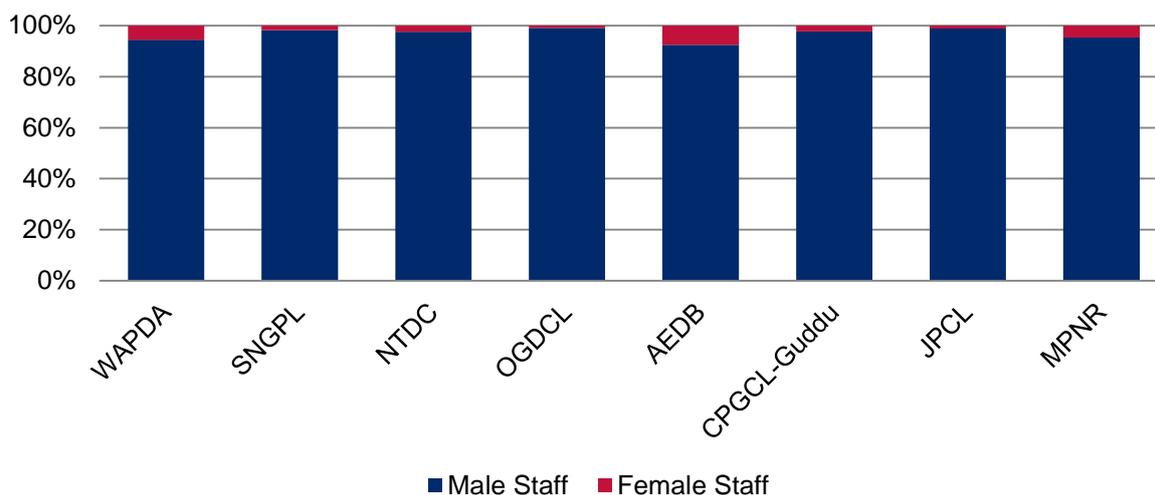


Figure 1: Energy Sector Employment Disaggregated by Gender

When interviewed regarding the low participation numbers in the energy sector, employees of various partner organizations identified the following main challenges:

- Society restrictions related to marriage
- Location of energy sector opportunities related to home
- Recruitment ban from public agencies and hiring freezes
- Low and non-competitive salary
- Poor or unclear promotion potential
- Physical labor, security

During interviews with select organizations, EPP collected quotes that elaborate the challenges that both males and females face when deciding to pursue and develop careers in the energy sector. Sohail Mumtaz Bajwa, an Additional Manager from NTDC’s Design Department, stated, “Due to restrictions imposed by society women are not continuing their

jobs, especially, after marriage. When it comes to the energy sector women do not prefer to work in the field. Even in office environment, they do not stay during late office hours as they have to use public transport. Late office hours have been critical for any promotions".

Table 1: Stakeholder Staff Disaggregated by Sex

Name of Partner Organization	Location	Type of Organization	Scope of Work	Total Staff	Male Staff	Female Staff	Percentage of Female Staff
Water and Power Development Authority (WAPDA)	Lahore	Power & Hydrology Company	WAPDA is a government-owned public utility maintaining power and water in Pakistan, although it does not manage thermal power. WAPDA formerly managed all energy sector organizations outside of the ministries; however, transmission and thermal sectors broke off.	17,601	16,621	980	5.57%
Sui Northern Gas Pipeline Ltd. (SNGPL)	Lahore	Oil & Gas Company	SNGPL is the largest integrated gas company serving more than 4.2 million consumers in North Central Pakistan through a network in Punjab, Khyber Pakhtoon Khwa, and Azad Jammu/ Kashmir.	9,041	8,875	166	1.84%
National Transmission and Despatch Company Ltd. (NTDC)	Lahore	Transmission & Despatch Company	As Pakistan's transmission system operator, NTDC was organized to take over all the property rights and assets, obligations, and liabilities of 220 KV and 500KV Grid Stations and Transmission Lines/Network owned by WAPDA in 1998. Since then, NTDC manages the transmission system and dispatch across Pakistan.	8,496	8,286	210	2.47%
Oil and Gas Development Company Ltd. (OGDCL)	Islamabad	Oil & Gas Company	OGDCL is the national oil and gas company of Pakistan and the flagship of the country's exploration and production sector.	14,535	14,398	137	0.94%
Alternative Energy Development Board (AEDB)	Islamabad	Energy Development Company	AEDB is a principle cabinet institution and federal body responsible for formulating and directing policies regarding energy conservation, scientific developments in nuclear technology, and safety in handling nuclear materials.	106	98	8	7.55%
CPGCL Thermal Power Station Guddu (GENCO II)	Guddu	Thermal Power Company	GENCO II, has been a recipient of USAID's G2G funding to improve efficiency and delivery of thermal power.	1,178	1,151	27	2.29%
Jamshoro Power Company Limited	Jamshoro	Thermal Power Company	Jamshoro Power Station, GENCO I, has been a recipient of USAID's G2G funding to improve efficiency and delivery of thermal power.	1,261	1,247	14	1.11%
Ministry of Petroleum & Natural Resources (MPNR)	Islamabad	Ministry	MPNR is responsible for ensuring availability and security of sustainable supply of oil and gas for economic development and strategic requirements of Pakistan and to coordinate development of natural resources of energy and minerals.	148	141	7	4.7%

Many interviews cited remote locations as a deterrent for increased female participation in the energy sector. Mr. Rizwan Ahmed, the Member Power of WAPDA, noted, *“The significant numbers of women are applying but they are unable to join the duties as those are located in remote areas.”* Similarly, Mr. Muhammad Khalid, the Manager Chemical of GENCO I, said, *“A ban on recruitment process imposed by the government hindering organizations to hire newly-educated females.”*

A female working in the GENCO II’s Chemical Department, noted that, *“Women cannot work on sites as they have to encounter many problems with the physical labor, security, and long working hours. Guddu community is a confluence of three provinces, i.e., Sindh, Punjab, and Balochistan and thus is a conservative society; people possess traditional mindset due to which women cannot work on the sites freely. In additional to this, family poses some restrictions to them due to which they cannot expose to outer culture of the community.”*

The assessment revealed that the organizational vision expressed in the mission statements of the organizations do not contain mandates for promoting gender equality. While the partner organizations did not support gender-specific policies, general employee handbooks outlined appropriate behaviors and standards. During discussions, both male and female employees felt that employees felt safe at their offices and did not encounter inappropriate behavior between colleagues.

Almost all the targeted stakeholders have anti-sexual harassment policies in the workplace and have established committees with female representation to deal with any issues pertaining to the sexual harassment at workplace.

STAFFING LEVELS

When further disaggregated by staff levels, the assessment data shows an average hiring trend of females at the junior executive level to be higher than any other level.

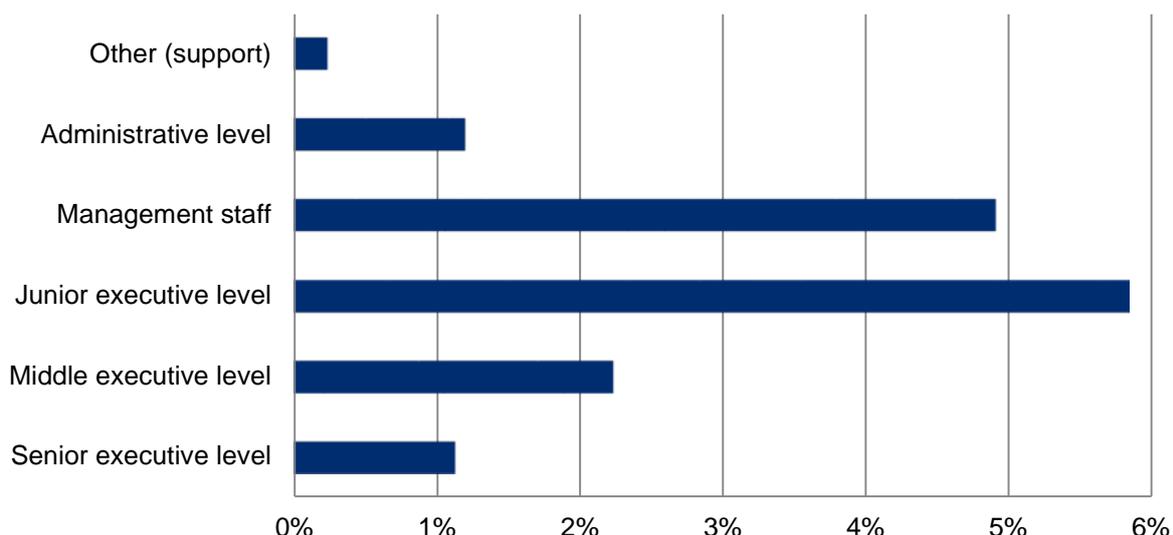


Figure 2: Average Level of Female Staff across Energy Sector

As above graphical figures show that the total ratio of female employees at all eight organizations. Specific details for each organization are in **Annex II: Partner Survey Results** and represented in Figure 3 below:

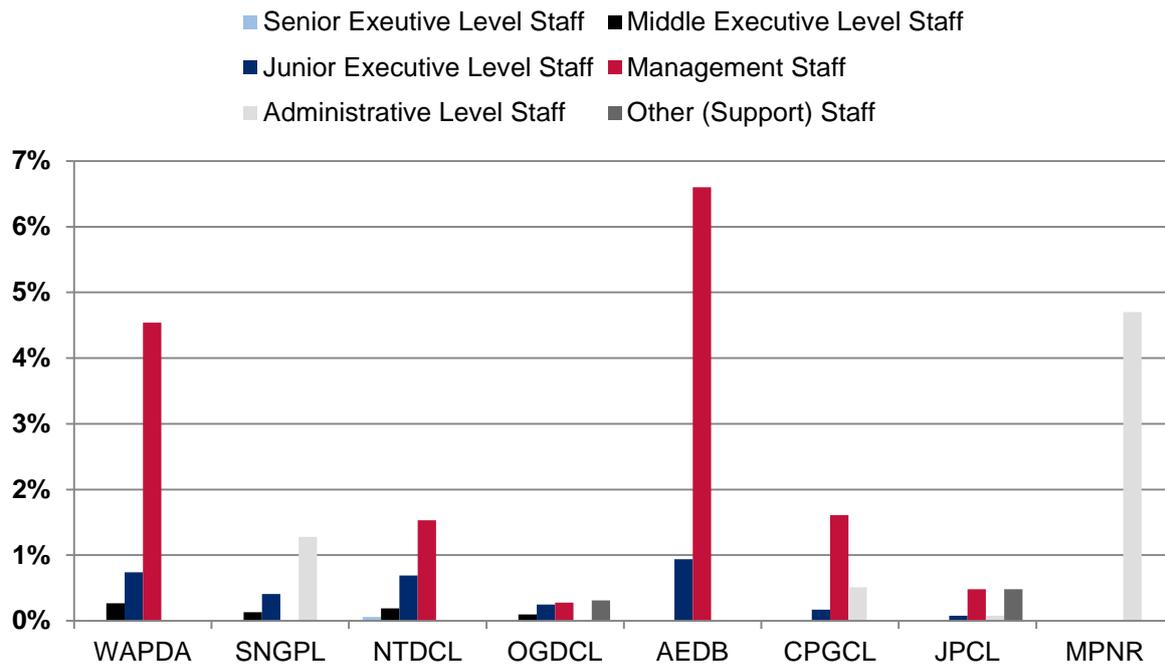


Figure 3: Level of Female Staff by Organization

During meetings and interviews, EPP discovered many of the organizations had an equal employment policy, but did not take gender into consideration at all when hiring. Many organizations established anti-harassment policies and make infrastructure adjustments to support increased numbers of female employees. For males as well as females, training and promotion opportunities are limited for junior management staff as a result of a GOP mandated hiring freeze.

EPP also found that most female employees at the power generation companies were hired using the death compensation quota. Other female opportunities at generation companies were limited to work at schools, hospitals, and dispensaries in the plant community.

“It is harder for women than men to progress to senior roles in their organization especially following the change of senior management. I proved myself; I went to the inspections too. A lot of male colleagues thought it is difficult for a female and that female prefer some desk job but now a female can do what a man can do I can do as well. ... It's not easy for every female to do that because there are cultural taboos and stereotypes that a woman is not going to travel to the corners of the city to the sites every day, but showed my colleagues that I can do”.
Ms. Shaista Naseem, Assistant Manager - NTDC Pakistan.

ENGINEERING STUDENTS AND EMPLOYMENT

In April 2014, EPP held a group discussion with female students of the engineering department of University of Engineering and Technology, Lahore (UET Lahore). A total of 35 female students attended the meeting and of those 35 students, 22 female students were from eighth semester of B.Sc. Electrical Engineering, 10 of them were of sixth Semester of B.Sc. Electrical Engineering, and 3 female students were of M.Sc. Electrical Engineering Program.

When asked about their job preferences, many of the female students were aiming to pursue their careers in telecom and IT sectors as the energy sector is less attractive to them. This was mainly because of low-salary structure and slow promotion in public sector organizations.

During discussion, EPP found that many of the female students completed internship programs at energy sector government institutions. One of the students remarked that *“those internships were not beneficial as they did not gain any experience in the field. The officials of the internship agencies did not provide the interns with any concrete skills that can be used in the future”*. As a result of this, those female students have lost their motivation to work in the government sector. They commented that the public institutions were non-competitive and did not offer promotion potential.

Students offered suggestions to improve energy sector work experiences and keep talent in Pakistan; suggestions included:

- Provide short-term, intensive internship opportunities with clear project assistance goals and “on-the-job” experience as opposed to simply acting as an assistant to existing staff.
- University or public sector entities can host a career fair or open house focused on various engineering opportunities in the government.
- Review compensation across similar sectors for entry-level personnel.
- Create gender equal incentives to join public sector entities, such as revised work hours, female employee working groups, and improved sanitation facilities.

CHALLENGES

EPP's partner organization's identified the following challenges resulting in low participation of women in the energy sector:

- A ban on recruitment processes imposed by the government is limiting the organizations to hire new staff.
- As highlighted during meeting at GENCO II, females identified an inability to become promoted to senior positions. The females cited a lack of transparent hiring process in which women lack access to power and formal decision making positions.
- Women are significantly under-represented in leadership posts in the targeted energy sector organizations.
- Married women face particular difficulty participating in the energy sector due to the nature of work involved in the sector:
 - **Shift duties:** Power plants require eight hour shifts in evening or at night. Typical Pakistani families do not allow females to work in late evenings.
 - **Locations:** Power plants are typically isolated. Many of the women prefer to work in major cities instead of relocating to a small town. The major cities have better education, health, and recreational facilities. Remote locations are not able to attract females from engineering programs.
 - **Post-marital responsibilities:** Females are comparatively less committed to their jobs than males because of post-marital responsibilities. Parents and in-laws (future and existing) are identified as a large influence in shaping a women's career path.
 - **Working Environment:** The lack of female-friendly environments act as a barrier for women to apply for jobs.
- Many of the females prefer to do desk-based jobs and join other departments including finance, human resources, information technology and procurement, and communications.
- Parents prefer to send their daughters to study medical subjects if they are interested in the sciences. The females who enrolled themselves in engineering disciplines prefer to work for IT and telecom industry because of a robust salary structure and progressive environment. Typically, IT and telecom are private enterprises in Pakistan with international influence and best practices that support gender equality and hiring preferences. Public institutions are deemed non-competitive and offer no promotion potential.
- During meetings held with women working in the Chemical Department of GENCO II, EPP found restrictions on women of Sindh and southern part of Punjab's communities that do not allow woman to work outside.

RECOMMENDATIONS

EPP requested each partner organization to list recommendations for future gender mainstreaming activities and policies.

EDUCATIONAL INSTITUTIONS:

- Regulate and develop standards of technical education including internationally recognized curriculum.
- Introduce new and up-to-date online and e-learning women-only classes.
- Launch advocacy and promotion campaign to change female attitudes related to engineering in the energy sector.
- Develop networking connections between energy industry and academia for curriculum development and mentoring, internship, and/or placement programs for young engineers.
- Organize job fairs to introduce energy sector employers to new talent.

INTERNATIONAL AND DONOR AGENCIES:

- Develop long- and short-term plans to implement policies related to gender and establish mechanism to monitor those plans.
- Coordinate committees between donor agencies to integrate gender in energy projects.
- Focus on gender responsive budgeting at project development stage/equitable approach in budget development.
- Lobbying with government agencies to create environment to attract females and gender disadvantaged people to join the sector.
- Conduct 'gender training' to promote gender sensitivity and equality within organizations and development programs.

GOVERNMENT AGENCIES:

- Review and enforce 10% quota system as per government policies.
- Provide facilities and programs (i.e., separate female bathrooms, maternity leave and other benefits, medical insurance, day care center access).
- Mentorship platform for women led by female leaders.
- During constructions of any dams, redressed settlement plans to provide maximum compensation to the land owners including women.

ANNEXES

ANNEX I: ASSESSMENT PARTNER CONTACT DETAILS

#	Name	Designation	Organization	Cell No.	Email	Date met	Gender
1	Muhammad Ayub	Freelance Consultant	UNDP	(0301) 850 3038	ayub_54@hotmail.com	08-Apr-14	Male
2	Tim Moore	Director, Office of Energy	USAID/Pakistan	(0300) 856 8823	tmoore@usaid.gov	10-Apr-14	Male
3	Fernando Partida	Gender Focal Person	USAID/Pakistan	(0300) 856 9031	fpartida@usaid.gov	10-Apr-14	Male
4	Margaret Harritt (Ms.)	Program Office, USAID/Pakistan	USAID/Pakistan	(0300) 856 8703	mharritt@usaid.gov	10-Apr-14	Female
5	Gul Najam Jamy	Technical Advisor, Safety Net Programs	The World Bank	(0300) 855 0453 (0322) 506 4426	gnjamy@gmail.com	11-Apr-14	Male
6	Uzma Altaf (Ms.)	National Implementation Consultant for Pakistan Resident Mission	Asian Development Bank	(0300) 811 7073	ualtaf.consultant@adb.org	14-Apr-14	Female
7	Basharat A. Mirza	Executive Director (HR/Admin)	OGDCL	(0300) 026 0303	basharat_mirza@ogdcl.com	15-Apr-14	Male
8	Ibtesam Hasan Qaisarani (Ms.)	National Advisory Forum Coordinator (Gender Equity Program)	Aurat Foundation	(051) 283 1350-52	ibtesamhasan.qaisarani@af.org.pk	15-Apr-14	Female
9	Jodah Bukhari (Ms.)	Director	Aurat Foundation	(0334) 502 2203	jodah.bukhari@af.org.pk	15-Apr-14	Female
10	Dr. Farzana Bari (Ms.)	Director Center of Excellence in Gender Studies,	Quaid-i-Azam University, Islamabad	(0300) 510 9631	info@cegs.edu.pk	15-Apr-14	Female
11	Nadia Tariq Ali (Ms.)	Manager, Gender Based Violence, Gender Equity Program	The Asia Foundation	(0321) 5066164	nadia.ali@asiafoundation.org	16-Apr-14	Female
12	Anjum Ahmad	Senior Energy & PPP Specialist	The World Bank	(051) 9090225	aahmad2@worldbank.org	16-Apr-14	Male
13	Salma Omer (Ms.)	Senior Social Development Specialist	The World Bank	(051) 9090458	somar@worldbank.org	16-Apr-14	Female
14	Qurat ul ain Ibrahim (Ms.)	Gender Strategy Team Lead, USAID Power Distribution Improvement Program	IRG (Engility)	(0336) 5135 349	qibrahim@pdip.pk	16-Apr-14	Female
15	Arthur C. Sedestrom	Deputy Chief of Party - Operations, USAID Power	IRG (Engility)	(336) 5135337	asedestrom@pdip.pk	16-Apr-14	Male

#	Name	Designation	Organization	Cell No.	Email	Date met	Gender
		Distribution Improvement Program					
16	Sarah Moin (Ms.)	Gender Coordination Associate, USAID Power Distribution Improvement Program	IRG (Engility)	(0321) 5000502	smoin@pdip.pk	16-Apr-14	Female
17	Syeda Zahra (Ms.)	Section Officer (BPS - 17) Establishment	Department of Tourism	(0333) 5241512	zahrasyedasji@yahoo.com	16-Apr-14	Female
18	Nafees Ahmad Khan	Advisor/Officer In Charge - International Cooperation	AEDB	(0300) 9808858	nafees.kundi@gmail.com	17-Apr-14	Male
19	Sumaira Akram (Ms.)	Gender Advisor	GIZ	(0302) 8548060	summaira.akram@giz.de	17-Apr-14	Female
20	Rukhsana Zuberi (Ms.)	Engineer (senior, get title)	New Horizons Pakistan	(0333) 2285058	rukhsana.zuberi@nhpakistan.com.pk	4/18/2014	Female
21	Saeed Anwar	Senior Program Manager/COR, Office of Energy	USAID/Pakistan	(0300) 5012219	sanwar@usaid.gov	21-Apr-14	Male
22	Sohail Akber Shah	Additional Secretary	MWP	(051) 9213666	addsecretary1@mowp.gov.pk	21-Apr-14	Male
23	Musaddiq Ahmed Khan	Joint Secretary (Enf. &SP)	MWP	(051) 9222367	dg.em@aedb.org	21-Apr-14	Male
24	Tahir Mahmood	Managing Director	NTDC	(0347) 4440005	md.ntdc@ntdc.com.pk	22-Apr-14	Male
25	Muhammad Gulzar Sheikh	Director General/HR&AD	NTDC	(0347) 4443333	gulzar@ntdc.com.pk	22-Apr-14	Male
26	Sohail Mumtaz Bajwa	Additional Manager, Design	NTDC	(0347) 7773313	sohailbajwa@hotmail.com	22-Apr-14	Male
27	Muhammad Waseem Younas	Additional Manager, Power System Studies/Transmission Planning	NTDC	(0347) 4440449	mywaseem.100@gmail.com	22-Apr-14	Male
28	Abdur Razzaq Cheema	Chief Engineer, Design	NTDC	(0347) 4447728	abd_razzaqcheema@hotmail.com	22-Apr-14	Male
29	Mamoona Shaheen (Ms.)	Deputy Manager, Design	NTDC	(042) 99202649	mona154@gmail.com	22-Apr-14	Female
30	Tania Waseem (Ms.)	Junior Clerk	NTDC	(0322) 8415573	angelwaseem@ymail.com	22-Apr-14	Female
31	Shaista Naseem (Ms.)	Assistant Manager	NTDC	(0322) 4661797	shaista.sattar1987@gmail.com	22-Apr-14	Female
32	Adeel Zafar	Assistant Manager	NTDC	(0333) 7427316	adeel2k4@yahoo.com	22-Apr-14	Male
33	Muhammad Umar Aziz	Assistant Manager	NTDC	(0321) 4169724	omer169@gmail.com	22-Apr-14	Male

#	Name	Designation	Organization	Cell No.	Email	Date met	Gender
34	Dr. Muhammad Naeem Ayyaz	Chairman, Electrical Engineering,	UET Lahore	(0321) 4820200	mnayyaz@gmail.com	23-Apr-14	Male
35	Dr. Tahir Izhar	Professor, Electrical Engineering	UET Lahore	(0333) 4249247	tizhar@gmail.com	23-Apr-14	Male
36	Dr. Muhammad Ilyas	Chairman, Civil Engineering	UET Lahore	(0300) 4910835	ilyas@uet.edu.pk	23-Apr-14	Male
37	Dr. Muhammad Asghar Saqib	Associate Professor, Electrical Engineering	UET Lahore	(0300) 5050278	saqib@uet.edu.pk	23-Apr-14	Male
38	Dr. Hameed Ullah Mughal	Professor & Chairman, Mechanical Engineering	UET Lahore	(0323) 8449126	hameedullah@googlemail.com	23-Apr-14	Male
39	Uzma Adil Khan	Chief Financial Officer	SNGPL	(0333) 4682007	uzma.khan@sngpl.com.pk	23-Apr-14	Female
40	Liaquat Raza	Senior General Manager (Human Resource)	SNGPL	(0333) 4180004	liaquat.raza@sngpl.com.pk	23-Apr-14	Male
41	Amer Tufail	Deputy Managing Director (Services)	SNGPL	(042) 99201413	amer.tufail@sngpl.com.pk	23-Apr-14	Male
42	Umar Saadat	Coordinator, Public Relations	SNGPL	(0321) 7076817	umarsaadat@yahoo.com	23-Apr-14	Male
43	Mifrah Mehmood	Coordinator, Media	SNGPL	(0321) 7076817	mifrahatif88@gmail.com	23-Apr-14	Female
44	Rizwan Ahmed	Member Power	WAPDA		mempower@gov.wapda.gov.pk	24-Apr-14	Male
45	Riffat Ara	General Manager, Training	WAPDA	(0345)5159103	riffat43@yahoo.com	24-Apr-14	Female
46	Badar-UI-Munir	General Manager, Coordination	WAPDA	(0334) 4331256	-	24-Apr-14	Male
47	Muhammad Mushoraf Kang	Director, Admin	WAPDA	(0321) 4559666	diradnonhydel@hotmail.com	24-Apr-14	Male
48	Syed Meher Rizvi	Director Establishment (HRJA)	WAPDA	(0300) 8487360	safdarmehdi_63@yahoo.com	24-Apr-14	Male
49	Khalid Hussain	Director Rules	WAPDA	(042) 99202508	jehanuma@yahoo.com	24-Apr-14	Male
50	Amtullah Chowdri	Director (O&M)	WAPDA	(042) 99202523	amtullahchoudhry@yahoo.com	24-Apr-14	Male
51	Muhammad Zafar	General Manager (Hydel)	WAPDA	(042) 99203576		24-Apr-14	Male
52	Muhammad Amin Khalil	General Manager (Hydel) Development	WAPDA	(0333) 9109846	amin.khalidq@gmail.com	24-Apr-14	Male
53	Syed Tauqir Hussain	Joint Secretary	MPNR	(0322) 2225394	tauqir94@gmail.com	25-Apr-14	Male
54	Maqsood Ahmed	Deputy Secretary	MPNR	(051) 9201098	maqsoodkatal@hotmail.com	25-Apr-14	Male

#	Name	Designation	Organization	Cell No.	Email	Date met	Gender
55	Inam Ullah	Section Officer (BPS - 17)	MPNR	(051) 9208262	inam77@outlook.com	25-Apr-14	Male
56	Azra Mujtaba	Additional Secretary	MOF	(051) 9203373	N/A	29-Apr-14	Female
57	Rukhsar Ahmed Qureshi	Chief Executive Officer	GENCO II	(0334) 3327057	grukhsar16@gmail.com	07-May-14	Male
58	Muhammad Khaid	Manager - Chemical	GENCO II	(0300) 7309814	khalid9558@yahoo.com	07-May-14	Male
59	Attiya Nasreen	Chemical Attendant	GENCO II	(0335) 3848807	attiya_nasreen01@yahoo.com	07-May-14	Female
60	Nusrat Sarwar	Chemical Attendant	GENCO II	(0334) 2707302	N/A	07-May-14	Female
61	Urooj Fatima (Ms)	Assistant Station Assistant	GENCO II	(0314) 6312849	N/A	07-May-14	Female
62	Faiza Majid (Ms)	Assistant Station Assistant	GENCO II	(0303) 3870187	N/A	07-May-14	Female
63	Tehmina Anjum	Chemical Attendant	GENCO II	(0302) 3041132	N/A	07-May-14	Female
64	Rozina Parveen	Assistant Station Assistant	GENCO II	(0336) 3665133	N/A	07-May-14	Female
65	Abida	Assistant Station Assistant	GENCO II	(0332) 3953654	N/A	07-May-14	Female
66	Hina Hameed	Chemical Attendant	GENCO II	(0333) 7163074	N/A	07-May-14	Female
67	Fareeda Khanum	Chemical Attendant	GENCO II	(0333) 7369424	N/A	07-May-14	Female
68	Sumeeya	Assistant Station Assistant	GENCO II	(0336) 3660902	N/A	07-May-14	Female
69	Muzaffar Nizam	Deputy Manager, HR/Admin	GENCO II	(0342) 3961942	muzaffar.nizam@gmail.com	08-May-14	Male
70	Nazir Ahmed Memon	Deputy Manager, Corporate Accounts	GENCO II	(0333) 7420805, 0722-578503, 0722-712934	nazir_memon59@yahoo.com	08-May-14	Male
71	Akhtar Ali Shaikh	Assistant Manager, HR/Admin	GENCO II	(0333) 7364485, (0300) 3409757	N/A	08-May-14	Male
72	Major Mudassar Alam Baig	Deputy Manager (Security)	GENCO II	(0333) 6981704	N/A	08-May-14	Male
73	Jamil Ahmed Nizammi	Director Administration	GENCO I	(0300) 2674070	N/A	14-May-14	Male
74	Iftikhar Aziz Siddique	Chief Engineer, Technical Dir.	GENCO I	(0300) 3032701	iftikharaziz@hotmail.com	14-May-14	Male
75	Taufeeq Ahmed Sial	Deputy Manager (Environment)	GENCO I	(022) 2021230	N/A	14-May-14	Male
76	Kalsoom Mirani	Junior Clerk	GENCO I	(022) 2021230	N/A	14-May-14	Female
77	Azra Riaz	Accounts Assistant	GENCO I	(022) 2021230	N/A	14-May-14	Female

ANNEX II: PARTNER SURVEY RESULTS

TOTAL NUMBER OF STAFF BY POWER SECTOR ENTITY

Power Sector Entity	Disaggregation	Total Figures	Power Sector Entity Grades					
NTDC	Grade	ALL	Grades 19 & 20	Grade 18	Grade 17	Grades 1 - 16		
	Male	8,286	197	245	597	7,247		
	Female	210	5	16	59	130		
	% Female	2.47%	2.48%	6.13%	8.99%	1.76%		
	Total	8,496	202	261	656	7,377		
SNGPL	Grade	ALL	Grades 7 - 10	Grades 4 - 6	Grades 1 - 3	All Subordinate staff		
	Male	8,875	83	306	861	7,625		
	Female	166	1	12	37	116		
	% Female	1.84%	1.19%	3.77%	4.12%	1.5%		
	Total	9,041	84	318	898	7,741		
WAPDA	Grade	ALL	20 and Above	18/19	17	1 to 16		
	Male	16,621	81	802	847	14,891		
	Female	980	2	48	131	799		
	% Female	5.57%	2.41%	5.65%	13.39%	5.09%		
	Total	17,601	83	850	978	15,690		

Power Sector Entity	Disaggregation	Total Figures	Power Sector Entity Grades					
AEDB	Grade	ALL	DGs Grade 12	Director D.D Grades 8 - 9	Assistant Director Grade 7	APS, Assistant, Technician, UDC Grades 3 - 6	Grades 3 - 10	LDC, Driver, Gardner Grades 1 - 2
	Male	98	4	11	6	25		52
	Female	8			1	7		
	% Female	7.55%	0%	0%	14.29%	21.88%	0%	0%
	Total	106	4	11	7	32	-	52
GENCO I	Grade	ALL	Grades 19 & 20	Grade 18	Grade 17	Grade 16	Grades 14 - 15	Grades 5 - 13
	Male	1,247	9	33	70	160	325	650
	Female	14			1	6	1	6
	% Female	1.11%	0%	0%	1.41%	3.61%	0.31%	0.91%
	Total	1,261	9	33	71	166	326	656
OGDCL	Grade	ALL	(Grades- EG-9, EG-8)	(Grades- EG- 7,EG-6,EG-5)	(Grades- EG-4, EG- 3, EG-2, EG-1)	(Grades- NMG-1 to NMG-17)	Work Charge/ Casual Worker	
	Male	14,398	33	601	1,602	7,655	4,507	
	Female	137	1	14	36	41	45	
	% Female	0.94%	2.94%	2.28%	2.20%	0.53%	0.99%	
	Total	14,535	34	615	1,638	7,696	4,552	
GENCO II	Grade	ALL	Senior executive	Middle executive	Junior executive	Mgmt.	Admin.	
	ALL	1,151	11	59	85	284	712	

Power Sector Entity	Disaggregation	Total Figures	Power Sector Entity Grades				
	Female	27	0	0	2	19	6
	% Female	2.29%	0%	0%	2.30%	6.27%	0.84%
	Total	1,178	11	59	87	303	718
MPNR	Grade	ALL	Senior executive	Middle executive	Junior executive	Mgmt.	Admin.
	Male	141	3	8	17	19	94
	Female	7	0	0	0	0	7
	% Female	4.7%	0%	0%	0%	0%	7%
	Total	148	3	8	17	19	101

TRAINING²

Power Sector Entity	Disaggregation	Total Figures	Power Sector Entity Training Programs				
NTDC	Grade	ALL	Specialized workshops	Periodic training	University professional enrichment programs	Internships	Overseas study tours
	Male	462	7	156	-	284	15
	Female	115	9	18	-	83	5

² The following power sector entities were not able to submit sufficient data: WAPDA, AEDB, OGDCL, GENCO II, & MPNR

Power Sector Entity	Disaggregation	Total Figures	Power Sector Entity Training Programs				
	% Female	19.93%	56.25%	10.34%	0.00%	22.62%	25.00%
	Total	577	16	174	-	367	20
SNGPL	Grade	ALL	Specialized workshops	Executives & Subordinates	University professional enrichment programs	Internships	Overseas study tours
	Male	3,779	58	3,689	6	-	26
	Female	126	3	117	-	-	6
	% Female	3.23%	4.92%	3.07%	0.00%	0.0%	18.8%
	Total	3,905	61	3,806	6	-	32

Power Sector Entity	Disaggregation	Total Figures	Power Sector Entity Training Programs				
GENCO I	Grade	ALL	Specialized workshops	Periodic training	University professional enrichment programs	Internships	Overseas study tours
	Male	53	-	-	-	53	-
	Female	10	-	-	-	10	-
	% Female	15.87%	0%	0%	0.00%	15.87%	0.00%
	Total	63	-	-	-	63	-

HIRING PROCESS IN PAST YEARS³

Power Sector Entity	Disaggregation	Total Figures	Power Sector Entity Grades		
NTDC	Grade	ALL	Assistant Manager (BPS - 17)	Assistant Manager (HR&A)	Assistant Manager (CA)
	# of Applicants	9,360	5,733	3,500	127
	# of Hires	201	178	16	7
	Male	183	165	11	7
	Female	18	13	5	-
	% Female	8.96%	7.30%	31.25%	0.00%

³ The following power sector entities were not able to submit sufficient data: WAPDA, AEDB, GENCO I, OGDCL, & MPNR

Power Sector Entity	Disaggregation	Total Figures	Power Sector Entity Grades		
	Total	201	178	16	7

Power Sector Entity	Disaggregation	Total Figures	Power Sector Entity Grades		
SNGPL	Grade	ALL	Executives	Subordinates	
	# of Applicants		24,838	3,044	
	# of Hires		290	480	
	Male	731	273	458	-
	Female	39	17	22	-
	% Female	5.06%	5.86%	4.58%	0.00%
	Total	770	290	480	-
GENCO II	Grade	ALL	Technical Position		
	# of Applicants		-	-	-
	# of Hires		-	-	-
	Male	23	23	-	-
	Female	1	1	-	-
	% Female	4.17%	4%	0%	0.00%
	Total	24	24	-	-

EDUCATIONAL LEVEL (BY DEPARTMENT/DIVISION/ PROGRAM)⁴

Power Sector Entity	Disaggregation	Power Sector Entity Programs											
		PHD-MPHIL				Masters				Bachelors			
	Departments	Male	Female	% Female	Total	Male	Female	% Female	Total	Male	Female	% Female	Total
WAPDA	Planning	-	-	0%	-			0%	-			0%	-
	Engineering	8	-	0%	8	159	2	1%	161	729	16	2%	745
	Projects	-	-	0%	-	-	-	0%	-	-	-	0%	-
	HR	-	-	0%	-	-	-	0%	-	-	-	0%	-
	Finance	-	-	0%	-	2	4	67%	6	11	-	0%	11
	Procurement/ Budget	-	-	0%	-	-	-	0%	-	-	-	0%	-
	Marketing	-	-	0%	-	-	-	0%	-	-	-	0%	-
	Administration	2	-	0%	2	93	9	9%	102	130	7	5%	137
	IT	-	-	0%	-	32	-	0%	32	19	1	5%	20
	Other	16	2	11%	18	1052	233	18%	1285	-	-	0%	-
	Total		26	2	11%	28	1,338	248	95%	1,586	889	24	12%
GENCO I	Departments	Advanced Degree				4-year college degree				Technical/vocational degree			
		Male	Female	% Female	Total	Male	Female	% Female	Total	Male	Female	% Female	Total

⁴ The following power sector entities were not able to submit sufficient data: NTDC, SNGPL, AEDB, OGDCL, & MPNR

Power Sector Entity	Disaggregation	Power Sector Entity Programs											
	Planning	-	-	0%	-	-	-	0%	-	-	-	0%	-
	Engineering	8	-	0%	8	112	1	1%	113	310	-	0%	310
	Projects	-	-	0%	-			0%	-	-	-	0%	-
	HR	20	1	5%	21	15	1	6%	16	-	-	0%	-
	Finance	11	1	8%	12	18	-	0%	18	-	-	0%	-
	Procurement/ Budget	-	-	0%	-	3	-	0%	3	-	-	0%	-
	Marketing	-	-	0%	-	-	-	0%	-	-	-	0%	-
	Administration	-	-	0%	-	-	-	0%	-	-	-	0%	-
	IT	1	-	0%	1	-	-	0%	-	-	-	0%	-
	Other	21	-	0%	21	35	-	0%	35	9	-	0%	9
	Total	61	2	13%	63	183	2	7%	185	319	-	-	319
GENCO II	Departments	Advanced Degree				4-year college degree				Technical/vocational degree			
		Male	Female	% Female	Total	Male	Female	% Female	Total	Male	Female	% Female	Total
	Planning	-	-	0%		5	-	0%		-	-	0%	
	Engineering	5	-	0%		84	-	0%		12	-	0%	
	Projects	3	-	0%		6	-	0%		-	-	0%	
	HR	16	-	0%		14	-	0%		-	-	0%	
	Finance	16	-	0%		14	-	0%		-	-	0%	

Power Sector Entity	Disaggregation	Power Sector Entity Programs											
	Procurement/Budget	9	-	0%		6	-	0%		7	-	0%	
	Marketing	-	-	0%		-	-	0%		-	-	0%	
	Administration	3	-	0%		2	-	0%		-	-	0%	
	IT	-	-	0%	-	-	-	0%		-	-	0%	
	Other	156	19	0%	-	149	6	0%		276	-	0%	
	Total	208	19	0%	-	280	6	0%	-	295	-	0%	-

EXISTING GENDER INITIATIVES⁵

Power Sector Entity	Power Sector Entity Existing Gender Initiatives
NTDC	<ul style="list-style-type: none"> • Equal Employment opportunity • Quota System • Strictly on merit • Field duties
SNGPL	At SNGPL, no differentiation is being made on the basis of gender. Our recruitment is based on open merit where both genders have equal room for competition and equal chances of employment. There are equal chances of promotion as well for both genders. In order

⁵ The following power sector entities were not able to submit sufficient data: WAPDA, AEDB, GENCO I, GENCO II, & MPNR

	<p>to secure weaker gender from harassment at workplace, a committee is in place as per law to investigate and decide the complaints of workplace harassment.</p>
OGDCL	<ul style="list-style-type: none"> • Protection against harassment of women at the Workplace Act -2010 is fully implemented w.e.f 01.11.2010 and committee has been re-constituted by comprising the chairman/members from Sr. Management positions vide company policy letter No.AAO107-03 dated 10-April-2014. • Better workplaces having good environment in the offices are allocated to female employees to work and pray their prayers. • Separate space in officers' cafeteria has been established for female employees to entertain self / guests through tea/lunch break. • Health facilities, maternity leaves, hajj / Umra on company expenses through balloting etc. are also provided to female employees without any discrimination. • Quota for House Building Loan for Sr. most lady worker has been allowed in 16th (07.02.2001) & 20th (07.02.2009) Memorandum of settlement duly approved by the BOD.

INTEREST AND ABILITY TO IMPROVE GENDER EQUALITY

Proposed Theme	NTDC	SNGPL	WAPDA	AEDB	GENCO I	OGDCL
Progressive instead of static quota in public policy for female employees as total of all employees, for set # years, with oversight entity – for all public sector agencies, government contractors, and government/MLA beneficiaries	Already in Place	Already in Place	Yes	Yes	Yes	Yes
Public/entity policy requiring all employers to provide adequate male/female toilet & other facilities for staff: this may include new building codes for all public buildings, public partners, private non-home businesses, etc.	Already in Place	Already in Place	Yes	Yes	Already in Place	Already in Place
Quotas for female staffing (throughout organization) and effective oversight of implementation	Already in Place	No	Yes	Yes	Yes	Yes
Gender sensitive advertising & recruiting process for new positions	Already in Place	Yes	No	No	Yes	Yes
Sensitization campaign in workplace to create better working environment	Already in Place	Yes	Yes	Yes	Already in Place	Yes
Respect for family life & religious & cultural needs: onsite childcare, health care facilities; adequate lodging for females & males at work site areas; secure transportation- including for late work & travel to distant sites; scheduling sensitivity (to avoid night work), telecommuting options, maternity/paternity leave, other leave, etc.	Already in Place	Already in Place	Yes	Yes	Already in Place	Yes
Mentoring/shadowing	Already in Place	Already in Place	Yes	Yes	Yes	Yes
Identify initial technical/professional areas to promote women (e.g., environmental assessments, inspections)	Already in Place	Yes	Yes	No	Yes	Yes
Introduce women in small groups (not single female)	Already in Place	Yes	Yes	Yes	Yes	Yes

Proposed Theme	NTDC	SNGPL	WAPDA	AEDB	GENCO I	OGDCL
Workshops/training courses to raise quality level of new hires and provide team building training for all	Existing	Yes	Yes	No	Yes	Yes
Secondment programs, to lend successful female leaders to other sector entities for prescribed periods – for training, technical assistance, reorganizing & other tasks	Existing	Yes	Yes	Yes	Yes	Yes
Inter-agency sector cooperation & monitoring committee on gender equality initiatives	Yes	Yes	Yes	No	Yes	Yes
Cooperative programs with universities to encourage female enrollment in engineering/relevant departments	Yes	Yes	No	Yes	Yes	Yes
Outreach programs to: women students at college & high school levels; families (cultural attitudes)	Yes	Yes	No	No	Yes	Existing
Entity policies re: equal opportunities for promotions, salary raises, benefits, awards, etc.	Existing	Existing	Yes	No	Yes	Existing
Media campaigns to showcase successful female executives & leaders in energy fields	No	Yes	Yes	Yes	Yes	Existing
Gender neutrality in performance reviews, salary raises and promotions (equal pay, equal opportunities)	Already in Place	Already in Place	Yes	No	Already in Place	Existing
Internships/post-intern hiring programs & monitoring	Existing	Yes	Yes	No	Yes	Existing
Improving internal forums to share ideas and learn more about the organization					Yes	
Corporate transformation assessment by 3rd party, in-house analysts – focused on staff development/placement					Yes	
'Brown bag lunches' where senior experts in the organization can provide learning lectures to other staff						
Other suggestions for actions						

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