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ENGENDERING UTILITIES AND WORKPLACE ADVANCEMENT FOR GENDER EQUALITY (WAGE) FY 2020 ANNUAL REPORT SEPTEMBER 2019–SEPTEMBER 2020

OCTOBER 2020

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DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS AND ABBREVIATIONS

AA	Affirmative Action
AI	Artificial Intelligence
BPF	Best Practices Framework
CLA	Collaborating, Evaluating, and Adapting
CEO	Chief Executive Officer
CMC	Change Management Coach
COP	Chief of Party
CSR	Corporate Social Responsibility
EDTP	Eko Distribution Training Program
EETP	Empowered Employee Training Program
ELC	Employee Life Cycle
EEO	Equal Employment Opportunity
FEWLEC	Female Workers Association of the Liberia Electricity Corporation
FY	Fiscal Year
GAD	Gender and Development
GBV	Gender-Based Violence
GEELP	Gender Equity Executive Leadership Program
GSI	Gender and Social Inclusion
HR	Human Resources
IAT	Industrial Attachment Training
ICT	Information, Technology, and Communication
IR	Intermediate Result
IUCN	International Union for Conservation of Nature
JHU	Johns Hopkins University
KPI	Key Performance Indicator
LOC	Letter of Collaboration
LOP	Life of Project

MCHF	Mission Concurrence Request Form
MEL	Monitoring, Evaluation, and Learning
MiDA	Millennium Development Authority Ghana
MRBCD	Meter Reading, Billing, Collection, and Disconnection
MOU	Memorandum of Understanding
POSH	Prevention of Sexual Harassment
RFA	Request for Applications
WIRE	Women in Rwandan Energy
SEE Change	Self-Empowerment and Equity for Change
SOP	Standard Operating Procedure
STEM	Science, Technology, Engineering, and Math
SURE	Scaling Up Renewable Energy
USAID	U.S. Agency for International Development
USG	U.S. Government
WAGE	Workplace Advancement for Gender Equality
WE	Women's Equality
W-GDP	Women's Global Development and Prosperity
WGEA	Workplace Gender Equality Agency
WiAP	Women in African Power
WILL	Women in Leadership League

EXECUTIVE SUMMARY

Engendering Utilities, funded by both the USAID Scaling Up Renewable Energy (SURE) and Workplace Advancement for Gender Equality (WAGE) activities and implemented by Tetra Tech, increases gender equality in the energy and water sectors and contributes to the sectors' overall strength and resilience. By partnering with 29 utilities across 21 countries, Engendering Utilities improves gender equality and business performance outcomes in utilities by implementing organizational change management interventions throughout the employee life cycle (ELC). Through customized best practices, demand-driven coaching, and a Gender Equity Executive Leadership Program (GEELP), Engendering Utilities builds the capacity of utility leaders to implement gender equality interventions in their organizations. In 2019 USAID awarded the WAGE contract to build upon and expand the work under Engendering Utilities. WAGE incorporates additional activities including establishing a partnership with Johns Hopkins University (JHU) to implement the Self-Empowerment and Equity for Change (SEE Change) Initiative, developing a five-day intensive male engagement training program, working with Power Africa to support gender activities under their individual task orders and manage the Women in African Power (WiAP) Network, and establishing a small grants program to support utilities with their gender equality goals.

GENDER EQUITY EXECUTIVE LEADERSHIP PROGRAM (GEELP).

Georgetown University's McDonough School of Business successfully implemented five GEELP modules for Cohort 2, the second out of three rounds of partner groups in the program. The program offered additional webinars to the utilities to compensate for the cancelled final in-person GEELP module. Due to COVID-19 For the yearly GEELP curriculum review, the group held two virtual sessions with almost 30 stakeholders (including water experts). As a result, the gender lens throughout the GEELP curriculum was further strengthened, and 24 new water sector resources were collected for inclusion in the Best Practice Framework and GEELP curriculum.

BEST PRACTICES FRAMEWORK.

The team collected and systematically screened a total of 250 new resources and tools for inclusion in the third iteration of the Best Practices Framework, which was rebranded to "*Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries.*" For the new version, the program added 17 new best practices, created new chapters on "Gender Equality in Times of Crisis" and "Why Gender Equality Matters," added resources specific to the water sector, and developed "best in show" case studies from Cohort 1 and 2 utilities.

ACCELERATED EXECUTIVE COURSE.

Engendering Utilities developed the program's Accelerated Course concept, followed by finalizing the outline and modules designed based on stakeholder interviews and analysis conducted with Engendering Utilities participants and teams. Engendering Utilities selected best practices from its Best Practices Framework based on specific criteria and objectives of the course. The team initiated partnerships with Lagos Business School in Nigeria, Strathmore University in Nairobi, Kenya, and Fulbright University in Hanoi, Vietnam, to pilot the Accelerated Course in Fiscal Year (FY) 2021.

ACTIVITIES AND RESULTS ACROSS PARTNER UTILITIES.

Under SURE, virtual coaching continued for all 17 Cohort 1 and 2 utilities, and the team completed in-person coaching trips for Cohort 2 in February. Coaching support to Cohort 1 focused on implementing capstone project activities and identifying new strategic priorities, whereas Cohort 2 coaching focused

on utilizing baseline assessment results in concert with GEELP content to create and refine their gender equality strategies and implement targeted interventions. By the end of Quarter 3, the group finalized 12 new Cohort 3 partners (eight energy, four water) under WAGE. Four in-person onboarding trips took place before March, while the team virtually onboarded the remaining eight partners July given the COVID-19 travel restrictions. Virtual coaching calls commenced for Cohort 3 on a rolling basis as partnerships were formalized, focused on assessment, relationship building, and preparation for entering the GEELP. The team commenced recruitment of 12 new partners, comprised of energy, water, and non-utility entities from other industries at the end of FY 2020 for an upcoming Cohort 4 under WAGE.

In FY 2020 the 29 Engendering Utility partners implemented a total of 253 gender equality activities across the 12 ELC phases. In FY 2020, the partners trained a total of 293 women and 432 men on gender equality and 1,792 women on technical and soft skills topics to advance their careers, hired 91 new women, and promoted 7 women. Additionally, school outreach and career recruitment events reached 946 female learners and job seekers, and 145 girls participated in internships or trainee programs.

SELF-EMPOWERMENT AND EQUITY FOR CHANGE INITIATIVE.

Under WAGE, the project developed an initiative housed at JHU that will serve as a hub for agency-based empowerment and leadership training and research, branded this as the SEE Change Initiative. The project received USAID approval to develop the SEE Change website and learning management platform, housed at the Johns Hopkins School of Public Health. JHU also began adapting their Empowered Entrepreneurs Training Program to target employees within Engendering Utilities' partners. The project responded to a request from Power Africa and began planning to implement SEE Change with their Women in Rwandan Energy (WIRE) program. Also, in FY 2020 JHU developed seven videos for a series titled "On-Demand Skills and Practices for Leaders" and developed several communications documents for SEE Change.

WOMEN POWERING AFRICA.

WAGE assumed management of the WiAP Network from the International Union for Conservation of Nature (IUCN). The project developed and distributed a survey to non-USAID WiAP members and is using feedback to strengthen the services provided by the network. Tetra Tech began engaging with the Power Africa Gender Champs through their monthly meetings, to explore methods for gathering information on Power Africa's gender work to better highlight activities and share information and lessons learned. The team also secured a partnership with Lagos Business School in Nigeria to serve as the third pilot location for the Accelerated Course.

MALE ENGAGEMENT.

WAGE signed a subcontract to develop a pilot and facilitate a five-day male engagement workshop targeting employees from male-dominated industries with a training of trainers approach. In FY 2020, the project developed a scope of work and held planning meetings.

GRANTS PROGRAM.

During FY 2020, WAGE began planning the grants program for Engendering Utilities partners. The project held a grants work planning session and subsequently drafted the first request for applications (RFA). The grants will enable partner utilities to compete for funding to support organizational goals related to improving gender equality.

SECTOR EXPANSION RESEARCH.

The project undertook research focused on expanding Engendering Utilities' GEELP and Accelerated Course into additional male-dominated sectors. The group explored a total of five male-dominated sectors: construction, information and communication technology (ICT)/artificial intelligence, mining, waste management and recycling, and transportation. The sector expansion report concluded that construction and ICT were the sectors best poised for expansion.

MONITORING, EVALUATION, AND LEARNING.

The project developed a monitoring, evaluation, and learning and collaborating, learning, and adapting (CLA) plan encompassing SURE and WAGE and continued to streamline the quarterly data collection process, including integrating information management software to collect, collate, and analyze data. The team finalized baseline assessments for all ten utilities from Cohort 2 and the project-initiated data collection and drafting of assessments for Cohorts 1 and 3. In May 2020 the project held a four-day "WAGE & Engendering Utilities Strategy and Planning Virtual Workshop" to review current processes and tools and discuss challenges and lessons learned. The workshop included a CLA session in which the team discussed outcome-level questions and examined how evidence-based data helps to inform project implementation.

COMMUNICATION AND KNOWLEDGE MANAGEMENT.

Communication and knowledge management are critical to meeting WAGE and Engendering Utilities' programmatic goals. In FY 2020, the program revamped the communications strategy and implementation plan to better align with the expanded scope of the program, which now includes the water sector and male-dominated industries more broadly. The communications team identified key storytelling indicators that they will use moving forward to articulate a strategic narrative and demonstrate impact at the global, organizational, and individual levels. The program updated all existing communication and marketing assets (Factsheet, Talking Points, PowerPoint, etc.) and developed twelve new Cohort 3 utility profiles, seven social media toolkits, and four impact stories. The program also developed communication material for new initiatives, like the Alumni Network, Accelerated Course, and SEE Change.

INTRODUCTION

The U.S. Agency for International Development (USAID) launched Engendering Utilities in 2015 to improve the understanding of gender inequalities and increase gender equality in power sector utilities. Engendering Utilities is a global program, centrally funded by USAID's Office of Energy and Infrastructure and Office of Gender Equality and Women's Empowerment and managed by USAID/Washington. The current goals of Engendering Utilities are to improve gender equality and women's empowerment in male-dominated industries and strengthen the business performance of partners. The program currently engages 29 partner utilities across 21 countries from Africa, Eastern Europe, Latin America and the Caribbean, Asia, and the Middle East. This provides a rich opportunity for the program and the utilities to connect, exchange, and adapt lessons learned to unique cultural contexts.

In 2018 Engendering Utilities became an activity under the Scaling Up Renewable Energy (SURE) project, a task order under USAID's Clean Energy Indefinite Delivery Indefinite Quantity contract, implemented by Tetra Tech. SURE assists USAID partner countries to promote the installation of large-scale, grid-connected variable renewable energy sources. Under SURE, Tetra Tech supports technical activities in strategic energy planning, grid integration, smart incentives, competitive procurement, and renewable energy zones to bring economic, reliable, and clean energy to scale.

In August 2019 USAID awarded the Workplace Advancement for Gender Equality (WAGE) program. The objective of WAGE is to continue adapting and scaling USAID's efforts to increase gender equality and women's economic empowerment opportunities within traditionally male-dominated sectors, as pioneered in USAID's Engendering Utilities model.

WAGE and SURE will continue to collaborate to implement Engendering Utilities until December 2021,¹ at which time SURE will close and Engendering Utilities will be funded and implemented under WAGE. In addition to supporting Engendering Utilities, WAGE implements activities that support USAID efforts to promote inclusive economic growth, gender equality, and women's economic empowerment. WAGE is implemented by Tetra Tech ARD in conjunction with Tetra Tech ESI.

Engendering Utilities partners with organizations in male-dominated industries to increase gender equality, create leadership opportunities, and develop talent through tailored interventions. As part of the program, three employees participate in a 12-month Gender Equity Executive Leadership Program (GEELP) and receive virtual and in-person change management coaching for up to two years. Throughout the program, partner utilities use tools and resources that outline global best practices for increasing gender equality in the workplace, including *Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries*. The program is scaling its reach by developing a complementary week-long Accelerated Executive Course, developing a concept note for a global knowledge exchange and networking platform, and providing additional technical support to utilities focused on leadership, empowerment, and male engagement.

This annual report details activities that have taken place during Fiscal Year (FY) 2020 of WAGE and Engendering Utilities. Because Engendering Utilities activities are jointly funded, contract mechanisms are noted alongside those activities.

GENERAL OPERATIONS AND PROJECT MANAGEMENT

The SURE Engendering Utilities Project Manager/WAGE Gender Expert and the WAGE Chief of Party (COP) held weekly calls with USAID throughout FY 2020, setting a rolling, shared agenda, in addition to conducting ongoing calls and in-person meetings as needed. The WAGE team continued to hold weekly internal project management calls that include the WAGE COP, Tetra Tech ARD's Project Manager and Deputy Project Manager, Tetra Tech ESI's WAGE Senior Advisor, and the WAGE Gender Expert. The SURE team continued to hold ad hoc team and one-on-one calls on an as-needed basis. The team held monthly all-hands calls that included all SURE and WAGE staff to support coordination of the Engendering Utilities program across the two contracts.

During FY 2020 Q3, the project held a four-day "WAGE & Engendering Utilities Strategy and Planning Virtual Workshop" in which the team reviewed current processes and tools (monitoring and evaluation, communications, coaching, etc.) and discussed challenges and lessons learned.

To assist with project management, the team continued to document and track activities, results, and communications with utilities. This includes documented coaching logs to ensure strong learning and knowledge management. Coach calls are held on a weekly basis with all four Change Management Coaches (CMCs), led by the Lead CMC, to coordinate work on current deliverables and open tasks, align quality standards for coaching, exchange information on utility progress, and harness the experience of the peer group to address issues with the utilities.

Since FY 2020 Q2, activities, events, and travel under both WAGE and SURE were impacted by the COVID-19 pandemic. As a result, the project took mitigation measures to continue delivering coaching, GEELP modules, and other activities virtually to minimize negative impacts and continue to work toward meeting program objectives. Although COVID-19 resulted in cancellation of coaching trips, the final GEELP module for Cohort 2, and the GEELP Kick-Off for Cohort 3, the team quickly pivoted to focusing on virtual delivery of program activities and readying for re-commencement of activities that include travel as soon as possible.

GENDER EQUITY EXECUTIVE LEADERSHIP PROGRAM

The GEELP is a 12-month, customized executive education program implemented by Georgetown University's McDonough School of Business, for which participants receive an executive leadership certificate upon successful course completion. The following is a summary of activities and results achieved during FY 2020:

- Successfully implemented five GEELP Modules for Cohort 2 utility participants (Georgetown University's McDonough School of Business).
- Postponed the final GEELP module and graduation of Cohort 2 (SURE) and the first in-person GEELP session for Cohort 3 (WAGE) due to COVID-19. The team worked with its implementing partner, Georgetown University, in FY 2020 to hold these sessions virtually, with plans to implement both modules in the first quarter of FY 2021.
- Offered two additional webinars—"Looking Ahead" by Professor Brooks Holtom and "Creating a Conducive Work Environment" by Katie Mehnert—to Cohort 2 utilities as an interim solution for the postponed GEELP Module 7, which will take place during Q1 of FY 2021 (SURE).

- Conducted the yearly GEELP curriculum review to further strengthen the program’s gender lens, to align the GEELP content with the Best Practice Framework (BPF) and the Employee Life Cycle (ELC), and to adapt content to the needs of the new water sector utilities (SURE and WAGE):
 - Georgetown University staff, the Engendering Utilities team, and USAID staff convened two four-hour virtual sessions to discuss strengthening the gender lens throughout the GEELP curriculum. This resulted in a detailed module-specific action plan to strengthen gender integration within each module course syllabus, course content, and presentation materials and to add new required reading materials.
 - I I USAID and Tetra Tech water experts convened virtually to support the water sector adaptation of the GEELP curriculum, resulting in a total of 24 new water sector resources provided and shared for inclusion in the BPF and the GEELP curriculum.

BEST PRACTICES FRAMEWORK

The BPF with its ELC model provides the guiding framework for coaching, the GEELP, the Accelerated Executive Course curriculum and course content, and the Scorecard/Utility Tracker and baseline assessment. Thus, it provides the starting point for utilities to consider interventions they could enact during and beyond their participation in Engendering Utilities. The following is a summary of activities and results the team achieved during FY 2020 under SURE:

- Collected new resources and tools in a newly developed resource tracker for future framework enhancements (CMCs and all team members).
- Systematically clustered, screened, and scored approximately 250 new resources and tools, as well as all existing resources, for inclusion in the third iteration of the BPF. In addition, the project added new resources and tools to support water sector partners.
- Updated and strengthened existing content and added 17 new best practices.
- Developed a new chapter on “Gender Equality in Times of Crisis” to add to the third version of the BPF and updated the “Why Gender Equality Matters” chapter to provide information and resources on the business case for gender equality in the energy and the water sector.
- Developed four new tools and knowledge products to supplement noted gaps in existing available resources, namely a guidance on developing a business case, setting goals, setting targets, and reviewing and developing policies with a gender lens.
- Collected information to create “best in show” case studies that demonstrate gender equality advancements at various phases of the ELC to serve as a teaching tool.
- Rebranded the BPF as “*Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries*” to position the program for future work outside of the energy and water sectors.

ACCELERATED EXECUTIVE COURSE

The objective of the Accelerated Executive Course is to scale the Engendering Utilities program globally by partnering with training and academic institutions from around the world to embed in existing institutions’ curricula a week-long course, accompanied by virtual coaching, to regional mid- to senior-level employees in male-dominated industries. The accelerated course is intended to serve as a catalyst for change by enabling participants to easily adopt and implement activities within their respective organizations and make meaningful progress toward gender equality.

The course is designed around the Engendering Utilities BPF and ELC, combining human resources (HR) and change management approaches (including male engagement) with leadership modules for participants' individual empowerment (including a module on the SEE Change initiative). The following is a summary of activities and results the team achieved during FY 2020 via the SURE mechanism:

- Finalized a concept note and work plan for the course following analysis and stakeholder interviews conducted with Cohort I program participants and staff.
- Finalized and shared the course outline and detailed specifications for the content of 13 modules with Georgetown University, JHU, and MenEngage to support the development of content design. The team designed the modules around the program's BPF and ELC and drew upon analysis and lessons learned from Cohort I participants.
- Analyzed and selected all best practices included in the BPF for their suitability for incorporation into the accelerated course based on specific criteria aligned with course objectives.
- Developed and finalized an accelerated course brochure detailing the purpose of the course, schedule, and how to apply for it. The team shared the document with partner institutions and will use it in FY 2021 to support participant recruitment.
- Finalized a concept note for the accelerated course training-of-trainers (ToT) program, to be delivered virtually in FY 2021 to all engaged partner institutions.
- Finalized a concept note for the accelerated course follow-on coaching activity, detailing plans to deliver virtual coaching to course participants.
- Used a competitive process to select Strathmore University Business School in Nairobi, Kenya, to host the first accelerated course pilot. The program subsequently selected the Vietnam Fulbright University to host the second pilot.
- Following a two-day trip to Kenya in January 2020, continued working with both institutions to ensure financial viability, sustainability, and longevity of the course and plan for ToT roll-out and pilot course logistics.
- Began planning for potential delivery of the accelerated course to a partner in Colombia to expand access to the course in the region.
- Finalized a concept note for a Gender 101 pre-recorded webinar, a 90-minute prerequisite session for both GEELP and accelerated course participants.

Under the WAGE contract, the team accomplished the following in FY 2020:

- Signed a memorandum of understanding (MOU) with Lagos Business School in Nigeria to deliver the accelerated course ToT program and the accelerated course (WAGE).
- Initiated discussions with the National Association of Regulatory Utility Commissioners to deliver the accelerated course to power regulatory agencies in East and Central Europe and the accelerated course ToT program to an academic institution in the region (WAGE).

TAILORED COACHING FOR PARTNER UTILITIES

PARTNERSHIP WITH 12 NEW UTILITIES

The program formalized 12 new partnerships with 8 energy (e) and 4 water (w) utilities globally, supported by WAGE: KenGen Kenya (e), REG Rwanda (e), EVN Vietnam (e), EEU Ethiopia (e), ZCWD Philippines (w), Miyahuna (w), LEC Lesotho (e), ISWSC Nigeria (w), OSHEE Albania (e), SONABEL

Burkina Faso (e), OFOR Senegal (w), and SENELEC Senegal (e). Each partnership was formalized via the Chief Executive Officer (CEO) signing a Letter of Collaboration (LOC).

In FY 2020 Q1 and Q2 CMCs conducted individual candidate selection interviews within each of the 12 new partner utilities. Guided by the program's standardized selection criteria, CMCs proposed candidate teams for each utility, secured the team's approval, and communicated the decision to respective utility CEOs to select three individual participants per utility to participate in the program. The team made one exception for EVN Vietnam to include a fourth candidate due to the company's large (100,000+) employee size.

Before the impact of COVID-19 prevented in-person trips beginning in March, CMCs successfully completed four-day in-person onboarding trips for four of the new partners (ISWSC, SONABEL, OSHEE, and KenGen). The team developed a virtual onboarding process to adapt to the new COVID-19 operating environment and used this approach to complete virtual onboarding activities with the remaining eight utilities. The CMCs completed and submitted 12 onboarding trip reports to USAID. Virtual onboarding focused on: data collection for baseline assessments and strengths, weaknesses, opportunities, and threats analysis; program orientation to the BPF, Gender 101, and Change Management 101; GEELP readiness; and development of partner-specific coaching plans. Additionally, plans were put in place for meetings with key utility stakeholders and virtual focus group discussions with groups of male and female staff for relationship building and analysis purposes.

COACHING SUPPORT PROVIDED TO UTILITIES

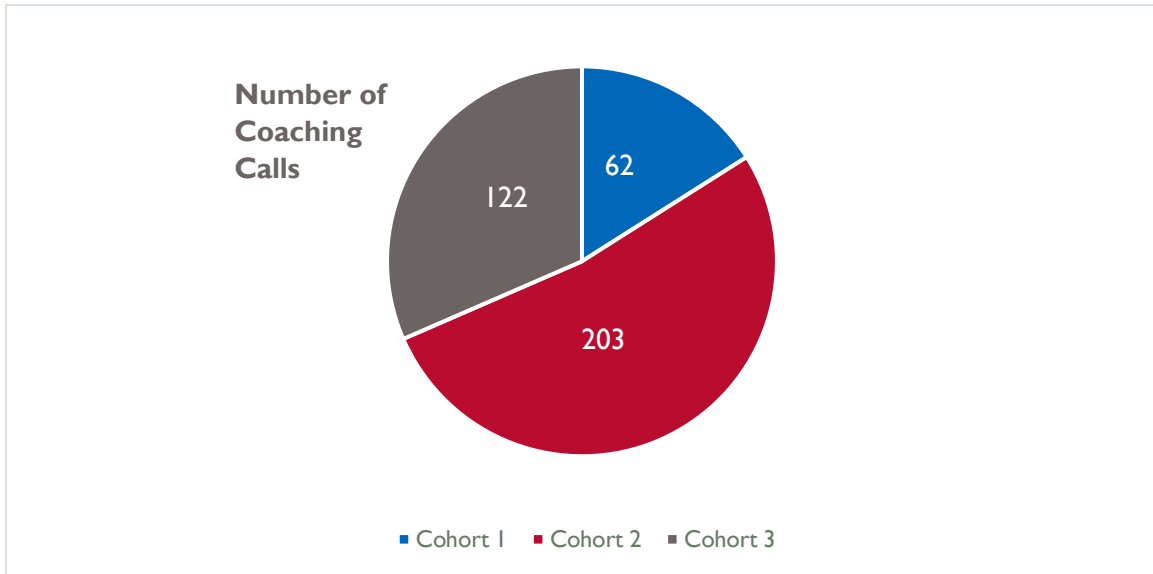
In FY 2020 coaching support continued across 17 partner utilities within Cohorts 1 and 2, supported by SURE. Coaching support was primarily virtual, with bi-weekly calls held with Cohort 2 and monthly calls with Cohort 1. Virtual bi-weekly coaching calls began on a rolling basis for 12 new partners in Cohort 3 as they were onboarded into the program, supported by WAGE.

- **Coaching support to Cohort 1** focused on implementing gender equality interventions developed via their capstone projects (culminating GEELP assignment synthesizing all of their learnings to produce a real-life action plan for their utilities), identifying new strategic interventions, and planning for graduation into an Engendering Utilities Alumni Network. In-person coaching trips were conducted in Q2 for two Cohort 1 utilities.
- **Coaching support to Cohort 2** included helping to complete baseline assessments, which were subsequently used to identify gaps, develop interventions, and support development of GEELP capstone projects. Coaches also supported Cohort 2 utilities to reinforce and enhance GEELP learning. Between October and February, CMCs completed in-person coaching trips to all ten Cohort 2 utilities.
- **Coaching support to Cohort 3** included program orientation, baseline assessment data collection and analysis, and relationship building.

Given the restrictions caused by COVID-19, the CMCs developed contingency plans for transferring activities previously planned for in-person coaching trips to a virtual setting. Although all utility partners were impacted by COVID-19, with varying degrees of ability to continue with coaching calls and activity implementation, many partners focused their time on developing new gender equality strategies and policies, refining their business case, and preparing for strategic interventions to close identified gaps.

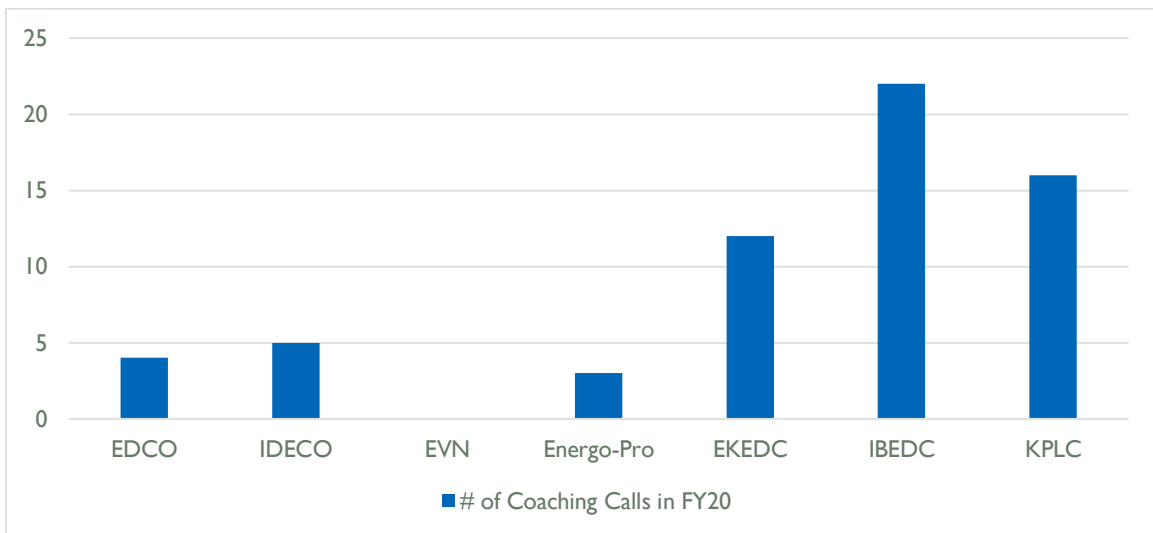
In FY 2020 CMCs held a total of 387 virtual coaching calls across all 29 partner utilities. Most coaching calls lasted one hour on average, with some variance.

CHART 1. 387 VIRTUAL COACHING CALLS HELD WITH ALL 29 PARTNERS IN FY 2020



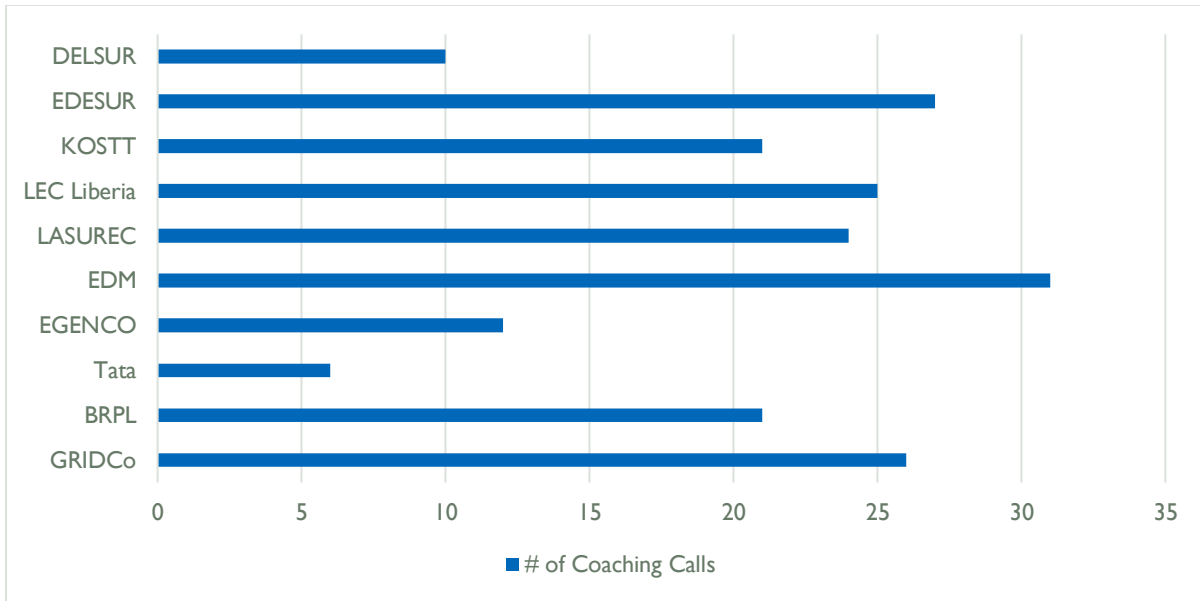
Supported by SURE, the team held 62 virtual coaching calls with seven of the Cohort 1 utility partners. Coaching support varied due to different stages and needs of each partner, with some transitioning into an advanced stage requiring less program support.

CHART 2. 62 VIRTUAL COACHING CALLS HELD WITH 7 COHORT 1 PARTNERS IN FY 2020



Supported by SURE, the program held 203 virtual coaching calls, for a total of 226 hours, with the ten Cohort 2 utility partners. Coaching support varied due to different needs and technical support demands from different partners.

CHART 3. 203 VIRTUAL COACHING CALLS HELD WITH 10 COHORT 2 PARTNERS IN FY 2020



Supported by WAGE, the program held 122 coaching calls, for a total of 145 hours, with the 12 Cohort 3 utility partners since they were onboarded. Coaching calls primarily vary for Cohort 3 as some were onboarded as early as January, and others as late as June.

CHART 4. 122 VIRTUAL COACHING CALLS HELD WITH 12 COHORT 3 PARTNERS IN FY 2020

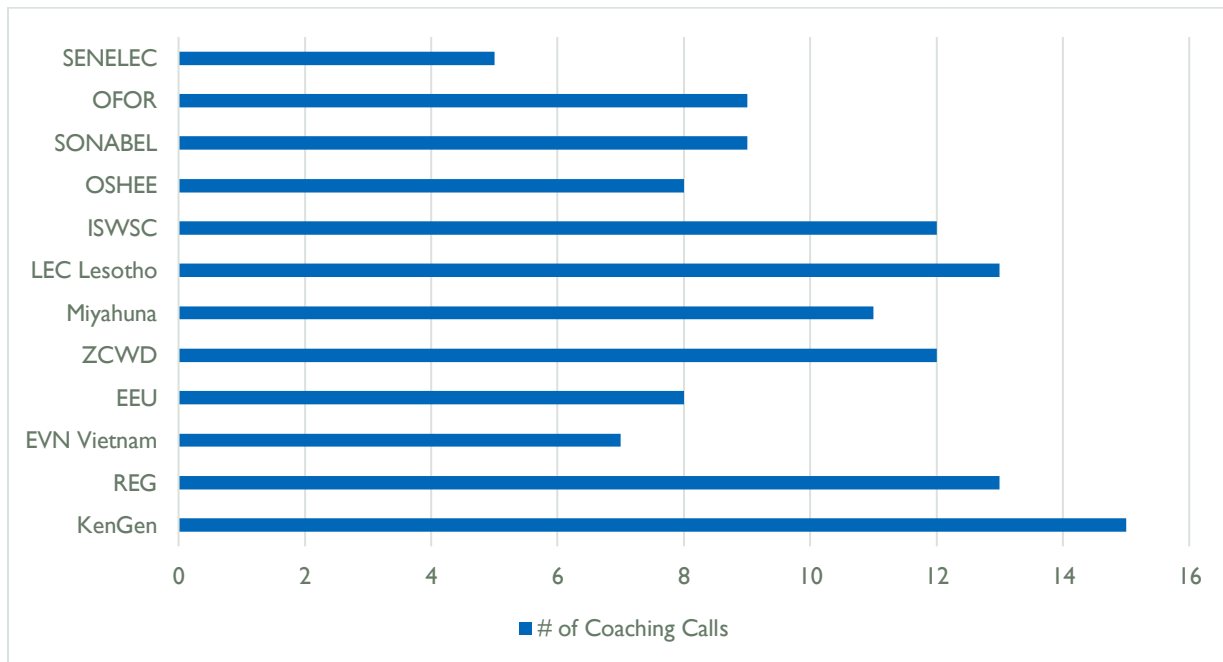


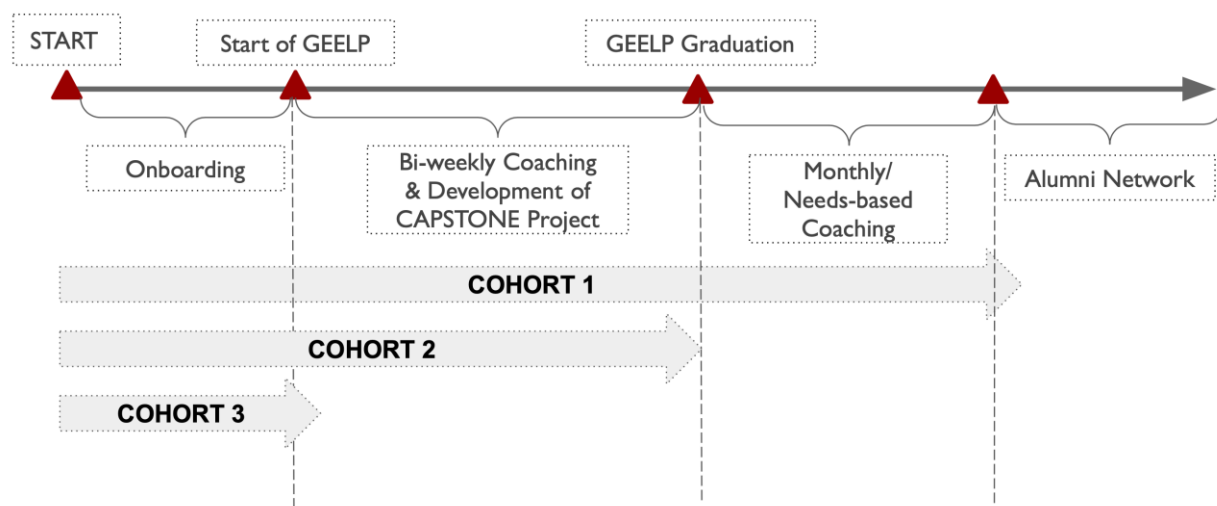
Figure I below shows the programmatic phase in which each cohort of partners is broadly positioned and the phase they will be entering in FY 2021. Below is a brief summary of the cohorts' current phases in the Engendering Utilities program.

- Plans are in place to transition Cohort I utilities to a newly established Alumni Network, which engages graduates to stay connected with their peers, transfer knowledge to new partners, and

continue learning about strategies that increase gender equality in the workplace. Through a LinkedIn group and knowledge sharing platform, Engendering Utilities alumni can share their accomplishments, receive ongoing program support, learn about the achievements of others, and hear about job and mentorship opportunities.

- Cohort 2 utility participants will complete the GEELP and finalize their capstone projects, with expected graduation in FY 2021 Q2. After graduation, utilities will continue to receive bi-weekly virtual coaching support for six months to support capstone project implementation. After this, they will receive monthly or need-based coaching support or transition to the Alumni Network.
- The Cohort 3 GEELP kick-off will take place in FY 2021 Q1. Throughout the year, the 12 Cohort 3 utilities will successfully complete a total of seven GEELP modules and receive bi-weekly virtual coaching from the CMCs.

FIGURE I. ENGENDERING UTILITIES COHORT PROGRAMMATIC PHASES



ACTIVITIES AND RESULTS ACROSS ENGENDERING UTILITIES PARTNERS

This section provides a quantitative summary overview of the activities implemented by 29 Engendering Utilities partners by ELC phase in FY 2020 and over the life of the project (LOP; FY 2016–FY 2020).¹ It further summarizes the results of these efforts for FY 2020 and LOP. A qualitative summary of the activities and results implemented in FY 2020 by ELC phase can be found in **Annex E**, and country-

¹ LOP results include results reported by the program’s previous implementing partner in order to aggregate partner total life of project results. LOP results from FY2016- 2018 and before were reported by the predecessor and attributable to their work. Results from FY2019-FY20 are attributable to the work of Tetra Tech.

specific LOP snapshots are presented in **Annex F**. The SURE mechanism supports Cohort 1 and 2 activities, while the WAGE mechanism supports Cohort 3 results.

SUMMARY OF ACTIVITIES IMPLEMENTED BY UTILITIES ACROSS THE ELC

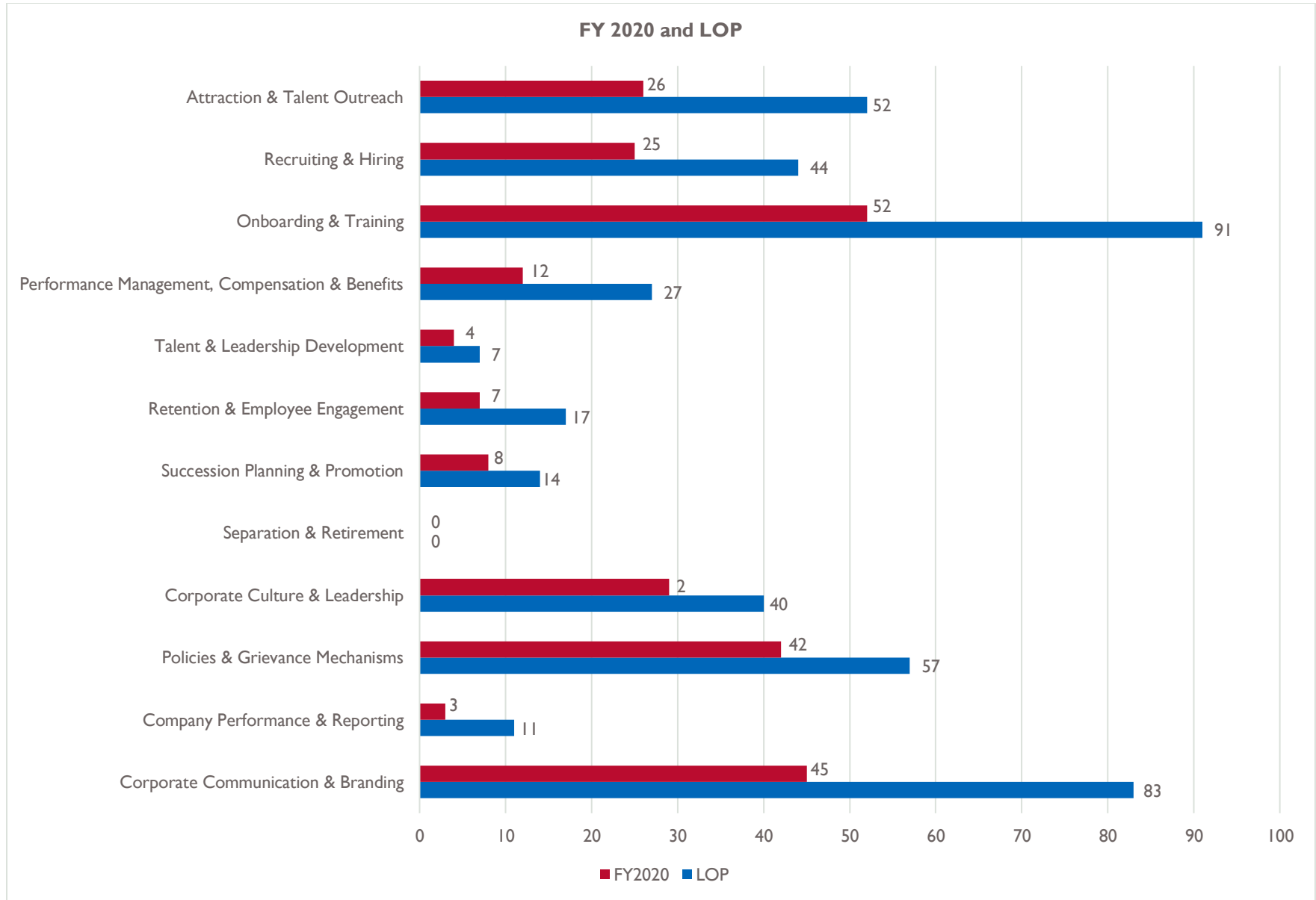
In FY 2020 the 29 partner utilities implemented a total of 253 gender equality activities across the 12 ELC phases (443 activities over the LOP), including drafting, reviewing, adopting, or implementing 42 new policies related to gender equality (57 policies over the LOP). In FY 2020 across all 29 partner utilities, USD\$ 469,988 was contributed in direct and in-kind monetary contributions to support implementation of these activities, and approximately USD\$1.15 million was contributed in-kind-and direct by partners over the life of the project.²

Out of the total of 253 practices and policies implemented by all three cohorts in FY 2020, 223 were implemented under SURE and 30 under WAGE. Of these, Cohort 1 implemented 32 percent, Cohort 2 56 percent, and Cohort 3 12 percent. The activities resulted in a total of 42 policies drafted, reviewed, updated, and/or approved/implemented during FY 2020 across all three cohorts. Across the cohorts, the practices most implemented were in the “Onboarding and Training,” “Policies and Grievance Mechanisms,” and “Corporate Communication and Branding” ELC phases. No utilities implemented practices in the “Separation and Retirement” phase.

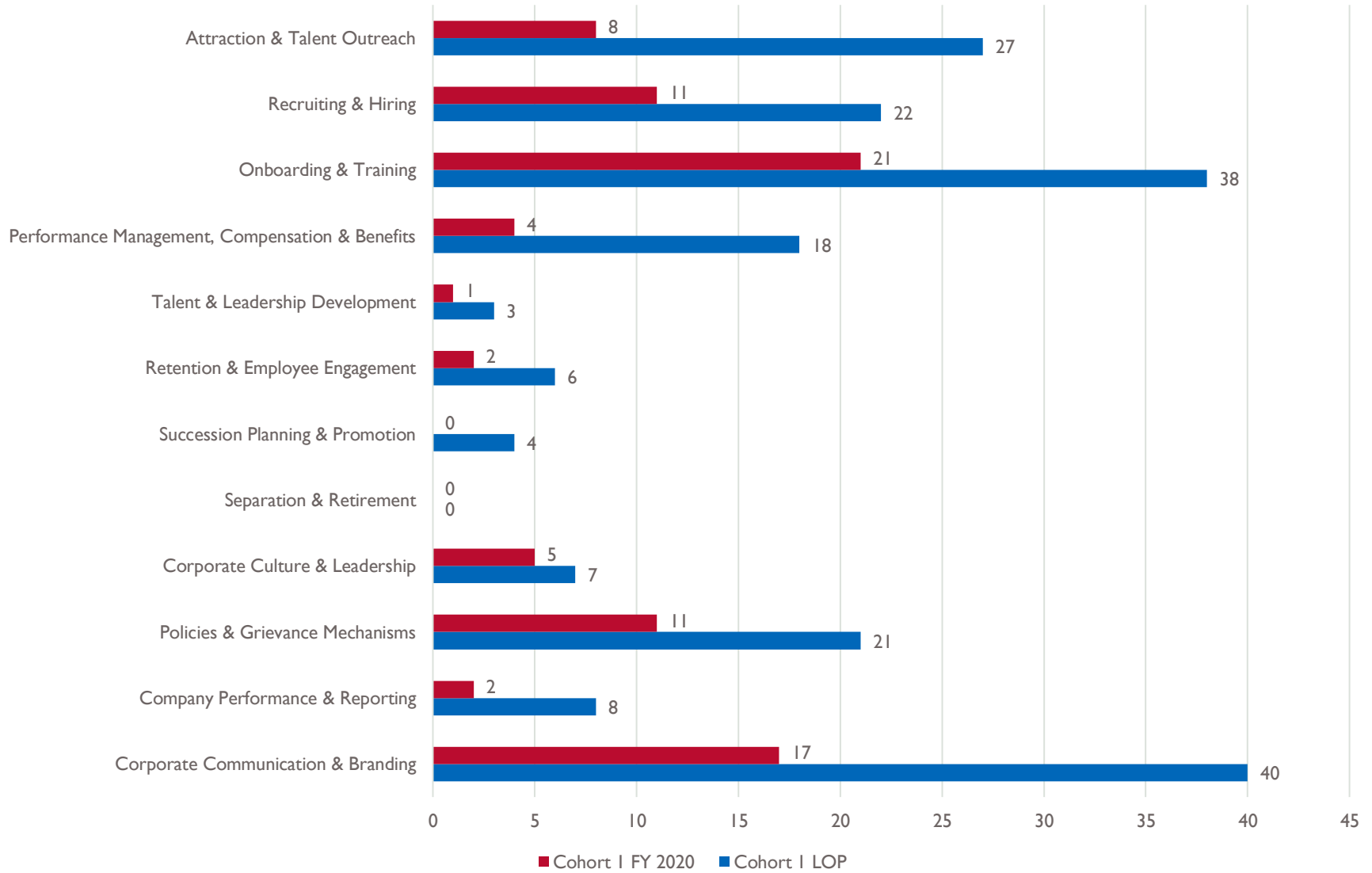
- **Cohort 1** has been very active in implementing best practices from the “Onboarding and Training” phase of the ELC. Some examples are a full-day onboarding training on gender sensitization and sexual harassment conducted by IBEDC Nigeria and a gender mainstreaming training for the member of the Gender Committee conducted at KPLC Kenya.
- **Cohort 2** implemented most practices from the “Onboarding and Training” phase of the ELC. Examples include a prevention of sexual harassment (POSH) training for BRPL India employees or a meter reading, billing, collection, and disconnection (MRBCD) training for LASURECO Philippines employees.
- **Cohort 3**, although only recently onboarded to the Engendering Utilities program, has made progress on activity implementation, focused mostly on practices from the “Policies and Grievance Mechanisms” phase of the ELC. Some examples are REG Rwanda’s review of the Gender Policy and ZCWD Philippines’ review of the equal employment opportunity (EEO) policy for gender integration.

² This LOP summary is based on in-kind and direct monetary contributions reported by partners during FY 2016–FY 2020. This is likely an under-reporting, as not all utilities reported in-kind contributions, and FY 2020 was the first year that partners reported direct monetary contributions in addition to in-kind contributions. \$500,000 in-kind contribution was reported by the previous implementing partner FY2018 and prior, and \$648,953 was reported FY2019-FY2020.

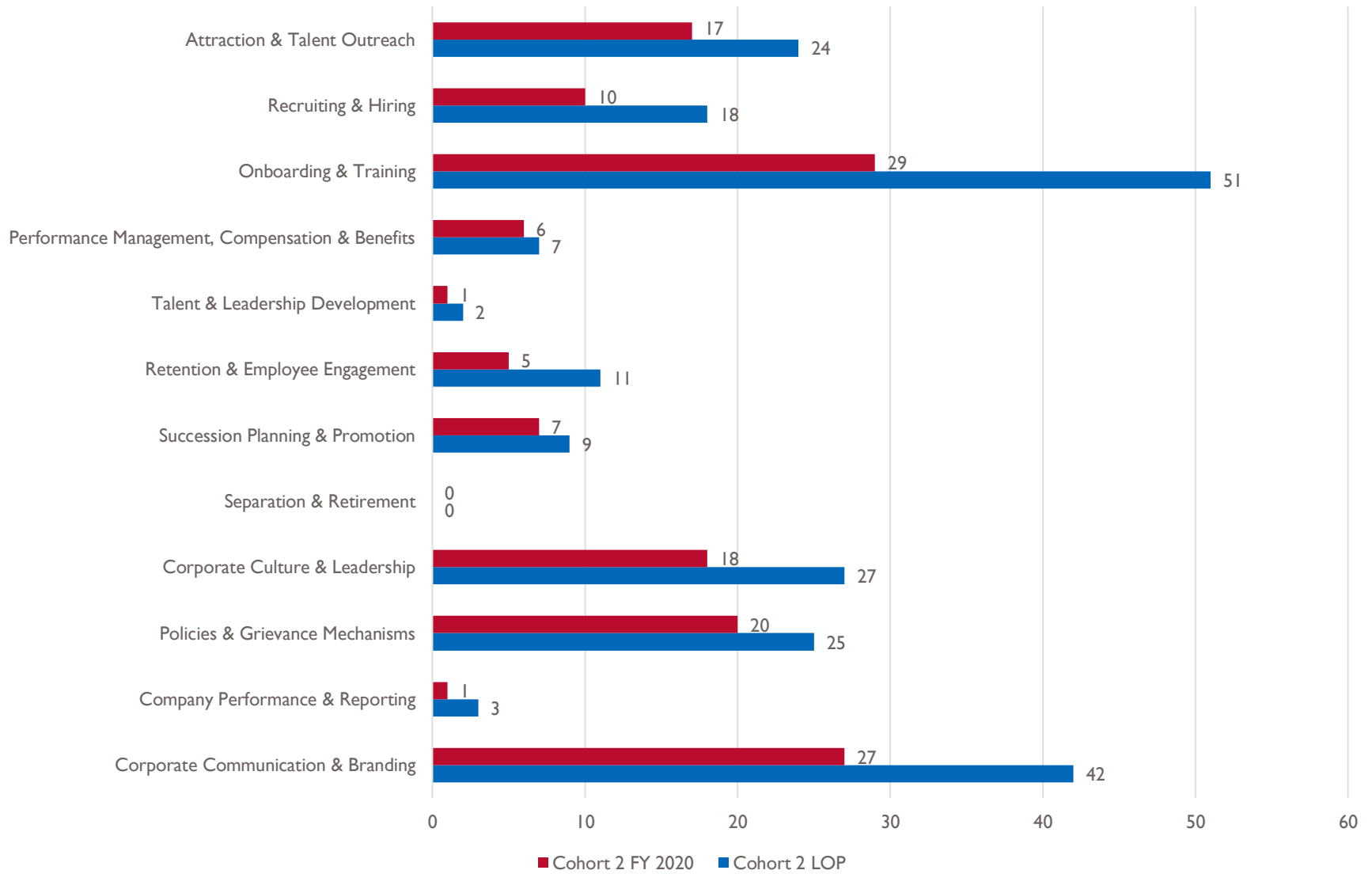
CHART 5. 253 PARTNER ACTIVITIES ACROSS 29 PARTNERS IMPLEMENTED WITHIN 12 ELC PHASES IN FY 2020 AND 443 LOP



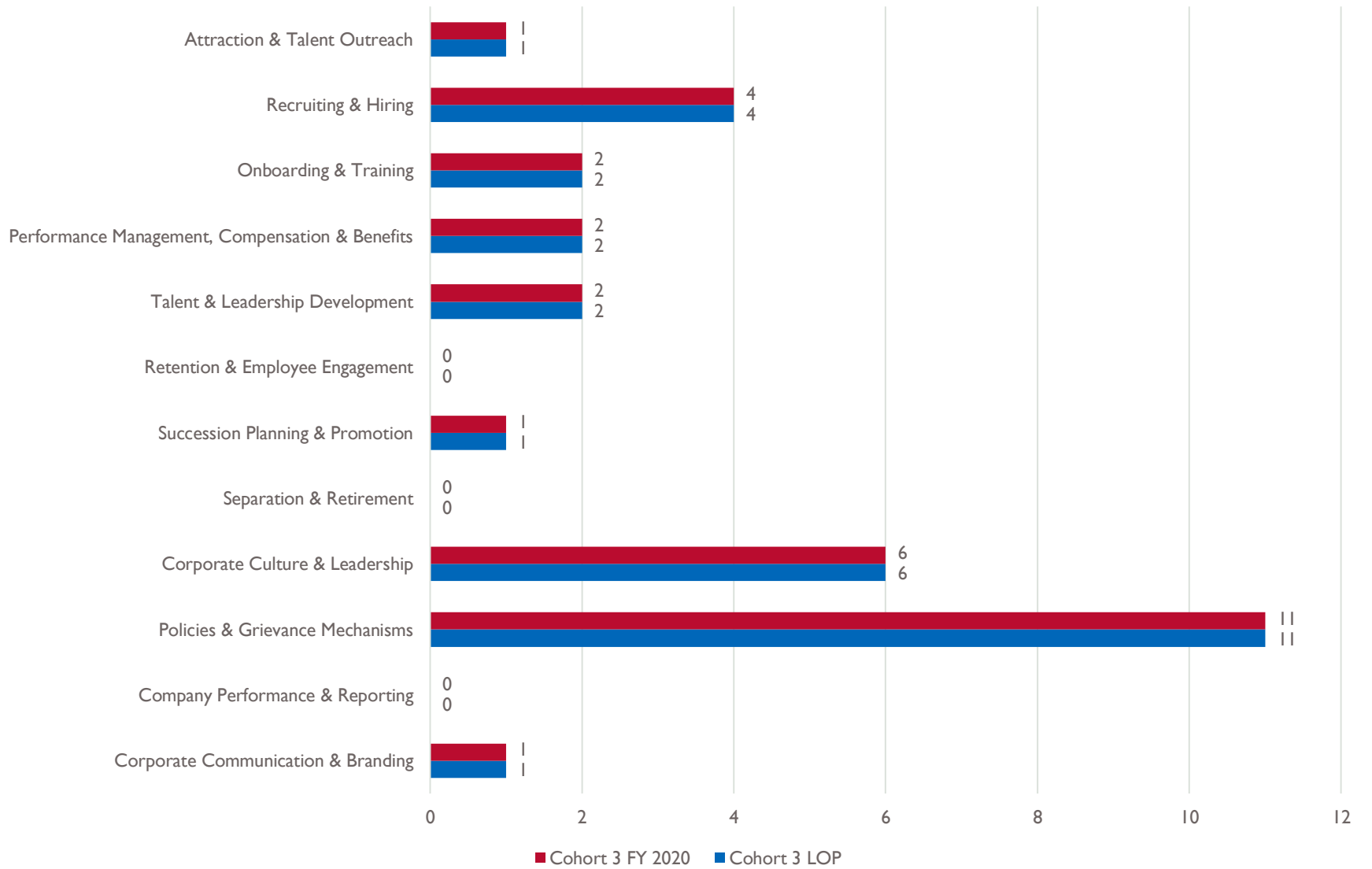
Cohort I FY 2020 and LOP



Cohort 2 FY 2020 and LOP



Cohort 3 FY 2020 and LOP



SUMMARY OF PARTNER RESULTS

In FY 2020, across all 29 partners, a total of 293 women and 432 men were trained on gender equality, 1,792 women were trained on technical and soft skills topics to advance their careers, 91 new women were hired, and 7 women were promoted. Additionally, the program reached 946 female learners and job seekers through school outreach and career recruitment events, and 145 girls participated in internships or trainee programs.

Over the life of the program (FY 2016–FY 2020), across all 29 partners, a total of 1,195 women and 1,523 men were trained on gender equality, 6,105 women were trained on technical and soft skills topics to advance their careers, 1,115 new women were hired, and 955 women were promoted. Additionally, the program reached 2,066 female learners and job seekers through school outreach and career recruitment events, and 220 girls participated in internships or trainee programs.

PARTNER OBSERVED BUSINESS PERFORMANCE RESULTS ATTRIBUTABLE TO THE PROGRAM

Engendering Utilities collects baseline business performance data for partners, to be measured again at the end of the program. Although this data is pending collection of final assessments, the team asked partners during this reporting period if they have observed business performance improvements attributable to the program; 19 out of the 29 partners across cohorts (primarily from Cohorts 1 and 2) reported observed improvements related to increased employee retention, employee engagement and motivation, productivity, organizational culture, company image, and revenue. In particular:

- **Eleven partner utilities reported tangible observed increases in employee retention directly attributable to coaching support received to improve gender equality policies and practices.** These have supported increased senior leadership engagement, corporate culture change, knowledge and awareness, and upskilling of women for career advancement. For example, IBEDC Nigeria reported that, *“There is a greater desire to remain with the company, given a renewed focus on female and male welfare, increased rate of gender equality awareness, lower rate of gender discriminatory actions, and sexual harassment incidences. This has led to better job satisfaction within our female force, increased motivation, and lowered labor turnover amongst the female employees.”*
- **Five utility partners explicitly linked observable changes to increased gender equality to decreased revenue loss.** For example, EDESUR Dominican Republic reported an improvement to the company’s image after increasing the number of women employees in their Communications Department, linked to decreased revenue loss (from 28% in FY 2019 to 22% in FY 2020) and service quality improvement due to the improved customer service observed with women at the helm.
- **Three utility partners reported improvements in their external company image due to their focus on gender equality.** This in turn may not only attract more talent to apply for jobs but may also enhance the visibility of an organization nationally and support improved customer satisfaction. For example, DELSUR El Salvador reported that, *“The image of DELSUR has been better positioned as a company that supports female leadership and works for equity.”*

WOMEN HIRED

As a result of efforts across ELC phases to improve equitable recruitment and hiring practices and increase the attractiveness of the workplace culture and policies, women are being hired—sometimes as

the first woman on a senior management team or in a technical role. Across partners in FY 2020, 91 women were hired, all under SURE-supported Cohorts 1 and 2 (50 from Cohort 1 and 41 from Cohort 2). Over the life of the project (FY 2016–FY 2020), partner utilities have hired 1,115 new women. Out of these women, 155 were female interns hired into full-time positions.

CHART 6. 7% OF WOMEN HIRED BY 17 UTILITY PARTNERS LOP HIRED INTO LEADERSHIP POSITIONS

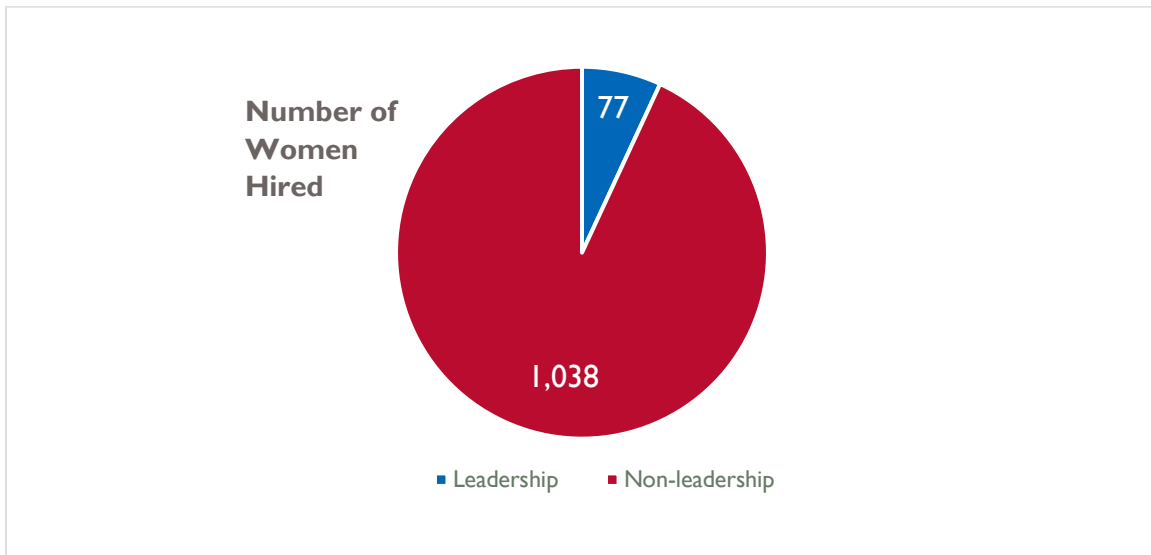
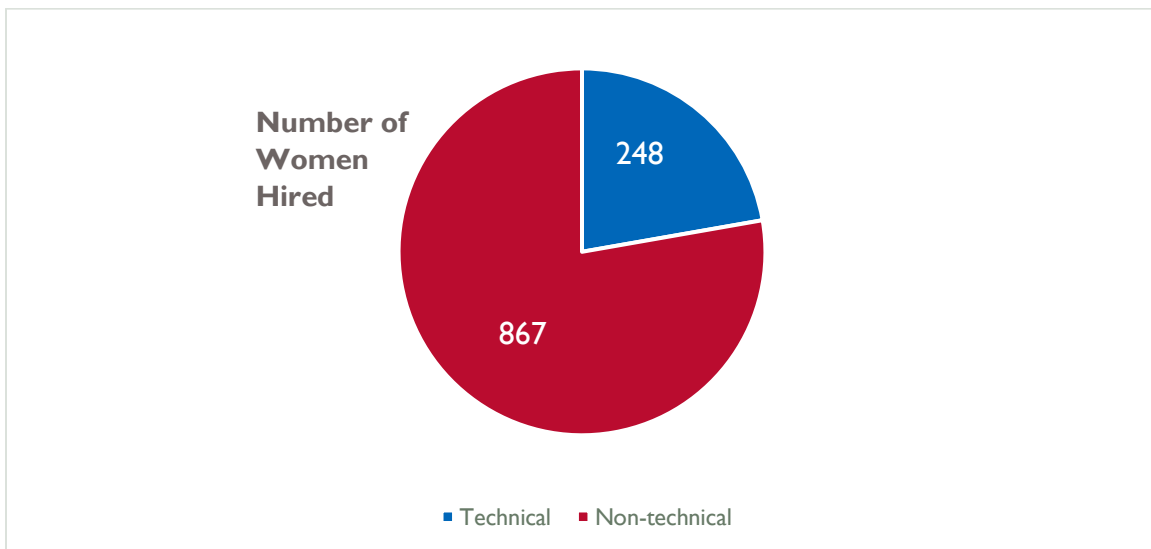


CHART 7. 22% OF WOMEN HIRED BY 17 UTILITY PARTNERS LOP HIRED INTO TECHNICAL POSITIONS



WOMEN PROMOTED

As a result of efforts across ELC phases to improve equitable talent and leadership practices and succession planning, women are being promoted into leadership and technical roles. Across partners in FY 2020, 7 women were promoted, out of which 6 were promoted by utility partners in Cohort 2 supported by SURE and 1 was promoted by utility partners in Cohort 3, supported by WAGE. Over the life of the project (FY 2016–FY 2020), 955 women were promoted by partner utilities.

CHART 8. 28% OF WOMEN PROMOTED INTO LEADERSHIP POSITIONS BY 29 UTILITY PARTNERS LOP

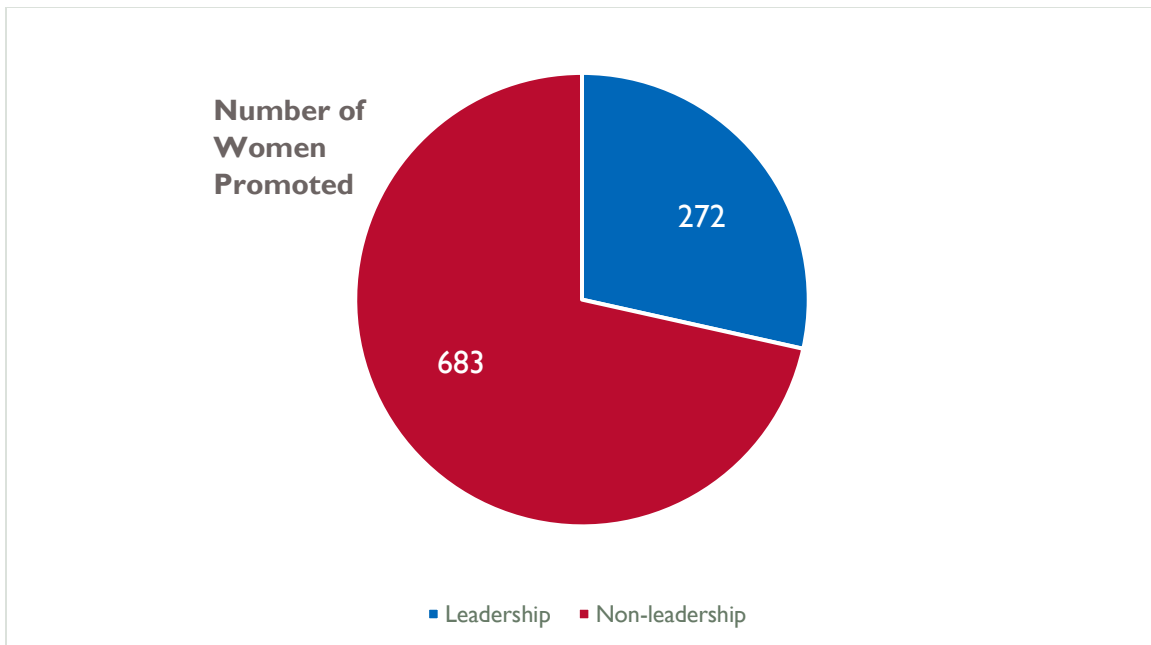
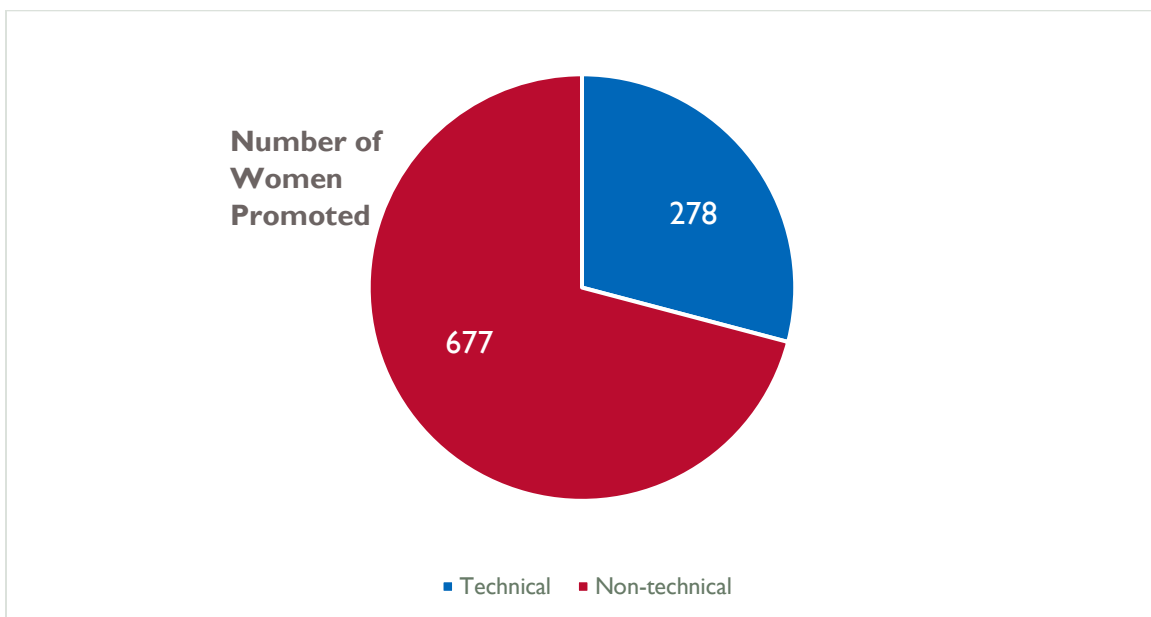


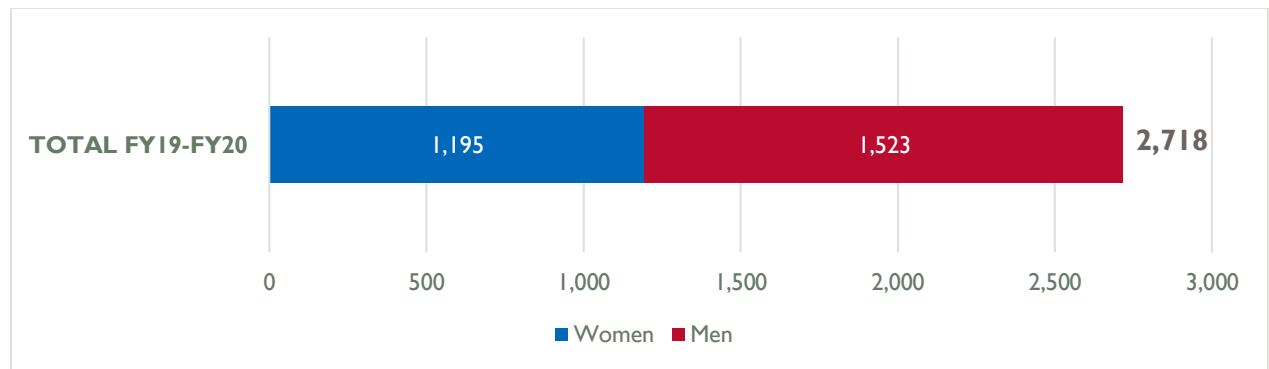
CHART 9. 29% OF WOMEN PROMOTED INTO TECHNICAL POSITIONS BY 29 UTILITY PARTNERS LOP



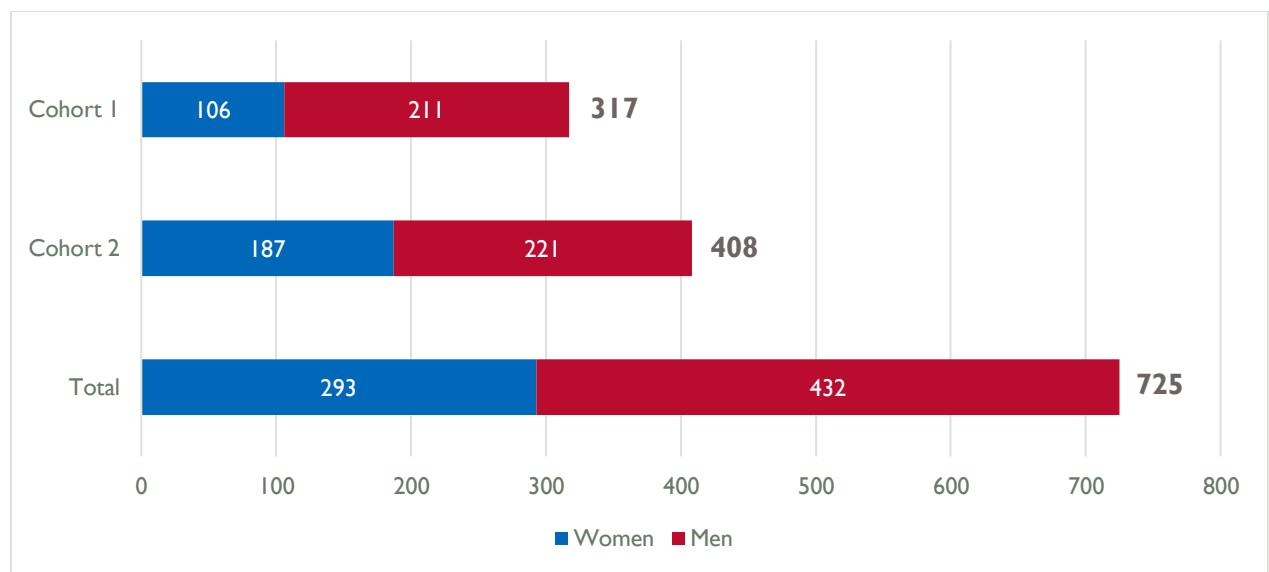
WOMEN AND MEN TRAINED ON GENDER EQUALITY

Partners engaged in a wide range of trainings to increase knowledge and awareness on a variety of gender equality topics, from sexual harassment to improving competency-based recruitment practices. Across partners in FY 2020, 293 women and 432 men were trained on gender equality topics. Out of this, 293 women and 432 men were trained on gender equality by their organizations within Cohorts 1 and 2 supported by SURE, and no women or men were trained by their organizations within Cohort 3, supported by WAGE. Over the LOP since this indicator was tracked (beginning in FY 2019–FY 2020), 1,195 women and 1,523 men have been trained on gender equality topics by partner utilities.

CHART 10. 725 WOMEN AND MEN TRAINED ON GENDER EQUALITY TOPICS BY 17 UTILITY PARTNERS IN FY 2020 AND 2,718 FY19-FY20



TOTAL FY 2020

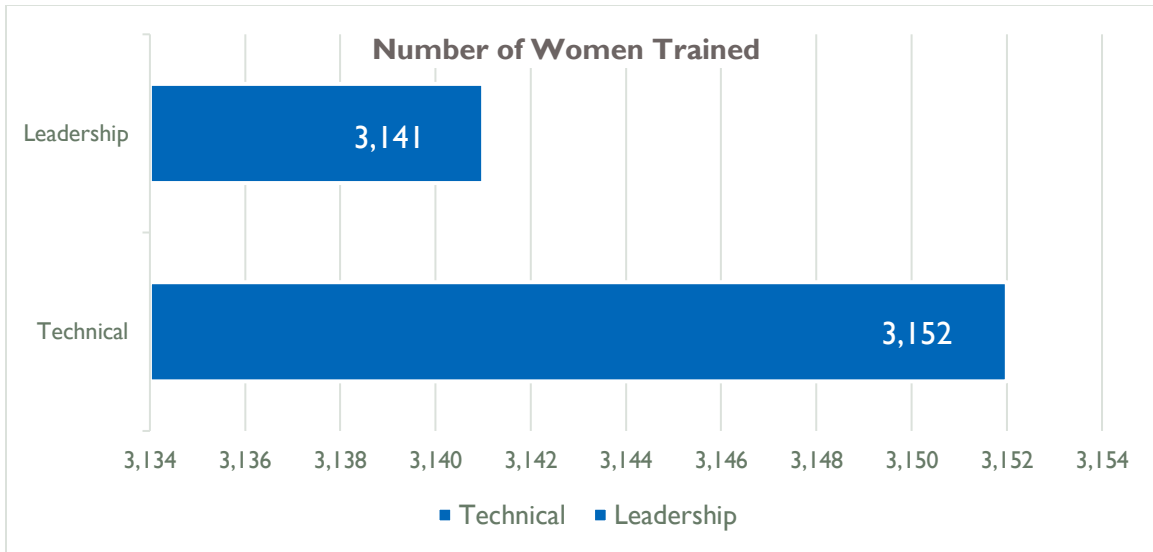


WOMEN TRAINED ON TECHNICAL AND SOFT SKILLS TO SUPPORT CAREER ADVANCEMENT

Partners engaged in a wide range of trainings to increase both technical skills and soft skills, including leadership development, to support women’s career advancement. Across partners in FY 2020, 1,792 women were trained by their organizations with technical and soft skills. Out of this, 1,337 women were trained within Cohorts 1 and 2 supported by SURE (820 from Cohort 1 and 517 from Cohort 2), and 455 were trained by their organizations within Cohort 3, supported by WAGE. Over the life of the project (FY 2016–FY 2020), partner utilities have trained 6,105 women on technical and soft skills.³

³ In some instances training on leadership and technical training was combined; as such, the sum total of 6,105 is not the sum total of women trained, as some women were trained in both leadership and technical skills.

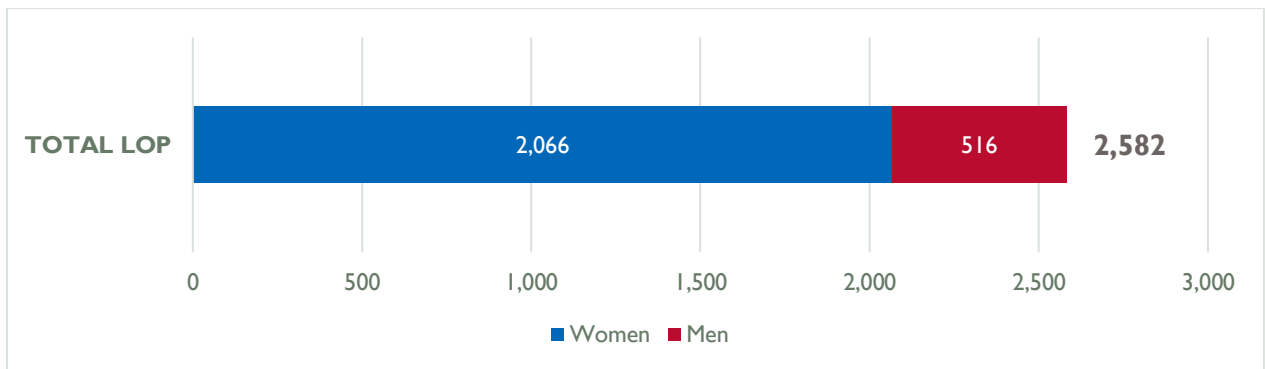
CHART 11. 6,105 WOMEN UPSKILLED THROUGH TRAINING BY 29 UTILITY PARTNERS LOP



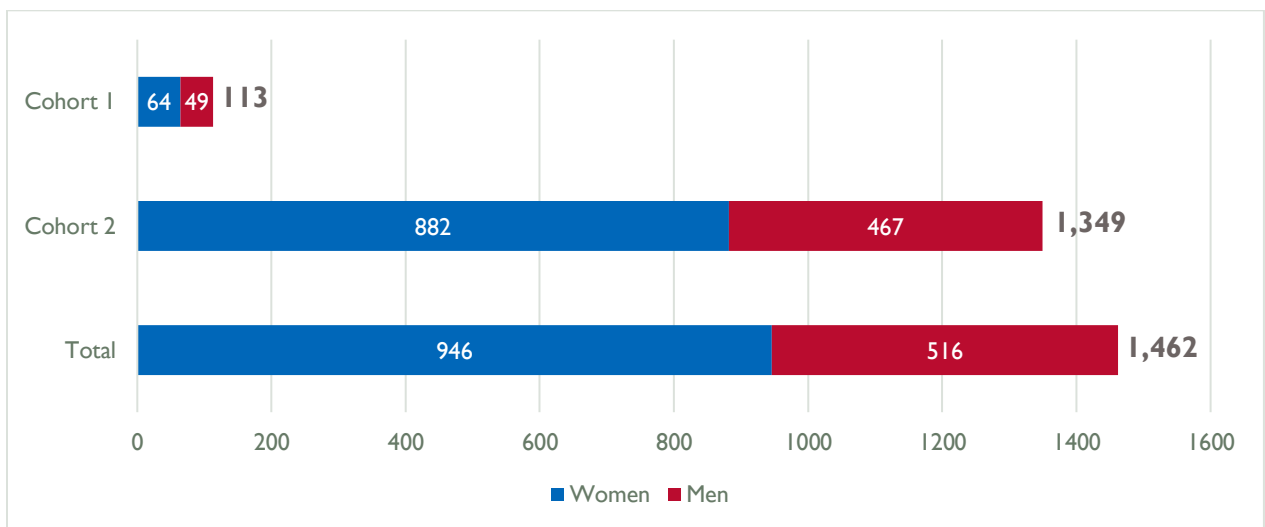
WOMEN AND MEN LEARNERS AND JOB SEEKERS REACHED THROUGH OUTREACH

Partners engaged in a wide range of outreach activities via career fairs, university partnerships, and school roadshows to attract fresh talent into studying science, technology, engineering, and math (STEM) topics and applying for jobs at partner utilities. Across partners in FY 2020, the program reached 946 women and 516 men learners and job seekers through such outreach activities. Out of this, all the women and men were from Cohorts 1 and 2, supported by SURE, and no Cohort 3 organizations, supported by WAGE, reached any learners or job seekers. Over the life of the project (FY 2016–FY 2020), partner utilities have reached 2,066 women and 516 men learners and job seekers.

CHART 12. 1,349 WOMEN AND MEN LEARNERS AND JOB SEEKERS REACHED BY 17 UTILITY PARTNERS IN FY 2020 AND 2,582 LOP



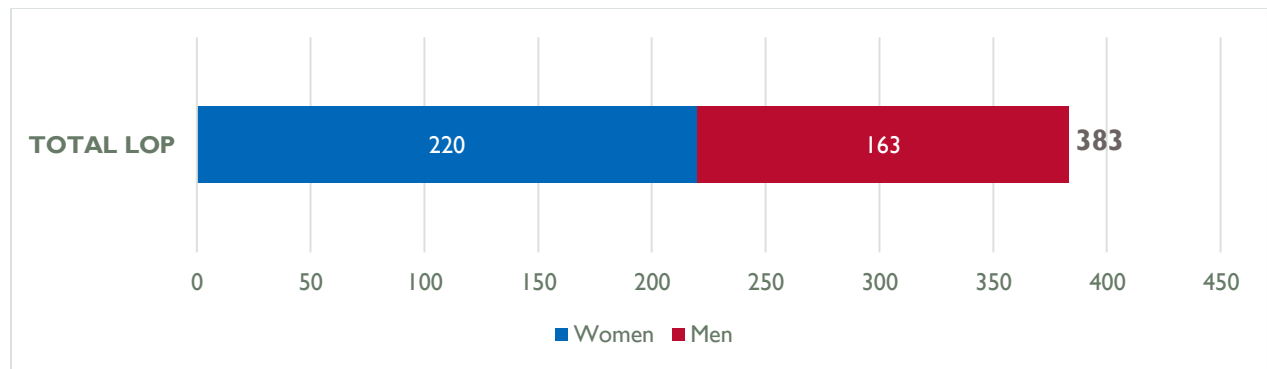
TOTAL FY 2020



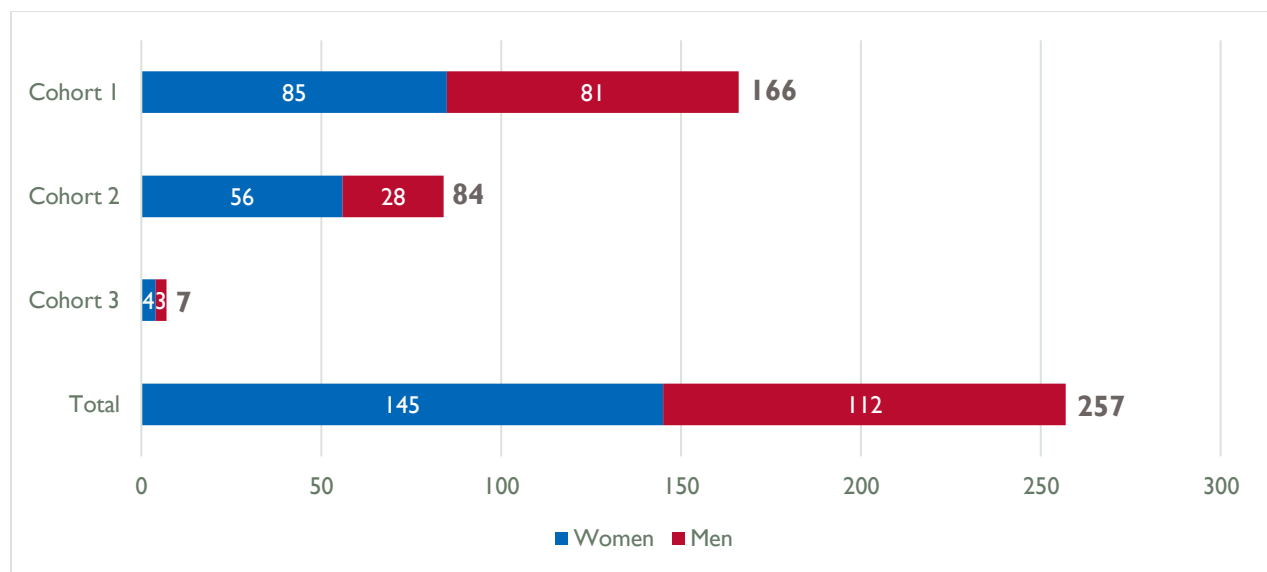
WOMEN AND MEN REACHED THROUGH INTERNSHIPS AND TRAINEE PROGRAMS

Partners worked to develop, formalize, and implement internship and trainee programs to support learners to gain on-the-job experience and strengthen the pipeline of new talent. Across partners in FY 2020, internships and trainee programs reached 145 women and 112 men. Out of this, organizations within Cohorts 1 and 2 reached 141 women and 109 men, supported by SURE, and organizations within Cohort 3, supported by WAGE, reached 4 women and 3 men. Over the life of the project (FY 2016–FY 2020), partner utilities have reached 220 women and 163 men to participate in an internship or trainee program.

CHART 13. 257 WOMEN AND MEN REACHED THROUGH INTERNSHIPS & TRAINEE PROGRAMS BY 29 UTILITY PARTNERS IN FY 2020 AND 383 LOP



TOTAL FY 2020



COHORT 4 UTILITY SELECTION

The program had planned for recruitment of Cohort 4 partners under the WAGE contract to start in FY 2020 Q3, but this was put on hold due to COVID-19. The team plans to select 12 utilities for Cohort 4, including up to 6 energy and 6 water utilities and up to 2 non-utility partners. At the end of FY 2020, the team had initiated recruitment and selection processes, focusing first on high-potential partners identified and screened during the Cohort 3 selection process that were not able to join the program at that time. Additionally, the USAID Contracting Officer’s Representative began soft outreach to USAID missions and other bilateral partners to request recommendations for other partners for consideration.

The following high-potential candidates are likely to be included in Cohort 4:

- Colombia ISA (energy): Utility screened and competitively selected; will be offered a spot pending U.S. Government (USG) clearance.
- Colombia CELSIA (energy): Utility screened and competitively selected; will be offered a spot pending USG clearance.

- Colombia INTERNEXIA (ICT): Utility screened and competitively selected; will be offered a spot pending USG clearance.
- Nepal KUKL (water): Mission Concurrence Request Form (MCRF) signed by USAID/Nepal during Cohort 3 recruitment; strong utility interest.
- Nigeria Delta State Water Corporation (water): Screened during Cohort 3 recruitment; strong interest from USAID/Nigeria and utility.
- Benin SONEB (water): Previously screened during Cohort 3 recruitment; MCRF and utility LOC previously signed.

Other potential partners or missions with current or previous interest in joining the program will undergo the program’s process of discussions, mission concurrence, and screening of the potential partners. The program will make final selections FY 2021 Q1. Additional potential partners include:

- Philippines General Santos City Water District (water)
- PLN Indonesia (energy)
- Kosovo, unknown utilities (electricity)
- Mongolia USUG (water)
- Ghana ECG (energy)
- Ghana NEDCO (energy)

SELF-EMPOWERMENT AND EQUITY FOR CHANGE INITIATIVE

During Year 1 of WAGE, USAID, and JHU launched a partnership to support utility partners under the WAGE contract by adapting their Empowered Entrepreneurs Training Program (EETP) to target employees and developing a JHU-housed initiative focused on personal agency, empowerment, and leadership. The project also received a request from Power Africa and began planning to implement SEE Change with their Rwanda WIRE program. JHU developed seven videos for a series titled “On-Demand Skills and Practices for Leaders.” The videos introduce mental skills and practices for leaders to stay empowered and effective in the face of disruption and change. The project also developed three communications documents for SEE Change:

- A “How to Engage” factsheet for USAID, donors, and partners;
- An Empowered Employee Training Factsheet; and
- Talking points for USAID to reference when publicizing the initiative.

Finally, WAGE held discussions with a number of different USAID programs including the Clean Cities Blue Oceans and SERVIR projects to discuss incorporating the SEE Change Initiative into their activities.

SELF-EMPOWERMENT AND EQUITY FOR CHANGE INITIATIVE

JHU and WAGE made significant progress in advancing this initiative, branding it the SEE Change Initiative, and receiving USAID approval to develop a website and learning management platform for it, housed at the Johns Hopkins School of Public Health. SEE Change will conduct international gender-informed research and provide evidence-based training and support services that help entrepreneurs and employees build positive mental habits, realize their leadership potential, and achieve their personal and professional goals.

The SEE Change initiative is made up of four pillars:

- Scientific research and building an evidence base
- Training and education deployment
- Ecosystem support services
- Technology for scale and sustainability

At the end of FY19, JHU was developing a learning management platform using the Canvas system with plans to conduct trainings with EDM Mozambique during FY2021 Q1, and EGENCO in Malawi and the Rwanda WIRE project early in the FY2021.

ADAPTED EMPOWERED EMPLOYEES TRAINING PROGRAM

The team identified Engendering Utilities partners EDM Mozambique and EGENCO Malawi and obtained their agreement to participate in the pilot of the adapted EETP. Scoping trips to the utilities were delayed due to COVID-19 travel restrictions; however, JHU has continued with virtual scoping with EDM and expects to begin piloting the EETP with them during FY2021 Q1 (EGENCO will follow).

PARTNERSHIP WITH RWANDA WIRE

WAGE and JHU are partnering with Rwanda WIRE to incorporate the EETP into their program. In FY2020 the team developed a scope of work and implementation plan. In early FY 2021, the project will implement the first phase of engagement with Rwanda WIRE, including a direct blended (virtual and in-person) training program with the Rwanda WIRE gender focal points and additional mid-senior level women in WIRE-supported energy enterprises and the national electric utilities.

POWER AFRICA AND WIAP

In FY 2020, Tetra Tech assumed responsibility for managing the Women in African Power (WiAP) Network from the IUCN and expanded the accelerated course pilot to the West Africa region. In conjunction with Power Africa's task order gender advisors (Gender Champs), Tetra Tech activities aim to increase knowledge sharing and gather and disseminate resources and information across all Power Africa regional task orders and beyond. Activities achieved during FY2020 include the following:

- WAGE signed an MOU with the Lagos Business School to serve as the third pilot location for the accelerated course targeting West African participants (see Accelerated Executive Course section for additional details).
- The project conducted a survey with non-USAID WiAP members to identify priority areas of interest, solicit suggestions for improving the network, and garner information on what members most value from WiAP. This informed next steps for the network.
- The WiAP monthly newsletter was moved to an email marketing platform to track user behavior and newsletter analytics and to visually improve the newsletter using graphics. In collaboration with Power Africa's Social Media Content Manager, Tetra Tech redesigned the newsletter to correspond with Power Africa's new newsletter format. Three WiAP newsletters were sent out between June and September 2020.
- WAGE engaged the Gender Champs to strategize ways to gather information on Power Africa's gender equality activities, successes, and regional-level networks. The project helped to develop an online tracker to compile and collate gender activities under the Power Africa task orders. Information from the tracker will be used to inform WiAP communications activities and posts on the WiAP LinkedIn page.

SECTOR EXPANSION RESEARCH

In FY 2020 the team undertook research focused on expanding Engendering Utilities into additional male-dominated sectors, primarily through the SURE mechanism but with WAGE support. The group explored a total of five male-dominated sectors: construction, ICT/artificial intelligence (AI), mining, waste management and recycling, and transportation. The research process included literature and USAID program reviews and phone interviews with experts. When identifying the sectors for expansion, the program considered several dimensions, including strategic reasons for targeting a sector. These include integration with other sectors in similar geographic areas to enable synergies or, in the case of ICT, the potential ripple effects of gender biases in societies.

The program developed a sector expansion report and shared it with USAID to inform and guide the expansion into non-utility sectors of the GEELP and the Accelerated Executive Course. The report concluded that the construction and ICT sectors are best poised for Engendering Utilities expansion. The construction sector is the most male-dominated industry in the world. It is a growing sector with constant labor shortages, which offer a growing number of job opportunities globally. The ICT sector is a highly male-dominated industry and a growing sector, which offers a growing number of highly qualified and well-paid job opportunities around the world. Gender bias in the development of AI technologies is posing a threat to global gender equality. It was also found that Engendering Utilities in its current form is most suited for implementation with formal entities, and its approach must be tailored to address informal workers, entrepreneurs, and subcontractors if the program is expanded into other sectors such as waste and recycling or mining.

MALE ENGAGEMENT

WAGE developed a scope of work and signed a subcontract to develop, pilot, and facilitate a five-day male engagement course targeting male mid- to senior-level managers at organizations within male-dominated industries. The course curriculum aims to achieve the following objectives with participants:

- Increase basic understanding of concepts related to male engagement, with an explicit focus on changing workplace culture in male-dominated industries.
- Increase ability of individual employees to use specific tools, methodologies, and approaches to positively change workplace culture and help create a healthy, safe, and supportive environment where women and men can thrive.
- Inspire and motivate men working within male-dominated work environments to become vocal supporters of gender equality at their places of work.
- Establish the business case for male engagement in male-dominated industries and incentivize participants to begin implementation of select best practices at their organizations.
- Garner broad-based support and buy-in within partner organizations by showcasing the positive results of male engagement strategies.

The program will develop a full course, including a ToT guide and associated materials, and make the information publicly available once finalized. WAGE will pilot the material with two Engendering Utilities partners in FY 2021, and planning for development of the ToT guide is underway. At the end of FY2020, WAGE began planning a male engagement webinar with Engendering Utilities partners, focused on key concepts and transformative approaches. The program will use the webinar as an opportunity to gather information from partner utilities to inform curriculum development.

GRANTS PROGRAM

During FY2020, WAGE began planning to implement a grants program for Engendering Utilities partners. The project held a grants work planning session and drafted the first RFA and envisions awarding five to ten grants between \$10,000–\$50,000 each in the first round. The grants will enable partner utilities to compete for funding to support organizational goals related to improving gender equality. Illustrative activities include:

- Providing coaching/advisory services to utilities on gender equality;
- Conducting ToT programs in topics such as sexual harassment, unconscious bias, and male engagement;
- Funding a local nongovernmental organization to establish a mentoring program, including training for mentors;
- Designing and implementing a training program to address workplace sexual harassment;
- Holding “Take Your Daughter/Child to Work Day”;
- Holding competitions and establishing clubs in local schools, such as science fairs, energy clubs, and electricity-STEM clubs, that encourage and mentor female participants; and
- Supporting utilities to develop policies that support gender equality.

The project identified the following criteria for determining grant awards:

- Level of participation with Engendering Utilities project activities to date
- Strategic fit of the proposed grant activity with Engendering Utilities objectives
- Sustainability of results and anticipated benefit to project beneficiaries
- Clearly defined need, clear goals and objectives, and a sound technical approach
- Results related to improved gender equality to date
- Cost effectiveness, including demonstrated commitment from the applicant through a cost-sharing component

MONITORING, EVALUATION, AND LEARNING

The Engendering Utilities program has a Monitoring, Evaluation, and Learning (MEL) Plan in place that covers both SURE and WAGE. MEL activities include developing baseline assessments for new utility partners; guiding strategic prioritization of activities; measuring results and leading annual data collection to assess results; collecting baseline and annual data utilizing a utility scorecard; compiling quarterly utility reports on program indicators, time spent, and activities and results; and conducting other learning activities, including ongoing program review. See **Annex C** for FY 2020 program indicator values. Below is a summary of activities and results achieved in FY 2020.

MONITORING, EVALUATION, AND LEARNING

In FY 2020 the project completed the following under both WAGE and SURE:

- Finalized standard operating procedures (SOPs) to guide the collection of performance indicator data.
- Developed an SOP for creating a hard copy filing system for MEL standard indicators.
- Updated the MEL Plan covering both SURE and WAGE to include revised data disaggregation requirements, replace one custom indicator with a standard indicator on workforce development

(Women's Global Development and Prosperity [W-GDP] indicator), and include revised sources of data.

- Continued to streamline the quarterly data collection process, including integrating information management software to collect, collate, and analyze data.
- Responded to multiple requests from W-GDP for monthly, quarterly, and annual data collection on activities funded through the initiative, which includes expenditures, MEL, communications, and activity data for Engendering Utilities, the SEE Change Initiative, and Power Africa.

BASELINE ASSESSMENTS AND UTILITY SCORECARD

In FY 2020 the project completed the following under both WAGE and SURE:

- Finalized the baseline assessments of all ten utilities from Cohort 2 under the SURE mechanism and presented results during the in-person coaching trips. In addition, the group conducted post-coaching trip revisions of all baseline assessments.
- Initiated data collection and drafting of annual review assessments for all seven Cohort 1 utilities under the SURE mechanism.
- Initiated data collection and baseline assessment drafting for the 12 new Cohort 3 utilities under the WAGE mechanism.
- Created an offline scorecard in Excel for utilities with internet connectivity issues who reported challenges completing the online scorecard template under the WAGE mechanism.

QUARTERLY REPORTING

In FY 2020 the project completed the following:

- Introduced online platforms for data collection and analysis for improving internal and external reporting processes.
- Provided step-by-step guidelines on how to use the online platforms to all Cohort 1–3 utilities. In addition, webinars were delivered to explain the new tools and reporting process.
- Worked continuously on improving the quarterly reporting process internally as well as for the partner utilities.
- Developed an LOP tracking tool to collect and analyze LOP results across all Cohort 1–3 utility partners.

COLLABORATING, LEARNING, AND ADAPTING

At the beginning of WAGE, the project submitted a CLA Plan that USAID subsequently approved. In May 2020 the project held a four-day “WAGE and Engendering Utilities Strategy and Planning Virtual Workshop” in which the team reviewed current processes and tools (monitoring and evaluation, communications, coaching, etc.) and discussed challenges and lessons learned. This workshop included a session on the CLA Plan in which the team discussed four outcome-level questions and examined how evidence-based data helps to make informed decisions about project interventions and program management. Prior to this session, WAGE collected team feedback on the learning questions via an online survey and discussed the results during the workshop. Additionally, the project developed an Excel spreadsheet for CMCs to track evidence in line with the learning questions outlined in the CLA Plan (see the Lessons Learned section and Annex D, Learning Agenda).

COMMUNICATION AND KNOWLEDGE MANAGEMENT

Communication and knowledge management are critical to meeting WAGE's and Engendering Utilities' programmatic goals. The following is a summary of activities and results achieved in FY 2020 across both SURE and WAGE.

The program revamped the communications strategy to better align with the expanded scope of the Engendering Utilities program, which now includes the water sector and male-dominated industries more broadly and other activities under WAGE. Engendering Utilities also created a communications implementation plan, enabling the program to be more proactive and prepared to market program results and leverage events and commemorative days to amplify program impacts. The communications team identified key storytelling indicators, which the program will use moving forward to articulate a strategic narrative and demonstrate impact at the global, organizational, and individual levels.

Key program materials and documents were updated, including:

- All Engendering Utilities web pages
- Engendering Utilities Factsheet
- Program Frequently Asked Questions Sheet
- Program Talking Points
- Program Overview PowerPoint
- 17 Engendering Utility Partner Profiles (Cohorts 1 and 2) to include country-level data and statistics

In addition to updating existing assets, the program developed and disseminated new material. Under the SURE and WAGE mechanisms, this includes:

- 12 Utility Profiles for Cohort 3 utilities
- Accelerated Executive Course brochure and web page
- Engendering Utilities Alumni Factsheet and LinkedIn group
- Impact Stories (information collected from utility partners to develop stories over the course of FY 2020/FY 2021). The program developed four impact stories in FY 2020:
 - BRPL: “Female Perspectives Raise Revenue.” This story, published in mid-September, became the fourth most downloaded material in all of FY 2020.
 - Tata Power: “The Return on Investing in Women”
 - EVN: “In North Macedonia, the Future is Female”
 - BRPL: “Paternity Leave ‘Beneficial for Business’”
- Newsletters:
 - Four Engendering Utilities email newsletters sent to 500 recipients each quarter
 - Three WiAP newsletters sent to over 450 users

The program also used social media and events to strategically position the program and articulate program results. Engendering Utilities developed and circulated seven social media toolkits to promote events, webinars, newsletters, and international commemorative and celebratory days. To raise awareness for gender equality and the Engendering Utilities program, USAID and Tetra Tech staff attended five conferences and events and eight utility partners attended four conferences and events as panel speakers. The program also organized and held two webinars during COVID-19: “Practical Gender Actions to Improve Utility Resilience to COVID-19” and “Gender-Inclusive Disaster Planning for COVID-19.” In addition, the team held a webinar called “Practical Gender Actions to Improve Utility

Resilience to COVID-19” in collaboration with the World Bank Equal Aqua program with nearly 80 participants from water utilities in 15 countries.

WEBSITE ANALYTICS

Between October 1, 2019, and September 30, 2020, the Engendering Utilities website experienced:

- 4,651 unique users visited the Engendering Utilities website 7,217 times.
- The majority of users were in the United States (1,381) followed by Nigeria (987), India (296), and South Africa (169).
- The pages with the most hits include the program homepage (2,382 views), “Partners” (1,395), “Best Practices Framework” (916), “About” (902), “Programs” (691), and “Resources” (479).
- The IBEDC Nigeria Utility Profile received the most hits of all the partner profiles, with 352 views.
- The most downloaded materials included the “IBEDC Nigeria Utility Profile” (1,057 downloads by 500 users), “LEC Liberia Utility Profile” (634 downloads by 99 users), “EKEDC Nigeria Utility Profile” (620 downloads by 296 users), “Story: Female Perspectives Raise Revenue for India Utility” (578 downloads by 155 users), and Best Practices Framework (507 downloads by 282 users).

LESSONS LEARNED FROM FY 2020 AND CLA PLAN

The following section includes specific programmatic lessons learned, as well as evidence that feeds into the program’s CLA questions. These apply to both the technical approach and processes. Table I below identifies specific lessons learned throughout the last year, while Annex D, Learning Agenda, provides evidence based upon the learning questions outlined in the CLA Plan. All learning informs adjustments to the program on an ongoing basis.

TABLE I. ENGENDERING UTILITIES LESSONS LEARNED FY 2020

Lesson Learned	Description
UTILITY PARTNER TECHNICAL SUPPORT	
The ideal timing for planning the first in-person trip is when draft baseline assessment results are ready, ideally within four months of onboarding.	Previously, the first in-person coaching trips were aligned with the start of the GEELP to support participants with assignments. However, the team has found that virtual support is adequate to support teams to complete homework, and it is more strategic to conduct in-person visits to discuss baseline assessment findings with a broader audience beyond the participants, including senior leadership.
Sexual harassment and gender-based violence policies and processes are sensitive topics that require in-depth knowledge and expertise to ensure appropriate guidance is provided.	Although many of the Engendering Utilities partners have sexual harassment and gender-based violence (GBV) policies in place, they face several issues in implementation that is most appropriate for a well-trained expert to support, such as the following: <ul style="list-style-type: none"> • Definition of “go’s” and “no-go’s” for policy creation (e.g., dress code policy often linked to, but should not be part of, a sexual harassment or GBV policy and process). • Creation of awareness at the manager level. • Capacity building for those who are handling grievances.

Lesson Learned	Description
	<ul style="list-style-type: none"> • Sensitivity of the topic presenting limitations on gathering enough information to set up adequate policies and processes (e.g., culture of silence). • Cultural challenges around basic concepts and legal provisions in some regions (e.g., offenses not seen as offenses in certain cultural or legal context). • Scope of policies (e.g., regarding internal and external cases and within working hours). • Case handling regarding overarching power structures and patriarchal systems.
<p>It is important to provide various data collection platforms and reporting frequencies to partners.</p>	<p>The program currently collects data quarterly, annually, and as part of a baseline and endline data collection process for utilities. The program has identified ways to reduce the burden of data collection and reporting on its partners over time, including the introduction of an online reporting system. For some partners, using Excel-based reporting is still easiest due to internet connectivity difficulties. Additionally, it is convenient for some to report certain statistics annually while others prefer quarterly reporting options for statistics that are otherwise normally gathered on an annual basis. The program is working on making accommodations to ease reporting by providing an option for quarterly reporting in multiple formats.</p>
<p>Engaging internal partner communications teams or an external videographer to capture experiences during in-person coaching trips is valuable.</p>	<p>During in-person coaching trips, it is challenging for the coach to fulfill technical objectives while also taking photographs and video. Working with a utility’s communications department prior to a coach’s in-person trip to arrange for internal or internal photography/video coverage has shown to be a worthwhile investment of time and planning. Having the participants create original video testimonials themselves or expanding this to other beneficiaries within partners can contribute to the collection of storytelling material to highlight partner results and produce external communication products. This also helps participants to recognize the value of their work by contextualizing it within their own personal experience.</p>
<p>SENIOR LEADERSHIP BUY-IN</p>	
<p>Formal presentation of baseline assessment results by the CMC and direct program participants to the partner organization senior management and decision-makers is effective.</p>	<p>The team began systematically developing formal senior manager-level presentation of baseline assessments results, highlighting utility gaps, challenges, strengths, and opportunities. This proved to help garner high-level leadership support with presentation of evidence and is a good hook to further discuss interventions and next steps with senior leadership buy-in. Therefore, the team has systematized this into regular partnership processes.</p>

Lesson Learned	Description
<p>The strategic big picture matters as an entry point to discussions with senior management.</p>	<p>The process of having participants articulate a gender equity vision for their utility, use the vision to produce a results framework, and draft a change management plan is useful as it leaves the participants with something concrete to bring back to their colleagues and senior management for refining, approval, and implementation.</p>
<p>It is critical to ensure human resources department staff beyond direct program participants have a clear understanding of the program, including the Employee Life Cycle framework and Best Practices Framework.</p>	<p>Although the program’s strategic approach is to work closely with three direct participants, with one person from the HR department, it is also important that other critical staff provide data for analysis and that key decision makers within HR departments can ensure buy-in and support for the program. Although the main entry points continue to be working through the direct participants and building capacity as leaders to effectively communicate, persuade, and make change within their own organizations, the Engendering Utilities team has systematized holding a separate workshop with HR practitioners focused on the ELC to help them understand the related concepts and good practices, and to generate additional support and proactive thinking on potential gender equity interventions. It is also effective to provide a hard copy of the BPF for broader partner use outside of the direct participants.</p>
<p>Building capacity for staff beyond the three direct program participants, including senior leadership, is worthwhile.</p>	<p>When CMCs have invested extra time and effort to support utility stakeholders beyond the three direct program participants, positive results include additional buy-in and improved organizational capacity to further drive equality initiatives. These activities have included conducting CEO sessions during in-person coaching trips and during the 2019 Cohort 2 GEELP kick-off in Amsterdam. Additionally, the team has held senior leadership meetings and workshops to orient HR departments to the ELC and conducted discussions with communication departments to develop inclusive communication plans and materials. Systematizing this type of broader capacity building support will be beneficial for partners, while maintaining balance to ensure that the three direct program participants are learning and practicing important leadership and persuasion skills to engage others. Additional workshops (e.g., on inclusive communication, opportunities to participate in the accelerated course and the male engagement program, or other target audience focused on additional learning formats) can create additional value add.</p>

Lesson Learned	Description
UTILITY RECRUITMENT PROCESS	
<p>Targeted but competitive recruitment processes for Engendering Utilities participants may yield the best results for direct program participants.</p>	<p>Engendering Utilities has set criteria for specific individual participants to join the program and specific guidance and protocols for communication with utilities. During Cohort 3 recruitment, the program allowed utilities the option to put forth the required five to seven candidates (from which the program would select three); in other instances, the team allowed utilities to hold open calls for candidates. Where open calls were held, candidate options put forth did not always meet criteria, and no male candidates were received in one instance. Therefore, the program may allow utility partners to hold an open call for candidates in subsequent rounds of participant selection but will provide more direct support through flyers and other communications to ensure solicitation of qualified candidates and that messaging is attractive to both women and men.</p>
<p>Maintaining direct contact with potential partner senior leadership during selection and recruitment is critical for setting up a successful relationship.</p>	<p>In two instances during the Cohort 3 selection process, USAID missions or other implementing partner liaised between the Engendering Utilities team and the utility without direct contact between the program team and the utility’s senior leadership, diverging from standard protocols of utility engagement. This has presented challenges for the Engendering Utilities team to adequately convey program needs and individual participant criteria to leadership and build a relationship with them from the beginning. It will be important moving forward to appropriately message to USAID missions that their involvement is appreciated, but that a utility partner may not be selected unless the Engendering Utilities team can open its own line of communication with the potential partner’s leadership.</p>
<p>It is important to prioritize virtual meetings with executive leadership at partner utilities during virtual onboarding processes.</p>	<p>When COVID-19 initially prevented several onboarding trips with new Cohort 3 utilities from taking place in early 2020, the team anticipated that they would take place at some point with some minor delay. For that reason, the program emphasized the development of relationships with the direct program participants and support for baseline data collection. As it became evident that travel would not be possible at all during the calendar year, assigned Cohort 3 CMCs began to focus on virtual meetings with executive leadership at utilities to cement buy-in for the program and provide support for the efforts of the participants. In addition, CMCs have developed focus group discussion plans for groups of men and women at the virtually onboarded Cohort 3 utilities. Moving forward with Cohort 4 selection and onboarding, the virtual onboarding process will include virtual meetings with senior leadership and focus group discussions with other stakeholders early in the relationship development process. Virtual support to expand change management committees comprised of senior leaders as champions will also be important.</p>

Lesson Learned	Description
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ADAPTING TO COVID-19 IMPACTS

<p>Partner utilities and their direct program participants experienced the impacts of COVID-19 and subsequent lockdowns in different ways, requiring utility-specific approaches to continue support to them during this time.</p>	<p>Reactions of utility teams to lockdowns, evacuations, working from home, postponement of in-person GEELP modules, and utilities’ interventions to deal with the pandemic situation have been very different.</p> <ul style="list-style-type: none"> • Some utility teams or single team members were not able to attend virtual coaching sessions from home under no-work orders. Some were also not ready to work on gender equity interventions due to competing priorities and the need to adapt quickly to the new situation, forced vacations, connectivity challenges, working from home, and increased childcare. For these utilities, coaches have focused on maintaining informal communication to encourage continued engagement and take advantage of “low-hanging fruit” interventions. • Other teams took this opportunity of decreased daily job duties to push forward with development of their capstone projects. In addition, some utilities increased their efforts, defining and reviewing policies and strategies, preparing measures to be implemented to adjust to current and post-pandemic issues, updating their disaster response plans, and creating support mechanisms for working parents.
<p>It is important to recognize and directly address the new environment in which partners are operating due to COVID-19 impacts.</p>	<p>Across all utilities, coaches identified the need to provide additional emotional and psychological support to direct program participants impacted by the pandemic. To respond, the program:</p> <ul style="list-style-type: none"> • Created two COVID-19 and gender webinars to explore the linkages between COVID, gender, and the workplace, as well as to support strengthened gender integration into partners’ disaster response plans. • Following the webinars, many utility partners reported that they provided ideas and resources to support women and key decision makers in responding better to the challenges. Coaching support included identifying this as an opportunity for reflection, planning, and preparation for reengagement and focusing on the provision of emotional and mental health support to the organizations’ staff.
<p>Virtual platforms for knowledge exchange, workshops, and learning are important to develop and maintain partnerships during COVID and beyond.</p>	<p>Some utilities have identified various virtual programs and capitalized on broader stakeholder engagement where virtual platforms make this possible. Some utilities are also keen to continue to explore and leverage virtual platforms even after COVID-19 to increase scale of reach at a minimal cost, which is an important factor given the economic challenges most of the utilities are now facing. There may be opportunities for the Engendering Utilities program to leverage ignited virtual spaces for knowledge exchange, workshops, and learning. One of the key strengths of the program is fostering a strong inter-peer dynamic across partners, which was more challenging virtually; nothing replaces in-person connection. The deep partnerships developed across partners during past in-person meetings may</p>

Lesson Learned	Description
	<p>have, anecdotally, strengthened resilience of the participants in pivoting to a new work environment and leaning on one another for support. Recreating this strong inter-peer dynamic virtually from the start for new Cohort 3 and 4 partners is a challenge, but one that the program is working continuously to address by opening opportunities to connect, share, and learn in intimate virtual spaces—both formal and informal with smaller groups. One challenge is that some participants’ struggles with computer skills have limited participation; CMCs have responded by assisting participants in this area and initiating support when needed.</p>

COLLABORATING, EVALUATING, AND ADAPTING

The Engendering Utilities CLA Plan poses intentional learning questions across the impact, goal, and activity levels. Throughout the last year, the CMCs have provided input into this learning agenda, with evidence from their experience and observation of utilities’ progress. Coaches incorporate these learning questions during coaching sessions. Annex D, Learning Agenda, outlines some of the evidence that feeds into the learning questions.

NEXT STEPS AND PRIORITIES IN THE NEXT YEAR

In the upcoming year, the Engendering Utilities team will implement the following activities using a collaborative team approach under both SURE and WAGE.

GENDER EQUITY EXECUTIVE LEADERSHIP PROGRAM

The following activities will be conducted under SURE in the upcoming quarter:

- Implement virtual GEELP Module 7 with Cohort 2 in October and November 2020.
- CMCs and Georgetown University representatives to support Cohort 2 virtually in formulating their capstone projects, which are expected to be completed in February 2021.
- Complete GEELP for all ten Cohort 2 partner utilities and hold graduation with a virtual ceremony in March 2021.

The following activities will be conducted under WAGE in the upcoming quarter:

- Implement Virtual Gender 101 and Change Management 101 sessions, as well as the GEELP Module I, with Cohort 3 in October and November 2020.
- Continue Cohort 3 with virtual GEELP Modules 2–6 through the duration of FY 2021.
- Commence planning for the Cohort 4 GEELP kick-off, which will be scheduled for virtual sessions beginning in July 2021.

BEST PRACTICES FRAMEWORK

The program will complete the following activities under SURE in the upcoming quarter:

- Embed links to new tools and case studies within the BPF version 3 in FY 2021 Q1.

- Complete all updates and publish the enhanced BPF version 3 in FY 2021 Q1.
- Translate the BPF to Spanish and French in FY 2021 Q1.
- Develop an online, interactive BPF by the end of FY 2021.
- Continue to collect new resources and tools for the fourth enhancement of the BPF.

ACCELERATED EXECUTIVE COURSE

The following activities will be conducted under both SURE and WAGE, primarily led by the Accelerated Executive Course Manager:

- Finalize Accelerated Executive Course training material in FY 2021 Q2.
- Finalize ToT modules and materials in FY 2021 Q2.
- Finalize accelerated course coaching tools and documents in FY 2021 Q2.
- Finalize Accelerated Executive Course MEL Plan in FY 2021 Q1.
- Hold virtual ToT session with faculty from each partner university who will support facilitation of the course in March 2021.
- Explore and establish new partnerships with two new universities in Colombia and Eastern Europe in the first two quarters of FY 2021.
- Continue partnership discussions and collaborate on planning for launching the accelerated course with all partners.
- Hold accelerated course pilots and scaling sessions in five locations:
 - Lagos Business School, Nigeria – pilot.
 - Strathmore University Business School, Kenya – pilot.
 - Vietnam Fulbright University – pilot.
 - Colombia – pending USAID mission concurrence and successful partnership with a local academic partner.
 - Eastern Europe – pending mission concurrence and successful partnership with a local academic partner.

UTILITY COACHING AND PARTNERSHIP

Ongoing CMC coordination and knowledge exchange will take place among coaches across both SURE and WAGE, including coordination on ensuring high-quality consistent coaching across partners, and to facilitate knowledge exchange across partners via individual connections and targeted webinars to deep dive on specific topics. All CMCs will contribute to development of knowledge products, MEL, and communications activities with their specific insights gained through the utility coaching and based on their subject matter expertise.

The program will conduct the following activities under SURE:

- Provide ongoing virtual coaching support for Cohort 2 (bi-weekly) to develop and/or finalize their capstone projects during and after Module 7 of the GEELP for approximately six months to support capstone project implementation.
- Develop plans with Cohort 2 utilities for a transition to reduced (monthly) virtual coaching beginning six months after graduation and introduce the possibility of joining the Alumni Network.
- Develop plans with Cohort 1 utilities transitioning into the Alumni Network and set clear timelines and limitations for coaching support for Cohort 1 utilities wishing to continue with virtual coaching on a monthly basis.

The program will conduct the following activities under WAGE:

- Continue to implement virtual onboarding for Cohort 3 utilities that did not receive in-person onboarding visits, with an emphasis on building relationships with utility leadership and key stakeholders, as well as holding virtual focus group discussions.
- Conduct ongoing bi-weekly virtual coaching for Cohort 3 participants, focusing on supporting their learning as they move through the GEELP and begin to formulate strategic priorities.
- Recruit and select 12 new Cohort 4 partner utilities by Q2 of FY 2021, and begin virtual onboarding and bi-weekly coaching, focused on assessment, relationship building, and preparation for the GEELP, on a rolling basis as partnerships are formalized.

Across all Cohorts 1–4 under WAGE and SURE, the team will provide the following support:

- Introduce and orient all partners to version 3 of the BPF and new tools related to creating targets and goals, creating the business case, and reviewing policies with a gender lens.
- Familiarize utilities with published case studies so that partners may learn from each other and lead by example.

SEE CHANGE INITIATIVE

The following activities will take place under the WAGE contract:

- Finalize a clear communications plan to facilitate exchange of information to a range of stakeholders.
- Continue to establish tools and networks to support SEE Change communications and operations.
- Hire additional staff to expand the core SEE Change team. including a training program coordinator through the international trainer network and a research team at JHU (post-doctoral students, graduate students, and research assistants) to advance SEE Change objectives.
- Continue to establish an online training portal (learning management system) with sections for empowerment, leadership, and business for (a) trainers and (b) participants.
- Develop and test virtual/in-person blended training program.
- Begin planning for development of network of certified trainers and master trainers and regional training hubs.
- Prepare, scope, and pilot the EETP with EDM in Mozambique.
- Begin implementing refresher trainings for five to ten Powering Agriculture innovator companies.

MALE ENGAGEMENT TRAINING

The following activities will take place under the WAGE contract:

- Begin development of curriculum for the male engagement training.
- Hold virtual introduction to training for Engendering Utilities partners.
- Develop ToT materials and guide to accompany the training materials.
- Select two Engendering Utilities partners with whom to pilot the ToT and training delivery.

WOMEN POWERING AFRICA

The following activities will take place under the WAGE contract:

- Implement strategic updates based upon the WiAP network survey results.
- Increase WiAP's role as a clearinghouse for resources prioritized by members.
- Increase networking via the LinkedIn group and solicit members to contribute content of interest to WiAP members.

- Develop a guiding document for women’s energy associations in Africa.
- Develop a resource guide for women’s energy networks, courses, and mentoring programs.
- Host a webinar for women’s energy associations.
- Continue coordinating with the Power Africa Gender Champs to gather information on successes and regional-level networks, share lessons learned, and highlight and disseminate gender activities taking place under Power Africa projects.
- Continue contributing content to the Power Africa website WiAP subpage.
- Continue participating in Power Africa Gender Champs community of practice.
- Prepare and distribute WiAP monthly newsletter.
- Support delivery of the accelerated course with a partner in Nigeria (see Accelerated Executive Course section).

GRANTS PROGRAM FOR PARTNER UTILITIES

The following activities will take place under the WAGE contract:

- Release an RFA for the first of two grant opportunities to utilities in November, with proposals due in mid-December.
- Schedule an information/question-and-answer session for utilities prior to proposal deadline.

MONITORING, EVALUATION, AND LEARNING

The program will conduct the following activities across SURE and WAGE, primarily led by the WAGE MEL Specialist, with input and support from staff across both contracts:

- Continue collecting qualitative/quantitative data for seven Cohort 1 utilities via Scorecard/Utility Tracker, culminating in final assessments.
- Continue data collection for scorecards and develop baseline assessments for 12 Cohort 3 utilities.
- Initiate data collection for scorecards and develop baseline assessments for 12 Cohort 4 utilities.
- Collect and analyze quarterly reporting data for all utilities (Cohorts 1–3) and LOP data for cohorts 1 and 2.
- Begin developing MEL Plan and tools for the accelerated course, which will also be used as a publicly facing external MEL tool.
- Continue to improve online data collection processes to further streamline activities.

COMMUNICATION AND KNOWLEDGE MANAGEMENT

The program will conduct the following activities across SURE and WAGE, primarily led by the Communications Specialist, with input and support from staff across both contracts:

- Update and finalize all seven Cohort 1 profiles with results upon completion of the FY2020 annual reporting process.
- Continue to develop and release case studies and impact stories on a rolling basis.
- Announce Cohort 3 utility partnerships.
- Announce Cohort 4 organizational partnerships, accompanied by 12 new partner profiles, and disseminate associated launch material in July 2021.
- Finalize branding and communication strategy and launch Accelerated Executive Course.
- Support SEE Change launch.
- Continue to support the WiAP network, including producing newsletter, social media and driving user engagement to LinkedIn group.

- Digitize the BPF.

CONFERENCES AND EVENTS

Due to COVID-19, the program staff have no plans to attend any conferences or events in person. However, the team will lead, develop, and participate in virtual conferences throughout the year.

ANNEX C: FY 2020 MEL PROGRAM RESULTS

The following indicators represent FY 2020 data collected for programmatic MEL indicators, all of which are disaggregated between SURE (Cohorts 1 and 2) and WAGE (Cohort 3). Note that indicator targets are all based upon LOP targets. Some of the indicators are not yet applicable after FY2020, as certain activities are still in the planning and/or startup phases. In some instances, data is missing, and only partially complete, due to missing utility partner reports.

#2. Total value (USD) of in-kind and monetary partner utility contributions to Engendering Utilities program activities/initiatives in FY 2020 (disaggregated by in-kind or monetary)

Mechanism	In-Kind	Monetary	Total
SURE	\$ 191,484.59	\$ 256,579.30	\$ 448,063.78
WAGE	\$ 20,424.61	\$ 1,500.00	\$ 21,924.61
Total	\$ 211,909.09	\$ 258,079.30	\$ 469,988.39

#3. Number of learners and job seekers reached through events held by target utilities in FY 2020 (disaggregated by male/ female)

Mechanism	Female	Male	Total
SURE	946	516	1,462
WAGE	0	0	0
Total	946	516	1,462

#7. Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations in FY 2020 (disaggregated by male/ female)

Mechanism	Female	Male	Total
SURE	293	432	725
WAGE	0	0	0
Total	293	432	725

#8. Full-time equivalent employment of firms receiving USG assistance in FY 2020 (disaggregated by male/ female)

Mechanism	Female	Male	Total
SURE	8,251	34,194	42,445
WAGE	27,192	103,625	130,817
Total	35,443	137,819	173,262

**#10. Number of policies addressing gender equality enhanced, drafted, approved, and implemented by utilities during the Engendering Utilities program in FY 2020
(Disaggregated by enhanced, drafted, approved, or implemented)⁴**

Mechanism	Drafted	Reviewed	Approved	Implemented	Total
SURE	17	13	1	3	34
WAGE	2	8	0	1	11
Total	19	21	1	4	45

#11. Number of initiatives, programs, and practices, implemented by utilities to promote gender equality in FY 2020 (disaggregated by ELC phase)

ELC Phase	SURE	WAGE	Total
Attraction & Talent Outreach	25	1	26
Recruiting & Hiring	21	4	25
Onboarding & Training	50	2	52
Performance Management, Compensation & Benefits	10	2	12
Talent & Leadership Development	2	2	4
Retention & Employee Engagement	7	0	7
Succession Planning & Promotion	7	1	8
Separation & Retirement	0	0	0
Corporate Culture & Leadership	23	6	29
Policies & Grievance Mechanisms	31	11	42
Company Performance & Reporting	3	0	3
Corporate Communication & Branding	44	1	45
TOTAL	223	30	253

⁴ This total number of 45 is higher than the 42 policies reported in the main body. This is because there were a total of 42 policies at any phase, but some were worked on through multiple phases throughout the fiscal year.

#12. Number of conferences with Engendering Utilities involvement by staff or partners in FY 2020 (Disaggregated by attended, presented)

Mechanism	Presented	Attended	Total
Total	9	0	9

ANNEX D: LEARNING AGENDA

In this annex, feedback that came directly from the utilities is in italics. In some cases, this feedback has been paraphrased. All other evidence is based upon input from the Change Management Coaches.

Learning Questions	Evidence
Impact: Utility performance strengthened.	
<p>What evidence are we able to analyze that correlates strengthened utility performance with increased gender equality in utilities?</p>	<ul style="list-style-type: none"> • Gender perception survey results from EDESUR confirmed the perception of senior management that the increase in representation of women over the years has led to improvement in business performance, finance, administration, and leadership. • When EKEDC implemented succession planning and promoted a female candidate to lead the commercial department, their revue collection increased by 20%. • LEC-Liberia has seen an increase in team performance and motivation of female staff following the targeted recruitment program, where three female engineers were improved.
<p>How have utilities key performance indicators (KPIs) changed? How may this change be correlated with increased gender equality as a result of Engendering Utilities interventions, and over what time period can such correlations be observed?</p>	<ul style="list-style-type: none"> • KPLC has prioritized gender equity as a KPI at the board level. • KOSTT has for the first time included a gender equality target in their business plan effective April 2020. Out of 15 business targets, one is to become an attractive employer ensuring gender equality. • EDM has developed a business case for gender equality, estimating that increasing women’s participation can increase performance and generate additional revenue US\$2 million each year. • Since joining the program and with the guidance of the CMC, Rwanda REG has drafted and approved and is implementing a new Affirmative Action (AA) Policy. Criteria from the policy are now codified within the Performance Agreements of REG subsidiaries, which means that these KPIs must be reported on to the Ministry of Infrastructure and Energy and ultimately to the Ministry of Finance. The AA Policy will be aligned with the company’s Strategic Plan (set through 2024). To meet their goal of 30% women at the utility across positions, REG raised the recruitment target to 52% female (reflective of national demographics) in order to accelerate raising from the current level of 17% female staff. The Managing Directors of both subsidiaries are required to work with HR to come up with a list of women and the process for promoting them (either through mentorships or “high” assignments).

Learning Questions

Evidence

Goal: Increased gender equality within utilities.

How has gender equality changed in utilities since their participation in the Engendering Utilities Program?

DELSUR

- *HR department has become aware of gender bias. Hiring is now more focused on diversity/seeking out female applications.*
- *First woman has been hired into Distribution Department.*
- *New perspectives developed across different departments to build the talent pool (long-term). Mid-level leadership has learned about unconscious bias, people are talking about it.*
- *Women will be included in emergency shift for the first time.*
- *Mind set of staff has really changed (especially middle managers). Utility partners mention discussions held during the in-person coaching visits helped to change the mindset especially of senior managers at the utility (e.g., “the CMC changes the way we are thinking by simply asking questions”).*

KOSTT

- *Leadership training developed including 50% women.*
- *Women have been hired in parts of the organization, in which they were underrepresented (e.g., dispatch center, substation).*
- *Approach to social media and communication/branding has changed. Every week there is a post on gender equality on the website reflecting women working at the utility and showcasing KOSTT as employer of choice.*
- *Participated in EachForEqual, GirlsTakeOver, International Women’s Day in Engineering.*
- *For the first time, women are part of high-level meetings with external stakeholders (European Transmission System Operators).*
- *Hiring practices have been improved to attract more women and also make them successful in the competition.*
- *Women are equally represented at internal awards (employees of the year).*

BRPL

- *There is an understanding of the difference between gender equality and equity.*
- *Mindset has changed. Gender equality is considered in everything the organization is doing. Everything viewed through a gender lens.*

Learning Questions

Evidence

- *Revisited policies to make them more inclusive (paternity leave), ensuring female representation in recruiting and hiring (e.g., “JOBS for HER,” improved equality in job placement of females).*
- *Communication from CEO uses inclusive language (he/she). The explicit mentioning of both female and male colleagues is more visible.*
- *Counselling and mentoring of women undertaken, including showcasing and supporting female role models.*

EDM

- *“Gender was something new ... joining the program gave us opportunity to learn more about the topic and to start to implement initiatives and to think about what we have to do in a strategic way, to achieve results. Managers and top management started to pay more attention—especially through in-person visit session and presentation of the vision in the energy sector.”*
- *“In the beginning, the concept of gender was unclear for us and for the company ... Developed a strategy and now know where to go, understanding changed, today we are able to cascade the overall target to achieve it.”*
- *“Processes including gender aspects in all of them now and have changed significantly.”*

LASURECO

- For the first time, their only female engineer is conducting technical field work as a result of raising awareness on the topic of gender equality.
- Female employees have participated in technical training including meter reading, which was unprecedented at the utility. The female meter reader in the coastal area has gained attention due to improved collection rates in the area, and the community leaders have requested that the next meter reader in their area also be a woman, as it has helped to ease conflicts.
- One female program participant played a critical role in negotiating with a community, resulting in 200+ new connections made.

EVN MACEDONIA

- Utility has reached parity in numbers of engineering internship applicants over the past three years and had the first 10 female electrofitters this past year.

IDECO

Learning Questions

Evidence

- Now has a creche enabling employees to better juggle work and childcare responsibilities.

EDESUR

- Seen improvements in gender parity in their internship intake and overall workplace culture shifts in staff perceptions about women's capabilities.
- A women's network spearheaded by women staff has been established at the utility. This is an example of a women's initiative in driving change within a work environment that is now conducive to such transformation.

IBEDC

- Improved safety in management of sexual harassment cases.
- Developing a diversity and inclusion offices and has started engaging the local community through their outreach program which targets students.

GRIDCo

- Has finalized gender-sensitive succession plan.

Objective: Enhanced gender equity practices and policies effectively implemented in utilities.

From each of the 12 employee life cycle phases, what gender equity practices and policies have shown to be effective and impactful model phases increasing gender equality within the utility? What specific changes have they brought about?

- Most effective are clear targets and a utility-specific business case. **EDM** has adopted a 50% hiring targets for all new recruitments, in line with a gender equality pillar within their business strategy. This is highly effective as it reduces resistance and increases commitment of managers and functions to implement processes and practices to help them reach this goal.
 - Policies can be very effective if they are tailor-made for the organization and indicate a clear process on how to implement the strategy, train staff on it, and monitor progress.
 - It is essential that the utility have an overarching gender equality policy and clear targets to drive change and overcome resistance.
 - **EDESUR** has updated their recruitment and hiring policies to reflect gender-inclusive language, which has catalyzed a cultural shift within the utility.
 - **LEC** initiated a targeted selection that has facilitated increased female representation in technical roles, leading to the employment of 3 female engineers.
-

Learning Questions

Evidence

- **EKEDC** Developed a Succession Planning Policy, the utility increased female representation at senior management level as well in technical roles, employed 4 women line workers.
- **EDESUR:** positive impacts have been seen in corporate communication and branding, campaigns to end violence against women. With the support of senior leadership, females indicate that they feel safer and more empowered to speak out on women's issues at work. The sympathy and support shown by male colleagues is encouraging to women.
- Two areas seem to be common across utilities: difficulty in finding/ hiring qualified technical women especially for field positions, and difficulty moving women up the ladder in the organization. Policies directly impacted include recruitment policies and practices (with targets for recruitment as well as shortlisting and hiring committees, training in unconscious bias, and intern-to-hire programs with gender equity targets) and training and leadership development policies and programs, including mentorship.
- **EKEDC** and **IBEDC** have developed and socialized sexual harassment policies in a previously hostile environment, which have opened a platform for conversation, sensitized the workforce, and modified behavior, making way for safer working environments. Improved corporate culture.

How should the *Delivering Gender Equality: A Best Practices Framework for Utilities* be updated/ revised to reflect what works/ does not work?

- Release of BPF version 3 in Spanish and French will be extremely well-received by partners in Spanish-speaking and Francophone countries.
- Survey participants about what resources they have most and least useful from the BPF.
- For ease of use, an index could be included to cluster different aspects of the document (e.g., best practice examples, common challenges) and make it more user-friendly with clear access to templates and examples. This would enable utilities to refer to it more readily when they need support or information about particular issues, especially policies.

Intermediate Result (IR) I: Increased capacity and knowledge to implement effective gender equitable interventions with change management approaches.

Do the Gender Equity Executive Leadership Program (GEELP), accelerated course, and tailored coaching components lead to increased capacity and knowledge among the direct utility staff program participants

- The GEELP and especially Gender 101 have helped them to change their focus and perspective to use a gender lens.
 - Both the coaching and the GEELP have changed the way utilities are designing new or reviewing existing policies, developing HR practices, communication campaigns, etc.
 - Utility participants positively mentioned the reading material provided by Georgetown University and the coaches, and that the BPF is supporting their personal mind shift.
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Learning Questions	Evidence
<p>to implement gender equitable interventions?</p>	<ul style="list-style-type: none"> Some module content was explicitly mentioned as helpful in triggering change at the utility (e.g., negotiations). <p>GRIDCo</p> <ul style="list-style-type: none"> Direct program participants used the GEELP tool to conduct research and develop a staff survey and framework for the analysis of its results. <p>EDESUR</p> <ul style="list-style-type: none"> Participants used the GEELP tool to conduct a gap analysis. CMC supported direct program participants in developing a gender perception survey and analysis framework. At IBEDC and EKEDC, direct program participants were supported through coaching in the development of a MenEngage strategy and interventions. At KPLC, the capstone project was used as a launching point to further develop interventions for the utility.
<p>What is the depth of capacity and knowledge gained by direct program participants to implement best practices from the Engendering Utilities' Best Practices Framework?</p>	<p>This can be seen when utility participants begin working on real initiatives for change. Examples include:</p> <ul style="list-style-type: none"> EVN Macedonia used sources from BPF to implement new techniques (e.g., behavior-based interview methodology, gender gap analysis tools). DELSUR implemented interventions in the areas of hiring, mentoring, sexual harassment prevention, and grievance management using many of the BPF sources as guiding documents. KOSTT has used many of the BPF tools to develop their gender equality and sexual harassment policies. LEC has supported capacity building for the Gender and Social Inclusion Department that had limited gender knowledge and expertise at the outset. Male engagement sensitization during in person coaching visits inspired more men within LEC. LEC is exploring the HeforShe group.
<p>How can gains in increased capacity and knowledge to implement gender-equitable interventions be sustained and scaled to utility staff indirectly exposed to the program through the direct utility participant staff?</p>	<p>This can be challenging. The team has witnessed some gaps when key stakeholders in Cohort I tried to hand over to the next generation of champions.</p> <p>Some examples of effective practices:</p> <ul style="list-style-type: none"> EDM's direct program participants have been involved in training sessions at the CMC in-person visit to co-facilitate sessions with utility staff, senior managers, and external stakeholders. This gives them additional

Learning Questions

Evidence

ownership over the topics and makes them visible as drivers and custodians of gender equality and the related change management process.

- **BRPL's** direct program participants also started to co-facilitate sessions at the CMC in-person visit. They also had a small ToT session to ensure they feel comfortable delivering the subject.
- Utility partners in Nigeria (**EKEDC and IBEDC**) have started to collaborate with local specialists to train utility staff as counsellors for GBV topics and to support men's engagement.
- **Sonabel** has a very active women's association. The idea was raised during project participant onboarding to lead capacity building activities for the association. The association's leadership proposed topics around women's leadership, public speaking skills, and decision-making skills.

EDESUR

- Participants note that a key factor is the training and transfer of knowledge by courses, exhibitions, webinars, and clear communication in general.
- Knowledge sharing is going beyond the utility, as they embark on different communication campaigns.
- **IBEDC and LEC** have demonstrated one way to make interventions easier to sustain is through allowing direct program participants to mentor other change agents and stakeholders.
- Knowledge sharing platforms are also critical in this regard. At LEC, training knowledge transfer sessions ensure program information is shared.
- **IBEDC** holds an in-house conference (DISCO for Women) that serves as a hub of knowledge sharing and is proving fruitful. The utility has also started a newsletter that serves as an educational tool particularly for taboo issues such as sexual harassment.
- **GRIDCo** is using their intranet system to facilitate communication and share resources.

Recommendations from Coaches:

- Strengthen this part in the GEELP. Develop strategies to create more sustainability and transfer knowledge within the organization.
- The additional WAGE components (the Accelerated Executive Course, but even more so the male engagement and SEE Change initiatives as the latter have a ToT component) may help to strengthen this aspect.

Learning Questions

Evidence

- Utilities in the same geographic region could leverage one another's expertise in areas where they have had success. One very important component is spreading the knowledge, interest, and capacity more broadly within utility leadership.

IR 2: Actively engaged and committed male and female leaders and employees to strategically prioritize workplace culture and practice changes.

What have we learned from leadership and staff engagement efforts taken by direct GEELP and short course participants and indirectly by utility leadership influenced by the program and direct participants? What have been the lessons learned, e.g., challenges and opportunities?

- Involving CEOs and other senior managers with a special program during in-person GEELP events has garnered significant buy-in and personal sponsorship from those who have participated. This helped them to relate to the learnings of the GEELP participants and to create some kind of community feeling.
- Inviting senior leadership to webinars is effective in raising awareness for current topics (e.g., gendered implications of COVID-19) and keeping momentum for adopting and implementing gender equity interventions.
- In-person visits have been very effective in creating a relationship between the coach and utility senior managers, which again increases leadership buy-in. They are able to relate what is happening, triggered by Engendering Utilities. The involved change agents are real people and are approachable if there are any issues.
- Engendering Utilities communications on utility success (such as case studies, newsletters, and other social media posts or speaking opportunities at conferences or webinars) are very powerful instruments for triggering buy-in from senior leadership. It leaves them with a proud feeling, helps to showcase their utility but also their personal contributions, and motivates them to do more that could be showcased in the future.
- Project could develop a slide deck and/or training design on unconscious bias for hiring managers and interview panels and integrate a session on unconscious bias for all CEOs and senior leaders as a regular part of the program.
- High CEO and senior leadership (especially HR Director) turnover put programs and progress at risk and can create a massive disruption (partly even going back to zero). Time invested to create a relationship, raise awareness, and create a positive mindset could become lost. But it is still necessary to do it.
- GEELP participants who have not gone through a selection process show less motivation to work on gender equity initiatives beyond their participation in the GEELP.
- Changes at senior leadership levels can affect the ability of GEELP participants to effectively trigger change if the participants are not senior enough or not in the right function. They will become more dependent on the goodwill of the new leadership.

Learning Questions	Evidence
<p>What works/does not work to secure leadership buy-in to make corporate cultural change that supports improved gender equality? Is this difference based on men vs. women leaders?</p>	<ul style="list-style-type: none"> • Junior GEELP candidates struggle to promote change at a strategic level. • No difference found between men and women leaders. • Integration of gender equality targets into business strategies or alignment with existing strategies. • Utility-specific, well-articulated business case that speaks directly to the pain points (such as non-revenue water for water utilities) or opportunities (e.g., market share, commercial growth, and innovation) of the utility. • Once senior leadership sees that gender equality and, more broadly, diversity and inclusion are foundational for tangible business improvement, much of the resistance is washed away. The ZCWD CEO requested that the two openings in the metering unit be filled by women and stated publicly that the utility must have a Gender and Development (GAD) Plan. • Top leadership commitment makes a difference, creates commitment, and has accelerated change as seen at KPLC, EDESUR, and IKEDC.
<p>What are the most effective male engagement strategies that sustain their involvement in making changes toward improved gender equality?</p>	<ul style="list-style-type: none"> • Listen and try to understand their standpoint. This is mainly done in the in-person visits. • Strategies to involve them in decision-making and activity implementation (e.g., Girls Day, mentoring for students and female employees, and communication pieces). • Having a male engagement program increases involvement of male employees and leadership, establishing a platform for discussion and dialogue. • Showcasing successful women in technical areas: LEC-Liberia developing a documentary.
<p>How well do supplemental activities support leadership buy-in and inspire corporate change, such as agency-based leadership and/or grants programs that focus explicitly on male engagement?</p>	<p>Not yet applicable</p>
<p>IR 3: Gender equity policies and strategies are adopted throughout the employee life cycle.</p>	
<p>How are utilities making strategic decisions to prioritize which policies and strategies they develop and implement? How much influence do the</p>	<ul style="list-style-type: none"> • Varies from utility to utility depending on how far they have already developed their strategies and priorities for gender equality before they are joining the program. • Generally speaking, they are taking the outcomes of the baseline assessment and the embedded recommendations seriously and express their commitment to improve until the end of the program.

Learning Questions	Evidence
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<p>baseline assessment findings, coaching, and GEELP have on this prioritization?</p>	<ul style="list-style-type: none"> • Some utilities are more eager to work on the numbers. • Some are impressed by the best practices gaps they are realizing, and it seems to them to be the easier fix to implement more good practices. • KenGen has utilized the ELC priorities tool to develop the basis for an action plan and the self-evaluation strategy and road map (adopted from Workplace Gender Equality Agency (WGEA) Gender Strategy Toolkit) to articulate the business benefits and identify a starting point and strategy to move from a programmatic to a strategic stage.
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BRPL

- *The baseline provided input for low-hanging fruit and areas to improve (e.g., EEO and corporate reporting will be improved).*
- *It has been beneficial to benchmark with other world-class utilities (e.g., paternity leave).*
- *We are making a conscious effort to improve gender equality with our vendors.*

<p>Which policies and practices are more or less challenging to secure and implement?</p>	<ul style="list-style-type: none"> • A common pattern shows issues in developing good quality sexual harassment and GBV policies with clear responsibilities, good grievance management, and a solid implementation plan. Intended good can turn out to become harmful (e.g., dress code policies linked or grievance channels ignoring the sensitivity of the topics). • Sexual harassment was the most challenging due to the culture of silence and cases not being reported. Some senior leadership are not “walking the walk.” GBV survivors prefer to not report, as there is shame associated with this and patterns of cultural silencing. • To create a solid and tailored Gender Equality Policy can be a heavy lift and requires a lot of coaching time. • Flex time, work from home, and paternity leave policies still get a lot of push back from senior leadership and other stakeholders. • Can be extremely difficult to make changes to the policy language in HR manuals. There are several reasons for this (e.g., the need for Board approval or restrictions around language that can be used). • EEO statements seem to be the easiest.
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Learning Questions	Evidence
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What makes development and implementation of gender equity policies and practices easier or more challenging?

- More Challenging**
- Complexity of the topic, e.g., a good gender equality policy requires 360° thinking. It takes time to create a policy that is comprehensive but not overwhelming.
 - Sensitivity of the issues. GBV and sexual harassment are complex topics and deal with very sensitive issues. In some cultural contexts, it takes a lot of effort to change the mindset of those who are designing the policy and grievance management before being able to create a good policy.
 - In a cultural context that is very rigid or restrictive, developing a gender policy will take more time.
 - In some cases, targets are seen as violating EEO policies and experience pushback.
 - Much of the work to establish a policy takes place in the development process and it is daunting for those involved to start from scratch. As a result, the challenge is to convince utilities that the effort they put in now will put them in a good place for future revisions, even if the current level of specificity asked for seems unnecessary.
- Easier**
- Small and easy topics, e.g., EEO statement.
 - Strong CEO commitment (if the policy needs to be basically approved by the CEO and all others follow), but the utility might be at a disadvantage if buy-in is not created at other levels.
 - If the legal framework provides a lot of guidance (e.g., anti-discrimination laws, labor laws, or specific national gender mainstreaming plans), it becomes easier for utilities to implement accordingly.
- BRPL**
- *Without a gender equality target, it is more challenging to develop the right policies and work toward them (especially for hiring, etc.).*

What buy-in from leadership and staff is required to effectively implement and sustain practices?

- Ideally, you can involve multiple stakeholders in the creation of the interventions. Sometimes this is not possible.
- Additional trainings, awareness-raising sessions, and campaigns can provide support to close existing gaps.
- Buy-in from leadership is a critical success factor. They must understand the business benefits to the utility.
- Staff must understand that gender equality applies to all employees for the benefit of the workplace and employee satisfaction.

Learning Questions	Evidence
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- Staff must feel that these benefits are for all and the good of the work environment, as well as to the benefit of the customer.
- Concrete data that can serve as a strong evidence base for the benefits of gender equity work.
- Need to see the exercise as more than one-off events and be prepared for the work and ongoing process of keeping policies up to date. This requires a commitment from utility leadership and an approach that views policy implementation as more than a “tick the box” exercise.

Gender Equity Executive Leadership Program (GEELP) Learning Questions.

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| <p>How effective is the GEELP in strengthening direct GEELP learners’ knowledge and ability to build a business case for working toward gender equality within utilities?</p> | <ul style="list-style-type: none"> • Cohort 1: We realized that a solid business case is missing for some of them, and now they struggle to create one. • Cohort 2: Coaches have strongly emphasized the need of creating a utility-specific business case. Also, in Module 1 in Amsterdam, they were exposed to the concept of a results chain, which has helped some of them to start developing their business case. • GEELP provides the tools to build a business case, but more support is needed in practice; internal gender equity must be investigated and compellingly argued. • Construction of the business case is a complex project. It needs time, space, and reflection. Those driving it have difficulty balancing this with their regular day-to-day jobs/roles. • Relevant guidance for developing a business case comes from the WGEA Gender Strategy Toolkit. • The Engendering Utilities team has developed guidance for developing a gender equality business case that many utilities are actively engaged in using and it is yielding results. • LEC-Liberia: GEELP modules empowered and gave participants a theoretical grounding along with implementation tools, thereby building capacity for the Gender and Social Inclusion Department. This helped with implementing outreach programs. • |
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| <p>How well does the GEELP incentivize participants to begin implementation of select gender equity best practices at their organizations?</p> | <p>DELSUR</p> <ul style="list-style-type: none"> • <i>The GEELP helped us to understand and to structure activities). A session about the importance of sponsorship especially, helped to create an intervention. Also, reading articles has helped a lot in understanding certain dynamics.</i> • <i>We understand that it is very important to consider the business vision. This was fostered in Amsterdam, when participants made a strategy to present to the company.</i> |
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Learning Questions	Evidence
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- *The unconscious bias session was really insightful and helped us realize issues and challenges at the utility.*
- *The GEELP motivates as it provides structure, especially through the BPF. It provides a deep and academic foundation and motivation to implement. “We want to implement all best practices!”*

KOSTT

- *The GEELP provided materials and helped to create a new way of approaching the topic and also the structure.*
- *Awareness was raised about how beneficial gender equality may be for an organization.*
- *Gender 101 also helped to change perspective).*

LASURECO

- *This program is the instrument for the utilities to motivate the community in the implementation of gender equity. It will encourage women to participate in economic development. Gender equity will bring the utilities success because there are unique skills in both genders. The combination of these unique skills will minimize grievances and maximize development.*

Has the GEELP succeeded in supporting direct participants to garner broad-based support and buy-in within organizations through individuals demonstrating positive results in implementing gender equity best practices?

DELSUR

- *The Module 5 exercise to identify a network and cultivate it was very insightful.*
- *Module 2 on negotiation was helpful to consider how to approach other stakeholders. You can immediately apply it.*

BRPL

- *The concept of the gender lens in Gender 101 was the most useful concept, together with unconscious bias.*
- *The GEELP has given perspective in terms of theory.*
- *In-person sessions gave a lot of in-depth knowledge (e.g., unconscious bias was a new concept, that is so relevant).*
- *Assignments were very helpful.*
- *I learned many subjects that were directly or indirectly related to gender equality (e.g., negotiations) that were very practical and useful. The gender component provided learning for the individuals.*

Learning Questions	Evidence
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- *Especially in Amsterdam, when we were all together, we learned through the good practices and perspectives of our fellow participants: learning from different cultures, from different utilities and the same industry; learning from each other's experiences to overcome challenges and obstacles. Also, we were able to share our experience with others.*
- *It is interesting to revisit some of the topics you already know from other leadership programs through a gender equality lens.*
- *Through the interaction with others you also get more clarity, and it helps to improve strategic thinking for sustained success.*

How effectively is the GEELP integrated into each utility's partnership cycle once they are onboarded; starting from coaching and through graduation and participation in the alumni network?

- For Cohort 2, the sequence of starting with the onboarding, data collection, and coaching 6 months before the GEELP has proven successful.
- Recommended that in future iterations of the GEELP some basic information on change management and the business case for gender equality be delivered in Module 1 to improve the flow and support a better synchronization between GEELP and the coaching.
- GEELP candidates report that stages of the GEELP program are very well integrated. They acknowledge that integration with utility teams needs improvement, which can be done through wider forums for sharing of ideas, best practices, experiences, culture exchange, etc.
- Support is needed well after onboarding (it should not end there).
- Alumni should be supported.

How well do GEELP modules build practical knowledge to apply gender equity best practices aligned with the 12 employee life cycle phases outlined in Engendering Utilities' Delivering Gender Equality: A Best Practices Framework for Utilities?

- DELSUR***
- *The modules are aligned with the ELC and also provide good examples of the ELC phases.*
 - *Module 7 is not fully aligned but is important to strengthen the abilities of the participants to create buy-in and develop strategies.*
 - *For the Capstone project: I would like to have more information on how to develop and also present (not only a template).*

- KOSTT***
- *We are using the BPF all the time.*

BRPL

Learning Questions

Evidence

- *The framework is easy to understand and covers the entire ELC. It is very useful for thinking about our own interventions.*
- Additional training flowing from the GEELP includes: the 12-month mentoring program (**EKEDC**), women's mentorship program launched (**IBEDC**), and gender-sensitive performance appraisal and leadership training to eliminate unconscious bias (**IBEDC**).

To what extent do coaching calls with GEELP participants support action they would otherwise not take with the course alone?

DELSUR

- *Coaching is really needed, because the coach can motivate and provide additional guidance beyond the knowledge that is covered in the course.*
- *The Coach also knows better the status of the utilities and issues and status of implementation.*
- *If it was the course only, it would make it difficult to make it real, because the proposals may be too theoretical and not practical and relevant to the company. The Coach helps to transform knowledge into real action and proposals.*
- *The Coach helps to improve the continuity of efforts.*
- *The Coach helps to understand the particularities of the participants, companies, and culture.*
- *In-person visits are impactful as they can help to create momentum (someone from outside is following the activities and progress) - increases commitment to continue with efforts.*

KOSTT

- *Coaching is the main pathway for us to do everything (imagine a football team without a coach).*
- *Coaching is needed for the successfully continuing to work on the interventions.*
- *Coaching is also necessary to update with the newest practices.*
- *The coach has helped to understand from the basic topics to the more complex.*
- *The coaching has a component of growing and developing as a professional and on gender equity.*
- *Coaching is also important to track the process (where you are, where you want to be).*

BRPL

- *The Coach is a teacher to make understand how to move and to understand what is in the books.*
 - *In-person visit was very helpful to make all department heads gender inclusive.*
 - *All content and resources the coach shares are very useful.*
 - *Coach helps us push beyond our comfort zone.*
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Learning Questions

Evidence

- *The whole program would not work, if the coach is not there – coach is constantly in touch and is the connection between the program and the participant.*
- *Coaching has been 80% of the learning and actions taken.*
- *All are in key roles in their department, if there is no push from the coach, it will be like any other training program, that you complete, but then you lose interest.*
- *For most interventions we started, the credit goes to the coach. The coach helps to give it a logical conclusion, structures the thinking, and provides direction on how we can do things.*
- *The coach is important to understand, whether we are moving in the right direction. The coach is a gender expert and has the experience to undertake interventions with a good output (wrongdoing can have completely adverse effect and will create issues with management if they do not see the success), leading in a direction to make changes long-lasting and sustainable.*

EDM

- *Without coaching, the program will not be as effective. In the coaching sessions you do some kind of checklist about everything that you have learned, and it gives you an opportunity to look into the areas that are difficult and focus in specific areas that we need to develop and improve.*
- *This program without coaching will be just a training program, not a development program. With the coaching, we are able to understand our weakness and threats and transform them into strengths and opportunities.*
- *We are part of the culture and challenges we are in. Coaching provides an inside-out perspective to shed light on options.*
- *The program is very well-designed including coaching.*

LASURECO

- The team had not yet developed a gender strategy or change management approach even having gone through majority of GEELP modules. This work was achieved with the CMC during a four-day visit to the utility as a first post-onboarding trip.
- Coach follow-up calls and recommendations are a personalized service that help and guide GEELP program participants according to each utility's reality and particular situations.
- Coaching sessions guide business case development, policy development, stakeholder management, and change management.

Learning Questions

Evidence

- Contact from coaches assists utilities in personalizing GEELP resources to their contexts.
- Coaching reinforces GEELP, allowing participants to engage in in-depth discussions on modules, enhancing implementation after each module.

To what extent do requirements for senior leadership buy-in influence uptake of actions at utilities following the GEELP, such as a letter of collaboration from CEOs for applicants to participate in and dedicate time to the GEELP?

DELSUR

- *It is important and part of the push behind the activities and a good reminder of the commitment (especially because there are no obvious costs), but staff time needs to be granted.*
- *Especially in cases in which senior leadership at the utility has changed, it is something written.*
- *LOC is helpful especially when there is regime change at the utility. When there is a long lag between LOC signature and engagement with the participants, it would be helpful to re-engage with utility leadership at the program management level to re-ignite the partnership and commitment.*

EDESUR

- *This is of utmost importance, because it creates ties and commitment of the company's leadership with the Engendering Utilities project specific to each utility. The management team is set up to drive program.*

How can the GEELP and follow-on activities sustain results at utilities?

DELSUR

- *It would be helpful to understand what other utilities in the same cohort are implementing.*
- *Slack is not time efficient. It is better to speak to others directly. Integrate into Canvas to reduce channels.*
- *Reporting and other requests can also be linked to Canvas. Everything on one platform would be more efficient for everybody and would reduce email traffic.*

KOSTT

- *Having a person or office in charge of gender equality will help to sustain the progress and also develop further in the future.*
- *Objectives are important and need to be updated on a regular basis.*
- *In-person visits of coaches could be increased. It helps with communication with senior managers.*
- *Additional monitoring of progress also after the program period.*

BRPL

Learning Questions

Evidence

- *Grants will be very helpful for further interventions.*
 - *Get to know more of the practices of other utilities, improve exchange, find out which are relevant for us and can help us to implement. In-person exchange will be especially helpful.*
 - *Also benchmarking with others is useful to understand where and how others are doing.*
 - Embed gender targets into business strategy and leave knowledge with as many individuals as possible during the engagement period.
 - More staff than only the three participants should be engaged regularly through open webinars and other fora.
 - Include a more detailed assessment framework and make this available to utilities so that they can track their own performance and better understand what is expected of them during the program.
 - Introduce and strengthen a framework of intersectionality within gender equity education would strengthen the work of the program. Such a framework would allow direct program participants to be more effective at understanding, analyzing, and solving gender issues. It would equip them with a framework for understanding the specific experiences of different groups of women and, thus, the challenges that uniquely apply to different groups of women.
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ANNEX E: FY 2020 PARTNER ACTIVITIES AND RESULTS BY ELC

This annex provides a summary overview of partner activities and results by ELC phase, highlighting activities and achievements throughout FY 2020.

ATTRACTION & TALENT OUTREACH

Across partners in FY 2020, 26 activities were implemented within this ELC. These activities and results include:

- Through **EDCO Jordan's** outreach activities at universities, one woman was accepted as a trainee in administrative affairs in the rural area of Tafila, a completely male-dominated office.
- Throughout FY 2020, **EKEDC Nigeria** recruited a total of 25 National Youth Service Corpers (15 female, 10 male) with the aim to increase the number of women.
- 18 new interns (15 women, 3 men) were recruited by **EKEDC Nigeria** under the Industrial Training Scheme, 1 female intern started her six-month internship in the HR Department. In addition, 8 interns (5 women, 3 men) started their internship in the fourth quarter of FY 2020.
- **EVN Macedonia** conducted an annual visit to engineering universities in Skopje, Bitola, and Stip to promote EVN as an inclusive and equal opportunity employer that supports gender equity.
- **EVN Macedonia** developed their junior engineers' program "EVN, The Next Generation." For the first time, the utility received more female (43) than male (28) applicants. After all assessments were completed, 20 candidates (9 women, 11 men) started their employment.
- In FY 2020 **KPLC Kenya** started an internship program with 85 students (31 women and 54 men).
- **BRPL India** conducted a student outreach campaign, "Awareness Creation about Power Distribution Industry" for 80 students (30 female, 50 male), with an explicit goal to become more attractive to female applicants.
- **BRPL India** is empowering 304 women and 110 men with vocational trainings through which they will become self-dependent.
- **DELSUR El Salvador** signed a cooperation with Plan International to further develop the outreach initiative "Electroguardianes" to include a gender equality component. Project start was postponed to FY2021 due to COVID-19.
- **EDESUR Dominican Republic's** program participants were featured on a TV show discussing the Engendering Utilities program and projects to promote gender equity within the utility.
- **EDESUR Dominican Republic** invited 46 staff children (out of which 35 were girls) for an in-person visit to the Punta Catalina Thermoelectric Power Plant to show these teenagers that both women and men have the same development opportunities in different work areas and to encourage the young girls to study engineering.
- **EGENCO Malawi** offered internships to three women studying engineering, with a goal to strengthen the pipeline of technical women engineers.
- **EGENGO Malawi** engaged 15 female interns to work at the utility as a result of an existing outreach program.
- **GRIDCo Ghana** organized a full day of activities for 42 young female students as part of the International Women's Day Mentoring Program. The aim of the program was to ignite interest in STEM-related subjects among young girls who are pursuing Science and Engineering in secondary schools. Mentoring sessions and activities were offered to students during the event.

- **KOSTT Kosovo** celebrated the International Girl’s Day by inviting 18 teenagers (out of which 14 were girls) to support breaking down barriers that arise from stereotypes and affect the portrayal of girls and their role in the energy sector. The young girls were introduced to KOSTT’s activities and learned about the functioning of the energy sector in Kosovo.
- **KOSTT Kosovo** joined the “Women in Energy” initiative to offer more internships to women in the energy sector, a project launched by Millennium Foundation Kosovo. The program supports development of professional capacities of women by providing them with the experience through paid internships in public and private institutions of the energy sector.
- **LASURECO Philippines** partnered with Institutional Services to conduct relief operations for 85 households, where 47 women and 38 men disproportionately impacted by COVID-19 received relief goods and discounted electricity. The relief operation was conducted by women field officers, which showcased the utility as a good place for women to work.
- **LASURECO Philippines** hosted two internship programs for 33 senior high school students (17 female, 16 male) in the fields of engineering and accounting. Participants rotated through all major aspects of the business and participated in a gender sensitization workshop.
- **LEC Liberia** initiated a process to bring in a batch of female engineers selected from universities, trained for a period of six months, and consequently hired. The first batch of three female engineers commenced work.
- **LEC Liberia** took in a total of 12 interns (7 female, 5 male) and encourages more female applications, especially in technical areas. At the end of the internship, the department heads conducted an evaluation of each intern, the most successful interns are given an extension.
- **TPDDL India** introduced a STEM program to increase the number of female candidates in the overall resource pool, which reached 25 female students from both co-educational and Women Schools in Delhi, with the aim of inspiring young female students for power and energy related education and jobs.
- **TPDDL India** organized a “We Power Session” with 50 female beneficiaries of the Vocational Training Centre with the objective to motivate girls to opt for technical courses. As a result, 18 girls applied for the admission in the Vocational Training Centre.
- **TPDDL India** conducted university campus recruitment and visited the Indira Gandhi Delhi Technical University for Women as well as 28 campuses, 10 of which were female-only. This activity aims at recruiting fresh female talent and thereby increasing the intake of female employees in the organization, which reached 382 female and 292 male students.
- Through the National Work Internship Program, **OSHEE Albania** attracted seven interns (4 women, 3 men) from different universities. The utility has created a diverse interview panel; is offering interns the same benefit package as employees; is making the selection criteria and hiring process transparent.

RECRUITMENT & HIRING

Across partners in FY 2020, 25 activities were implemented within this ELC. These activities and results include:

- **EDCO Jordan** hired the first woman to work in the headquarters call center for the morning shift.
- **EKEDC Nigeria** continued to recruit female line workers, which brings the number to 4 in FY 2020.
- **Energopro Georgia** participated in an online university job fair organized by the engineering faculty, with a goal of attracting female engineering students.

- **IBEDC Nigeria** hired nine female employees in technical areas during FY 2020.
- **IBEDC Nigeria** participated as an employment exhibitor at the University of Ibadan/First Bank of Nigeria Career Fair. The utility sought to find qualified women for available vacancies and interviewed 15 potential female candidates. Furthermore, a total of 105 candidates indicated their interest in working for the company in the event of future vacancies.
- **IBEDC Nigeria** hired a female intern as a full-time employee after completion of her one-year Industrial Attachment Training.
- **KLPC Kenya** appointed one of the GEELP graduates to evaluate tender responses for the year 2019/2020 and to form a committee to apply a gender lens to evaluation of tenders; his recommendations have been submitted to management for approval.
- **KPLC Kenya** hired three external women into the positions of General Manager in HR, Legal and Corporate Affairs, and Customer Service, increasing female representation at this level from 10 percent to 27.3 percent—just shy of the utility’s target of 30 percent female representation at the senior management level by 2030 and newly legislated national target of 33 percent (set as the next target for the utility).
- **KPLC Kenya** recruited a woman for as Corporate Communications Manager, who reports directly to the CEO and is enthusiastic about gender equality issues.
- **KPLC Kenya** hired 1 female Regional Manager, which increased female representation at the regional management level from 0 percent to 12.5 percent.
- **DELSUR EI Salvador** hired two new women in the distribution area as a result of ongoing efforts of the program participants to create buy-in at senior management level. This follows on previous resistance from senior managers to hire women in this area, stemming from biases and community safety concerns despite availability of qualified women.
- **EDM Mozambique** started a targeted hiring initiative for 250 basic, middle, and superior technicians in operations to ensure 50 percent of women are hired in these positions.
- **EDM Mozambique’s** new board of directors approved the EDM Young Professionals Program, which aims at attracting new talent from the market and giving them an opportunity to work at the utility for two years. The new hires (10 women, 10 men) are in the induction process.
- **EGENCO Malawi’s** Engendering Utilities team was involved in the shortlisting of job applicants for various technical positions in the company. All the advertisements for the positions included language that EGENCO is an Equal Opportunity Employer.
- **EGENCO Malawi** discussed drafting integration of gender parity targets for procurement.
- **GRIDCo Ghana** hired a new female HR Director, which increased female representation to two female employees at the senior management level. The new HR Director has significant gender equality experience and will take over the role of Chairperson for the Change Management Forum, responsible for driving Engendering Utilities activities.
- For the first time, five young women applied for open technical positions at **KOSTT Kosovo** as a result of the sentence “women are encouraged to apply” in their job advertisements.
- **LEC Liberia** set gender parity hiring goals of 40/60 and recruited 40 contract technicians (15 women, 25 men).
- **LEC Liberia** selected two female employees to act in two vacant positions (e.g., Customer Service Manager and Public Relations Manager). This model is used as a training and recruitment strategy.
- **TPDDL India** recruited 34 new women out of 68 candidates, as part of its campus recruitment efforts, reaching 50 percent of women.
- **KenGen Kenya** developed a plan to address unconscious bias in hiring.

- **KenGen Kenya** worked with the planning and recruitment team to analyze if the current recruitment and hiring practices were engendered. The input is critical for identifying the existing gaps in recruitment and hiring and agreeing on how the team can close these gaps.
- **KenGen Kenya** used baseline staff composition data to support their own internal analysis and identify the priority job types and locations to focus on gender parity goals.
- **KenGen Kenya** conducted analysis on tender allocations to male and female suppliers with the aim of increasing women participation in procurement in line with the government requirement.
- **REG Rwanda** reviewed a sample job advertisement to identify improvements from a gender inclusion perspective.

ONBOARDING & TRAINING

Across partners in FY 2020, 52 activities were implemented within this ELC. These activities and results include:

- **EKEDC Nigeria** supported 43 female employees to attend a training and Q&A session about the importance and relevance of gender equity. In addition, 16 women from technical areas attended a training and Q&A session to discuss the importance of improving gender equity within EKEDC.
- **EKEDC Nigeria** organized a workshop for 26 identified change agents (15 women and 11 men) to educate them on the need to be gender equity champions by communicating and promoting gender equity in their districts and the HQ.
- Ten HR and top executives (8 women, 2 men) at **EKEDC Nigeria** participated in a “Professional Clinical Counselling Skills Training” to equip female leaders with the skill to support and counsel female employees if issues of sexual harassment arise.
- For the first time, five women who were recently promoted to senior roles participated in **EKEDC Nigeria’s** “Leadership and Management Mastery for High Performance Program,” which is a training typically carried out for only male managers.
- 12 women from **EKEDC Nigeria** participated in the “PA-NPSP Professional Skills Development Training,” which is aimed at equipping junior and mid-level women in the energy sector workspace with management, leadership, and professional skills to advance in their current roles and in their careers.
- Three female employees from **Energopro Georgia** participated in a corporate social responsibility (CSR) training, which aims at developing stronger CSR topics in the direction of promoting gender equity at work.
- **Energopro Georgia** trained a total of 11 customer service employees (out of which 7 were female) with the goal of improving management processes at the call center and the front offices.
- 21 female employees who work in the call center and front desk at **Energopro Georgia** were trained on using communication tools for distance service to adopt to the changing work environment due to COVID-19 and to ensure the women and their jobs were more resilient to potential negative impact of the pandemic.
- **Energopro Georgia** planned, organized, and launched the Retraining Program and trained 100 female and 14 male Billing Operators with the aim of improving their qualifications. This program will help company billing operators (90% female) to be upskilled in other professional spheres and give them opportunity to be promoted to other positions.
- A total of 102 employees (out of which 11 were female engineers) at **IBEDC Nigeria** participated in orientation and training activities including clear information on the need to be nondiscriminatory

in allocating resources and responsibilities, as well as the importance of understanding the process for handling grievance procedures in the event of sexual harassment, discrimination or assault.

- **IBEDC Nigeria** introduced an Induction Program that showcases and entrenches a culture of gender equality and inclusion as the first stop to every new hire coming into IBEDC.
- In FY 2020, a total of 18 newly hired employees (4 women, 14 men) at **IBEDC Nigeria** participated in a full-day onboarding Gender Sensitization and Sexual Harassment training session, with the goal of ensuring that new staff members are inducted into the utility with heightened awareness of the gender-sensitive work culture.
- **IBEDC Nigeria** organized a training session for 41 Team Leads and Customer Relations Officers (out of which 4 were female) on teambuilding strategies and gender-related concepts, such as understanding unconscious biases and how gender stereotyping can affect team performance.
- 49 line managers (13 female, 36 male) from **IBEDC Nigeria** participated in a “Gender-Sensitive Performance Appraisal” training as a preparation for the 2019 performance appraisal cycle.
- **IBEDC Nigeria** aims at increasing female participation in skills trainings by sending 2 women to an external training on “Trade Unions as Business Partners,” which gives them competence in high-stakes labor negotiations. In addition, four women participated in the “Managing Redundancy at the Workplace” training to increase their knowledge and 178 women were trained about the Regulatory Framework, Billing Operations of the Utility, and Customer Management in a “Customer Service in a Post-COVID World” Training.
- One woman and one man from **IBEDC Nigeria** participated in the “The High-Performing Manager” Program.
- In FY 2020, a total of 479 employees (137 women, 342 men) participated in **IBEDC Nigeria’s** “Leadership Engagement and Inclusion in Achieving Business Performance” training that aims to develop employees’ strategic skills in leading people and strengthen communication skills to influence buy-in and cultivate leadership skills in direct reports.
- **KLPC** conducted an eight-hour gender mainstreaming training for seven members of the Gender Committee (2 males and 5 females) in collaboration with Power Africa.
- **BRPL India** raised awareness on unconscious bias, gender equity, equality, and transformation through activities and presentations with 56 employees (out of which 12 were female).
- A total of 337 employees (85 women and 252 men) attended a POSH training at **BRPL India**. The training aims at building a culture of mutual respect, trust, and equal opportunity through POSH compliance, and to educate employees about acceptable and unacceptable workplace behaviors.
- **DELSUR EI Salvador’s** Chief of Safety plans to establish the first female group of line workers and begin technical training.
- The first woman will be trained to be part of the engineer’s team for the “Emergency shift” at **DELSUR EI Salvador**.
- **EDESUR Dominican Republic** trained 50 heads of department (35 women, 15 men) from Human Resources, Strategic Communication, Marketing, Customer Service, and Management Planning and Control in a “Gender-Inclusive Language Workshop.” The workshop was initiated with the objective to foster the company’s more inclusive communication and to pursue the gender balance in the energy sector.
- **EDESUR Dominican Republic** developed a “Basic Electricity Installer” course to train women who perform administrative jobs in technical areas so that they can aspire to technical and leadership positions. The utility trained a total of 34 women over a duration of six to seven months. The course started with the first group of women in January 2020, which continued virtually due to

COVID-19. Women who completed the program will be earmarked for promotion as and when positions become vacant.

- Two female **EDESUR Dominican Republic** Engendering Utilities team members attended webinars on the topics of gender and energy and gender equity for energy innovation organized by the Regional Commission for Energetic Integration.
- **EDM Mozambique** trained a total of 36 newly hired employees (16 women, 20 men) on gender topics, the EDM gender perspective, as well as the future vision of the company during their orientation phase.
- **EDM Mozambique** developed training programs and content to integrate gender equality into all in-person and e-learning programs, including a new e-learning platform where gender equality is prioritized as the first content to be developed for educating all target groups.
- **EDM Mozambique** nominated three managers (two women, one man) to participate in a “Coaching Skills for Managers” as well as a “Communication 4.0” training. In addition, one female employee was upskilled in a technical area when she participated in a training on specialization in e-learning.
- **EGENCO Malawi** held an orientation training for 36 newly recruited employees (out of which 12 were female) with the goal of familiarizing the new staff with EGENCO policies and procedures.
- **EGENCO Malawi** held a general gender awareness training and assessment with 35 employees (13 female, 22 male) to assess their knowledge regarding gender equality and how their departments can contribute effectively toward gender integration. In addition, 10 executive managers and staff (4 female, 6 male) participated in a Gender Validation Workshop.
- **GRIDCo Ghana** conducted a gender sensitization campaign and engaged with a total of 40 employees (out of which 10 were female) from the Engineering Projects department, the Internal Audit, Legal and Corporate Affairs departments.
- **LASURECO Philippines** held a seminar workshop for 15 interns (7 men, 8 women) focused on intensive gender equality knowledge and attitudes.
- A total of 70 **LASURECO Philippines** employees (out of which 25 were female) participated in an Energy Regulatory Commission training on national policies and laws. The women learned that they are protected under the “Anti-Violence against Women and their Children Act”, which has boosted the women’s confidence and morale to apply for technical positions.
- **LASURECO Philippines** held a three-day MRBCD training with 94 participants (30 women and 64 men). One woman was among the three best, fastest, and most accurate readers as a result of a competition.
- **LASURECO Philippines** upskilled 18 men and 17 women through an online training delivered by the Energy Regulatory Commission, ensuring 50 percent female participants attended. In addition, the utility conducted a professional and technical skills building immersion program for 37 women and 37 men from Area Services, General Services, Finance and Internal Audit, and Technical Services.
- **LEC Liberia** trained a total of 62 employees (out of which 27 were female) at Mt Coffee Power Plant on gender issues and the impact they have on overall utility productiveness. As a result of the training, women became more aware of their roles in the utility beyond seeing themselves as “just administrative assistants.”
- **LEC Liberia’s** Gender and Social Inclusion (GSI) Department organized and implemented a corporate-wide gender and sexual harassment awareness campaign to educate employees about gender issues and how they can identify and report cases of sexual harassment. The campaign brought together a total of 154 participants (113 males, 40 females).

- **LEC Liberia** trained 11 women and seven men in computer skills, self-confidence, and leadership in response to the discovery that women customer agents within the newly established customer service division were struggling with computer skills.
- **TPDDL India** launched the Campus Connect Program, where new trainees are engaged via a Facebook group prior to their traineeship through company information, policies, etc.
- **TPDDL India** introduced an e-module on “Unconscious Bias” on their online training portal. A total of 393 managers/team leaders (out of which 35 were female) completed the training. The activity aimed at creating awareness regarding various aspects of unconscious bias.
- **TPDDL India** trained a total of 198 employees (out of which 56 were female) on POSH. The aim of this training is to create awareness about sexual harassment, the law, and internal complaints committees and mechanisms. In addition, two females were sent for an external seminar/training on POSH in order to increase the subject matter experts in the organization.
- **TPDDL India** provided leadership and skills training to 261 employees (59 women, 202 men) with a goal to continuously increase female representation in these programs. In addition, 60 women and 44 men were trained to facilitate their learning and subsequently increase in their technical / leadership acumen.
- **TPDDL India** delivered the Women in Leadership League (WILL) program to 38 women, an initiative that empowers female employees and grooms them to take challenging roles and responsibilities through an exclusive series of programs with a combination of training and mentorship from senior leaders.
- **KenGen Kenya** conducted week-long virtual gender training for employees on gender equity, gender gaps in organizations, social norms and gender stereotypes, gender legal frameworks, and gender bias during the hiring process.
- **OSHEE Albania** reviewed questions for a gender audit of the 2020 company-wide training plan to identify any gender gaps in its benefits to female and male employees.

PERFORMANCE MANAGEMENT, COMPENSATION & BENEFITS

Across partners in FY 2020, 12 activities were implemented within this ELC. These activities and results include:

- **EKEDC Nigeria** celebrated the Breast Cancer Awareness Day for 72 employees (out of which 50 were female) including a knowledge sharing session on breast cancer by a medical team.
- **EKEDC Nigeria** held trainings on coping strategies during and post COVID-19 for 933 employees (345 women, 588 men), addressing topics such as productivity, effective communication in a remote work system, mental health issues and remedies, and conflict management strategies.
- **EVN Macedonia** instituted a new Work from Home Policy with flexible arrangements for those employees whose positions require a majority of day-to-day activities to be performed in the office; this built on a pre-existing Flexible Work Policy to promote gender equity, which helped in the smooth transition during COVID-19.
- Government measures introduced during COVID-19 allowed for paid childcare leave for parents of children under ten years or in active third grade. **EVN Macedonia** reported that a total of 58 percent of the beneficiaries (out of 131 who used this benefit) were male employees, which demonstrates that men are using childcare leave without fear of potential social stigma.
- **EDESUR Dominican Republic** hired a female medical doctor to support the medical unit of the company to give women the choice to engage with either the female or male doctor.

- **EDESUR Dominican Republic** contracted a psychologist to support employees experiencing emotional stress and mental health issues as a result of COVID-19, who conducted weekly group counselling sessions for each department, out of which 458 employees participated (176 females, 292 males).
- **EDESUR Dominican Republic** ran a “Work-Life Balance” campaign during COVID-19, covering various themes to help employees cope during lockdown and sensitizing employees on the sharing of domestic and care work.
- **EDM Mozambique** conducted a salary gap analysis to support strategy development.
- **LASURECO Philippines** reviewed and revised leave packages based on analysis to identify areas to provide better work-life balance and reduce absenteeism.
- **TPDDL India** implemented a safety, well-being, and welfare campaign for all employees during the COVID-19 pandemic, reaching a total of 3,698 employees (511 female, 3,187 male) with various initiatives aimed at improving employee safety, well-being, and welfare.
- **KenGen Kenya’s** Pink Energy team comprised of women employees at the utility discussed coping strategies during the ongoing pandemic.
- **OFOR** reviewed proposed design plans to build a nursery as part of a new headquarters to ensure female employees have a dedicated room for nursing.

TALENT & LEADERSHIP DEVELOPMENT

Across partners in FY 2020, four activities were implemented within this ELC. These activities and results include:

- **IBEDC Nigeria** held a preparation workshop for selected mentors was held in order to provide them with knowledge about how to work with their mentees to achieve the required impact to the individual and the business. In addition, the IBEDC mentorship program kickstarted with a pilot phase, where eleven mentors from all management levels were selected. In order to sensitize IBEDC women on the importance of the Mentorship Program, the utility developed a short video.
- **TPDDL India’s** “Mentoring Program” for female employees who work as managers, senior managers, or assistant general managers was extended to female employees with designations such as senior executive and assistant manager. Male senior management team members acted as mentors to female employees in the executive cadre to encourage and motivate women’s personal and professional growth. Currently there are 207 employees (out of which 162 are female) participating in the program.
- **KenGen Kenya** began developing a career framework with a gender mainstreaming approach.
- **KenGen Kenya** launched “Women in Tech,” a program aimed at professional and leadership development for female Engineers and technicians.

RETENTION & EMPLOYEE ENGAGEMENT

Across partners in FY 2020, seven activities were implemented within this ELC. These activities and results include:

- **EKEDC Nigeria** senior management executives participated in a three-day management strategy retreat. Out of 35 executive managers, 8 senior female management staff and 5 female support team members from middle management attended the retreat, which expanded the diversity of perspectives and enriched discussions creating an opportunity for multiple solutions to emerge.

- **KPLC Kenya** CEO launched the KPLC Women’s Network, which has since resulted in the creation of a platform for sharing ideas, providing mentorship, networking, and building capacity to strengthen women’s voices in the organization.
- **EDESUR Dominican Republic** conducted an organizational climate survey and analyzed its results aggregated by gender. All employees (3,030) were invited to participate in the survey and 80 percent of the staff (2,424 employees, 921 women and 1,503 men) responded. The results of the survey will be integrated in the utility’s business case. The survey found that although 86 percent of employees perceive that there is a transfer of knowledge and experience among team members, more men agree with this statement than women; more men than women perceive that they have opportunities for personal development and growth; 82 percent of men vs. 78 percent of women perceive that their immediate supervisor motivates them to develop their own ideas; women perceive that they adapt more easily to changes; and men feel a greater pressure at work and must make extra effort to perform job functions.
- **EDESUR Dominican Republic** conducted an ethics survey, with a response rate of 43 percent out of 389 employees, and found employees perceived the company highly in terms of ethics, morals, and good practices. The survey results will be included in the utility’s business case. Eighty-two percent of the employees consider that decision-making in the company is based on ethical principles and 84 percent of employees agree that institutional values and fundamental ethical standards are constantly promoted in the company. Almost all participants (97%) feel loyal to the company and happy at work (91%).
- **EDESUR Dominican Republic** conducted a Gender Equity Perception Survey with 89 senior managers and managers (88% response rate, 37 women, 41 men) and found that 85 percent of the participants agree that communication campaigns on gender equality and non-discriminatory use of language in internal communication have a positive impact on promoting gender equality in the company; Ethics, Organizational Culture and Service areas of the company have improved as a result of women’s leadership or the increase in women working in them.; and Business Performance, Leadership and Financial Performance were identified as areas where women can make a greater contribution.
- **GRIDCo Ghana** developed and implemented a gender-responsive employee satisfaction survey and circulated it to all 855 employees.
- The Executive Committee of **LEC Liberia’s** Female Workers Association of the Liberia Electricity Corporation (FEWLEC) developed a five-year strategic plan to guide the activities of the organization.

SUCCESSION PLANNING & PROMOTION

Across partners in FY 2020, eight activities were implemented within this ELC. These activities and results include:

- **EDM Mozambique** conducted succession planning with a focus on including more women in distribution and operations and maintenance.
- **EGENCO Malawi** discussed potential measures to promote lateral transitions of women.
- **KOSTT Kosovo** implemented succession planning based on the BPF. As a result, one female engineer, who has been identified as potential, was promoted.
- **LASURECO Philippines** promoted a woman to General Services Section Head, which is the first time a female has occupied this position.

- One female engineer at **LEC Liberia** was recommended for promotion to an assistant manager position. Four engineering students (1 female, 3 male), who were hired as interns and then became Engineers in Training, have been recommended to the CEO for promotions after a period of three years to Assistant Managers, as one intervention to improve the gender parity target of 40/60 at the utility.
- Based on her exceptional performance, one female engineer that started her internship at **LEC Liberia** has been promoted to a supervisor for a regular shift at Mt. Coffee overseeing the operations of the entire hydro plant including supervising other staff members both male and female, which motivated all staff, and in particular other female engineers.
- One of the female department heads at **TPDDL India** was recently selected and promoted to CFO of Tata Power Trading Company Limited.
- At **KenGen Kenya**, one female program participant was promoted to Acting Manager, Business Process Improvement.

CORPORATE CULTURE & LEADERSHIP

Across partners in FY 2020, 29 activities were implemented within this ELC. These activities and results include:

- **EKEDC Nigeria** held a workshop in collaboration with MenEngage Nigeria was held for 34 male employees from middle and senior management with the aim of engaging men and to explain that gender equity is not a woman’s issue, but something that benefits all.
- **IBEDC Nigeria’s** “Management Retreat and 2020 Strategic Focus” meeting gave an opportunity for all mid- to executive-level women managers to learn and sharpen critical skills in managing staff performance as well as to input into the strategic plan and determine the 2020 performance outlook of the company.
- **IBEDC Nigeria** collaborated with MenEngage Nigeria and held a workshop for 31 employees (29 men, two women) to deepen employees’ understanding of male engagement. In addition, the utility started to develop a MenEngage Concept Paper, which aims at driving the gender equality culture from within the male workforce.
- **KPLC Kenya** achieved one of the KPIs at the board level to reconstitute and operationalize a gender mainstreaming committee. The committee was appointed with 12 members (8 women, 4 men) to spearhead gender activities for the next two years.
- **BRPL India** discussed drafting goals to be included in a new gender strategy (e.g., identify internal and external targets to apply best practices and increase numbers of female staff with contractors and to do so gender equitably, develop new policies for gender equality, join international networks, provide structured on-the job-learning opportunities for women, include gender equality targets in Performance Management System, and continue branding activities).
- **DELSUR EI Salvador** included gender equality under the company umbrella “*Equidad para el Progreso*” as an overarching objective area in the utility’s quinquennial plans for 2021–2024. This demonstrates that across DELSUR’s business, operational, and financial objectives, gender equality will have a material goal, which needs to be followed and reached by the EPM group.
- **DELSUR EI Salvador** Prepared senior management orientation to the status of gender equality interventions and how they are linked with corporate priorities and strategic objectives of EPM and DELSUR to ensure buy-in to continue activities under the new administration; as a result, gender equality has been embedded within EPM’s and DELSUR’s corporate strategy.

- **EDESUR Dominican Republic's** CEO proposed to establish a task team made up of seven employees including senior managers (out of which four are female) to support the attainment of program.
- **EDESUR Dominican Republic** worked on developing corporate culture best practices by promoting and incentivizing male employees to participate in efforts to improve gender equality. The utility held the first male engagement session for 21 male company leaders, which have significant influence within the organization. As a result, the male leaders want to contribute positively to the situation and become ambassadors for equal opportunities for women within EDESUR.
- **EDM Mozambique** refined the business case fit with the EDM business strategy.
- **EDM Mozambique** integrated gender equality as a strategic corporate priority in the new CEO onboarding.
- **KOSTT Kosovo** drafted a Gender Equality Strategy.
- **KOSTT Kosovo** included gender equality in the utility's business plan, marking it as the first-time gender equality is an explicit objective "to be an attractive employer, ensuring gender equality and investing in the professional development of employees and talents and in advancing knowledge".
- **KOSTT Kosovo** rewarded and recognized women and men employees during KOSTT Day. This year, more women than men received an award (3 women, 2 men), which is an outcome of ongoing discussions and awareness raising at the utility senior leadership level. In addition, for the first time in the history of KOSTT, the organization rewarded the promotion of gender equality values, awarded to an Engendering Utilities program participant.
- **LASURECO Philippines** Engendering Utilities Team created a Change Management Plan, which includes a suite of goals and targets to be achieved over the next year. They included amongst others, the participation in two job fairs as well as the update of the Code of Ethics to include sexual harassment/GBV.
- **LASURECO Philippines's** GM formally approved the creation of the LASURECO Engendering Utilities Change Management team. This creates a formal team with clearly articulated assignment of roles and responsibilities.
- **LASURECO Philippines** developed a new GAD Committee, as a sub-committee of the Change Management Team, with a goal to access local and national funding and resources from the National Commission on Women and local gender authorities.
- **LASURECO Philippines** Engendering Utilities Team is advocating to rename the job position "lineman" into "line personnel" or "line worker" in order to increase the number of female candidates and to empower women.
- **LEC Liberia's** Engendering Utilities Team is working on the development of a revenue collection strategy, following a similar model to that of BRPL. The LEC revenue collection strategy aims at engaging women and community to increase revenue collection. The strategy and interventions will form a key part of the utility's capstone project.
- **LEC Liberia's** CEO agreed to put gender equality as a standing item on the senior management agenda and has monthly check-ins with the GSI department.
- A total of 148 employees (28 male, 120 female) at **LEC Liberia** have signed a resolution to make a monthly deduction of US\$5 from their salary in support of activities developed in the strategic plan of the FEWLEC. As of January 2020, FEWLEC has received three checks in the amount of US\$740.00 each. Part of this money was used to purchase three hand washing machines and face masks in support of the utility's fight against COVID-19, as well as other projects and training.
- **LEC Liberia** is now exploring possibilities of collaboration with MenEngage Liberia to facilitate sessions with their male change agents.

- 30 men at **LEC Liberia** were certificated as gender champions and LEC HeforShe.
- **ISWSC** launched a gender equality change management committee with the Managing Director’s sponsorship.
- **KenGen** developed a blended change management model that will be adopted for the program, based upon the utility’s awareness, desire, knowledge, ability, reinforcement (ADKAR) change management model approach.
- Developed a gender action plan according to the ELC, which guides the implementation of identified activities to close identified gaps. It further shows the timelines and milestones of each activity.
- **Miyahuna Jordan** initiated development of a business case for gender equality.
- **Miyahuna Jordan** used a self-evaluation tool and established that the utility is in the “avoiding” stage of change management.
- **REG Rwanda** began drafting a business case for gender equality.

POLICIES & GRIEVANCE MECHANISMS

Across partners in FY 2020, 42 activities were implemented within this ELC. These activities and results include:

- **EKEDC Nigeria** drafted an Equal Employment and Diversity and Inclusion Policy to prevent discrimination and harassment and to encourage positive steps toward fairness in the workplace while creating a diverse workforce and inclusive environment for all employees.
- **EKEDC Nigeria** developed a Career Advancement Policy as well as an Inclusive Succession Planning Policy, which are currently awaiting approval. Both policies will be instrumental in explicitly promoting career advancement and empowerment of women in the organization while meeting a range of staffing needs.
- **EKEDC Nigeria** drafted a Sexual Harassment Policy as well as a GBV Policy.
- **IBEDC Nigeria** reviewed its disaster management plan for gender-responsiveness.
- **IBEDC Nigeria** reviewed the Employee Conditions of Service, a general policy that guides the conduct of both management and staff in a myriad of business relationships.
- **IBEDC Nigeria** senior management approved the utility’s Sexual Harassment Policy and added it as part of the Conditions of Service.
- **KPLC Kenya** initiated review of the Gender Mainstreaming and the Sexual Harassment Discriminatory Policies to ensure alignment with the new national Gender Mainstreaming Policy.
- **BRPL India** implemented first-ever Work from Home Policy as a response to COVID-19.
- **BRPL India** discussed the disaster response plan for gender responsiveness with a plan to include contractors in the strategy and ensure the response does not create adverse effects for women.
- **DELSUR El Salvador** drafted a Sexual Harassment Policy as a sign for the utility’s commitment to providing a safe environment for all its employees, free from discrimination of any kind and free from harassment at work, including sexual harassment.
- **EDESUR Dominican Republic** developed an Anti-Discrimination Policy including the topic of sexual orientation. The policy is awaiting approval by the new management team.
- **EDESUR Dominican Republic** developed a Gender Equity Policy, which is currently awaiting approval by the new management team.
- **EDESUR Dominican Republic** developed an EEO Policy, which is currently awaiting approval by the new management team.
- **EDESUR Dominican Republic** reviewed their existing Paternity Leave Policy, which is currently awaiting approval by the new management team.

- **EDESUR Dominican Republic** reviewed their existing Dress Code Policy to ensure it is not discriminatory. The policy is awaiting approval by the new management team.
- **EDESUR Dominican Republic** developed a Sexual Harassment Policy, which is currently awaiting approval by the new management team.
- **EDM Mozambique** drafted a Gender and Social Inclusion Strategy to align with the overall business strategy.
- **EGENCO Malawi** drafted and reviewed a Gender and Social Inclusion Policy, including revisions of clauses to better reflect the cultural background and to suit the environment in which the utility operates.
- **GRIDCo Ghana** drafted a Corporate Gender Equity Policy, revising to eliminate gender bias and building a framework to strengthen gender integration within recruitment, employee engagement, work-life balance, and safety.
- **KOSTT Kosovo** drafted a Gender Equality Policy, currently under review. This policy demonstrates KOSTT's commitment to advance gender equality at work.
- **KOSTT Kosovo** introduced flexible working for the first time for the utility and for any other public institution in Kosovo.
- **KOSTT Kosovo** drafted a Mentoring Policy, which is currently under review.
- **KOSTT Kosovo** drafted a Workplace Harassment Policy, which aims at establishing and maintaining a work environment that encourages and promotes relationships of mutual respect, free of any type of discrimination, including sexual harassment.
- **LASURECO Philippines** drafted a new Gender Equality Policy, currently under review and informed by 22 key informant interviews.
- **LASURECO Philippines** drafted a Sexual Harassment Policy, which is currently under review.
- **LEC Liberia** reviewed their Sexual Harassment Policy and case management procedures.
- **TPDDL India** introduced an Equal Employer Opportunity Policy, which affirms the company's commitment not to unfairly discriminate on any grounds, including race, caste, religion, color, ancestry, marital status, gender, sexual orientation, age, nationality, ethnic origin, disability or any other category protected by applicable law.
- **TPDDL India** launched a new Work from Home Policy as a result of the COVID-19 pandemic for majority of employees to care for the health and safety of employees, especially women with younger children and for all employees above age of 55 years and/or having comorbid conditions.
- **KenGen Kenya** reviewed its Flexi-time Policy. In addition, the utility reviewed its Employee Remote Work Policy.
- **KenGen Kenya** reviewed its Recruitment Policy and Procedure.
- **OSHEE Albania** drafted a Gender Equity at Work Policy.
- **REG Rwanda** drafted an Affirmative Action Plan with a gender lens. Following the utility drafted an Affirmative Action Policy intending to promote gender equity, increase the number of women within the company and create a conducive environment for gender equality promotion.
- **REG Rwanda** reviewed the REG HR Manual, Gender Policy, Sexual Harassment Policy, and Gender Action Plan.
- **ZCWD Philippines** reviewed the EEO policy for gender integration.
- **ZCWD Philippines** reviewed the COVID-19 preparedness from a gender perspective.
- **ZCWD Philippines** reviewed the HR Manual for gender integration.
- **ZCWD Philippines** implemented multiple alternative work arrangements due to the coronavirus disease.

COMPANY PERFORMANCE & REPORTING

Across partners in FY 2020, three activities were implemented within this ELC. These activities and results include:

- The “Millennium challenge Corporation” in Georgia awarded **Energo-Pro Georgia** with the “TVET Business Partner of the Year 2019” for the utility’s strong support and cooperation with professional educational institutions aiming at strengthening the professional education for women.
- **KPLC Kenya** introduced gender equity as a KPI at the board level to align with national government regulation. The utility has developed KPIs and cascading them down to all levels of the utility. Areas covered by KPIs: reconstitute and operationalize a gender mainstreaming committee; mainstream gender in the company’s workplace policies, plans, and programs; undertake capacity building on gender by sensitizing 1,000 staff members; and submit quarterly reports to the State Department for Gender, with a copy to the National Gender and Equality Commission.
- **TPDDL India** has become a signatory to United Nations Women’s Empowerment Principles, which makes them one of 3,304 companies in the world and 136 companies in India who have signaled their commitment to gender equality.

CORPORATE COMMUNICATION & BRANDING

Across partners in FY 2020, 45 activities were implemented within this ELC. These activities and results include:

- One **EDCO Jordan** GEELP graduate was elected to speak about the Engendering Utilities Program at the second WePOWER Partnership Forum in Manila.
- Two female **EKEDC Nigeria** GEELP graduates participated as panel speakers in the “Women in Energy Conference 2019” in Ghana. In addition, the female Chief Audit and Compliance Officer attended the “Women in INdustry” Conference in Macedonia as a panel speaker.
- **EKEDC Nigeria** celebrated International Women’s Day by sending out email communication to all staff and by posting on social media.
- **EVN Macedonia’s** female Head of Customer Center received a “Women Manager of the Year” award in the category “Engineering.”
- The 3rd annual “Women in INdustry” was organized by **EVN Macedonia** and the Engineering Institution of Macedonia with 229 participants (out of which 194 were female). The conference underlined the economic imperative of gender inclusive and sustainable growth.
- One **IBEDC Nigeria** GEELP graduate participated as panel speakers in the “Women in Energy Conference 2019” in Ghana. In addition, the Chief Operating Officer attended the “Women in INdustry” Conference in Macedonia as a panel speaker.
- **IBEDC Nigeria** held a workshop with Communications and Marketing team focused on how to effectively communicate the need for gender equality in the workplace and to encourage more work-life balance practices.
- The Nigerian Association of Small and Medium Scale Enterprises Annual Retreat with 59 participants (out of which 32 were female) was organized by **IBEDC Nigeria** in order to speak about the need to embrace gender friendly business ideas.
- **IBEDC Nigeria** held the D.I.S.C.O for Women Conference for all female staff focused on creating awareness of available growth opportunities within the organization. The goal of the conference was to nudge and inspire women to take more challenging leadership roles within the organization.

- “My IBEDC of the Future” is a short documentary produced by **IBEDC Nigeria** to document the female employees’ expectations regarding career path and opportunities within the utility, as well as the ideal working environment and corporate culture.
- The **IBEDC Nigeria** monthly newsletter showcased women in influential positions. In addition, the utility publishes articles aimed at empowering women on an ongoing basis.
- One **KPLC Kenya** GEELP graduate was invited to represent the utility and participate as a speaker at the WePOWER Partnership Forum in Manila, Philippines.
- The Ministry of Energy launched its Gender Policy, supported by **KPLC Kenya**.
- **KPLC Kenya** developed a “Five Years of Engendering Utilities” campaign to target the new senior management team to celebrate the achievements of Engendering Utilities, orient the new management team, increase buy-in, and re-sensitize all employees.
- One female **BRPL India** program participant was a panelist at the Indian Smart Utility Week 2020 Conference and discussed about “Policies and Practices by Energy Utilities in Empowerment of Women in the Workforce.”
- **BRPL India** launched the brand “WE – Workplace Equality,” which reflects the utility’s efforts to create opportunities for gender equality initiatives, encourage suggestions to increase women’s participation and other gender equality initiatives. In addition, a “WE Corner” section in the utility’s quarterly magazine “Connexion,” was created where articles about gender equality are featured.
- **BRPL India** participated in the “EachforEqual” campaign as part of the 2020 International Women’s Day to drive a gender equity philosophy across the organization and to inspire and motivate women to come forward and take up more challenging roles at the workplace. The utility developed and communicated teasers and motivational quotes to all employees (including the CEO), including words of appreciation for the women employees.
- **DELSUR El Salvador** organized a webinar called “Let’s talk about CSR,” where a total of 266 employees (56 female, 210 male) as well as the general manager participated. The entire corporate strategy related to corporate social responsibility as well as the utility’s gender equality efforts were presented.
- **EDESUR Dominican Republic** developed a social media campaign called “Give me hugs, not mistreatment” to raise awareness for the increase in femicides in the country as well as for the International Day for the Elimination of Violence against Women.
- **EDESUR Dominican Republic** organized a film forum to show talented female success stories in times when women mainly held traditional caring roles at home, and not professionally. The event was attended by a total of 80 participants (55 women, 25 men).
- **EDESUR Dominican Republic** developed an internal campaign about gender equality and Engendering Utilities called “Did You Know” to sensitize employees on gender equality and benefits of this project for the utility.
- **EDM Mozambique** discussed the development of a gender equality website to inform internal and external audience on gender equality-related issues.
- Two **EDM Mozambique** employees (1 male, 1 female) attended the Global Gender Summit in Rwanda.
- Six **GRIDCo Ghana** employees (out of which five were female) attended the “Women in Energy Conference 2019” in Ghana. The first president of the Ladies Association as well as HR Manager and active member of the Change Management Forum, was a panel speaker at the conference. In addition, one of the utility’s Engendering Utilities team members participated as a panelist in an International Women’s Day event organized by the Millennium Development Authority Ghana (MiDA).

- **GRIDCo Ghana's** Chief Executive spoke at a mentoring session for women enrolled as science and technology students in Tema and was quoted saying that “there’s nothing impossible under the sun that women cannot achieve; with determination and hard work women will continue to show the way in society.”
- **GRIDCo Ghana's** Ladies Association was given a recognition award at the Women in Energy Conference for being one of the few Ladies Associations formed within the Energy Sector of Ghana. The award recognizes organizations with established women’s groups and encourages women in other energy sector organizations to follow suit.
- **KOSTT Kosovo** revamped their website and social media to feature women and men at work, which had a very good effect especially on the women at KOSTT.
- **KOSTT Kosovo** joined the #GirlsTakeOver initiative, which was launched by the Association of Women in Energy Sector in Kosovo (AWESK) to promote the empowerment of girls / women in decision-making, in professions in the energy field, and more generally in equal employment of women in the energy sector broadly.
- **KOSTT Kosovo** celebrated the International Women’s Day under the motto #EachforEqual. During this occasion, some of KOSTT’s many successful women talked about the role and challenges of women in the energy sector.
- **LASURECO Philippines’** Top 2 Meter Reader is a woman, who won a contest as part of a Meter Reading, Billing, Collection, and Disconnection Training.
- **LASURECO Philippines** integrated the only female engineer into technical work for the first time.
- **LASURECO Philippines** conducted a knowledge exchange with MORESCO-I, one of the pioneering electric cooperatives in the Philippines to share their gender equality knowledge with other utilities in the Philippines to contribute to the advancement of gender issues in the country.
- **LASURECO Philippines** uses the Member Consumer Organization Program Empowerment (MCOPE) as a platform for talking about gender issues with local communities. The utility is including female personnel to show that women have an important role in rural electrification.
- **LASURECO Philippines** conducted community outreach in two sitios led by one of three female area supervisors to discuss with 18 men and 4 women about perceptions/opinions about women in the electricity sector. Through negotiations with community leaders, the female area supervisor was able to neutralize the conflict-affected area and made the energization possible for the communities.
- The **LASURECO Philippines** Engendering Utilities program participants met with political representatives to discuss the strategic gender equality priorities of the utility, gaining support, and backing for LASURECO’s gender equality initiatives.
- **TPDDL India** thrives to increase female participation at international conferences/events. Eighteen female employees represented the utility at the “European Utility Week - Women in Energy” or the “Women in Power Sector Professional Network (WePOWER).”
- **TPDDL India** produced two videos to showcase the “Women of WILL.” In the first video, Rajni, a female senior technician, shares her success story of how she broke the stereotype that technical fields are more suited for males. The second video features Shweta, a female technician working in the transformer maintenance station. The “Women of WILL” videos are encouraging and inspirational for countless women who aspire to succeed in professional lives.
- **TPDDL India** has awarded 24 women from the supervisory and workmen cadre for their efforts and exemplary contribution in organizational activities through the “Samridhi Merit Award.”

- **TPDDL India**'s CEO and the Head of Talent Development participated in a one-hour Facebook live session with Ms. Nishtha Satyam, Deputy Country Representative UN Women India, to talk about TPDDL becoming a signatory to the UN Women's Empowerment Principles.
- **TPDDL India** organized an Awareness Session on World Literacy Day for 225 underprivileged Women. This activity resulted in increased awareness among "ladies of the clusters" in the geographical area of the utility.
- **KenGen Kenya** developed a list of priority themes and "gender myths" that the team would like to "slay" as part of their communication strategy for Engendering Utilities.

ANNEX F-I: COHORT I UTILITY SNAPSHOTS AND LOP RESULTS

TABLE F-I.1. EDCO/JORDAN UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	2016/Cohort I partner; 2018 GEELP graduate, receiving coaching support from Tetra Tech since March 2019, transitioning into Alumni Network phase
ACTION PLAN WITH GOALS AND TARGETS	<p>Goals defined in capstone (August 2018):</p> <ul style="list-style-type: none"> • Increase women’s participation either in some locations (Tafilah and Maan), or in some job groups (call center and customer services) by more follow up on training and recruitment outreach in districts. • Develop childcare facilities or assistance with childcare arrangements. • Implement flex time according to new legislation. <p>Additional goals (added post-capstone):</p> <ul style="list-style-type: none"> • Follow up on training and recruitment outreach in districts, including enhancement of cooperation with universities. • Implement flex time according to new legislation. • Skills development for existing women in workforce. • Develop solid business case and strategy to work toward achieving goals.
MAIN CHALLENGES	Utility is on COVID-19 lockdown preventing them from fully contributing to the program. Corporate culture and attitudes contribute to belief that having a workforce that is eight percent female is “good enough”; prevents hiring of new women.
BUSINESS CASE	Was not developed in phase I of the coaching when they participated in the GEELP
ACTIVITIES AND RESULTS (2016-2020 Q4)	<p>Attraction & Talent Outreach</p> <ul style="list-style-type: none"> • Bring Your Daughter to Work Day celebrated at utility (pre-2018). • Outreach to female university students on application processes and procedures (pre-2018). <p>Recruiting & Hiring</p> <ul style="list-style-type: none"> • First female trainee started in male-dominated office in rural area of Tafila (FY 2020). • First woman recruited to work in EDCO Call Center for the morning shift (FY 2020). • Six female employees (including two engineers) hired (FY 2019). • HR compliance and recruiting practices doubled from three to six between 2015 and 2017. <p>Onboarding & Training</p> <ul style="list-style-type: none"> • Trained two women for remote locations (FY 2019). • 21 female employees participated in leadership training for the first time (pre-2018) • 19 employees (8 women) trained on gender equality (GNDR-8, FY 2019) <p>Retention & Employee Engagement</p> <ul style="list-style-type: none"> • Annual employee survey released to assess staff attitudes on workplace gender equality (pre-2018). <p>Policies & Grievance Management</p> <ul style="list-style-type: none"> • Equal Employment Opportunity (EEO) policy created and fully implemented (pre-2018). <p>Corporate Communications & Branding</p> <ul style="list-style-type: none"> • Organized a mentoring meeting for 111 female employees from districts & HQ on Mother’s Day (FY 2019). • Mother’s Day celebrated at utility (pre-2018). • Gender-balanced communication strategy created (pre-2018). <p>Life of Project Results</p> <ul style="list-style-type: none"> • 6 women hired • 23 women upskilled on technical and soft skills for career advancement • 1 woman and 0 men participating in internship or trainee programs • 8 women and 11 men trained on gender equality topics <p>8 virtual coaching sessions conducted since March 2019.</p>
UTILITY RESOURCES	Between March 2019 - FY 2020 Q1, the utility spent a total of 793 staff hours (405 by the 3 direct program participants) on activities directly related to the advancement of gender equality within their utility, with an estimated in-kind value of staff time of \$28,611.34 and \$1,400 in direct contributions.

TABLE F-1.2. EKEDC/NIGERIA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	2016/Cohort 1 partner; 2018 GEELP graduate, receiving coaching support from Tetra Tech since March 2019, transitioning into Alumni Network phase
ACTION PLAN WITH GOALS AND TARGETS	<p>Goals defined in capstone (August 2018):</p> <ul style="list-style-type: none"> Detailed developmental plan for potential successors designed to address all competency gaps. Develop gender equitable HR Policy on Succession Planning and other Talent Management Tools. Continue implementation of succession planning for staff retirement. Strengthen HR database of potentially suitable candidates to fill critical technical positions. Develop a continuous and holistic succession planning framework to drive the HR strategy going forward. <p>Additional Goals (added post-capstone)</p> <ul style="list-style-type: none"> Address the skills gap between women and men. Increase number of women in technical areas by developing and implementing an outreach program, developing incubation programs for line workers, cable jointers, and lines mates, implementing an employee engagement survey, developing an Equal Employment Opportunity Strategy and Diversity and Inclusion policy and a gender strategy, facilitating unconscious bias training and sexual harassment training, and male engagement.
MAIN CHALLENGES	Implementation capacity gaps to drive the Engendering Utilities program. Due to COVID-19, a number of interventions have been put on hold and utility team meetings and stakeholder engagement are a challenge. There is a slow transition to normal working capacity.
BUSINESS CASE	Aging workforce requires equitable succession planning and career advancement to ensure the best and brightest talent are supported to rise into leadership positions.
ACTIVITIES AND RESULTS (2016-2020 Q4)	<p>Attraction & Outreach</p> <ul style="list-style-type: none"> Recruited 18 new interns (15 women) as a result of ongoing outreach to universities and technical schools. In addition, 1 female intern joined the HR department (FY20). Recruitment of 25 National Youth Service Corpsers (15 women and 10 men), who will work at the utility for one year (FY20). Internship intake levels of more than 50% women (5 females, 3 male) to close the gender gap (FY 2020). Celebrated graduation ceremony for trainees of the Eko Distribution Training Program (EDTP). In addition, 12-month mentoring scheme for 89 EDTP graduates kicked off with 44 mentors from senior manager grade and above (FY19). <p>Recruiting & Hiring</p> <ul style="list-style-type: none"> Recruited new female line workers, currently a total of 4 (FY20). As a result of the EDTP, for the first time, two women hired for the Power System and Control Department (FY19). Incubation program for cable jointers & line workers established, women prioritized. Increased female employees from 360 to 368 & hired first 4 female line workers (pre-2018). More than tripled the number of HR compliance and recruiting practices from two to seven (pre-2018). <p>Onboarding & Training</p> <ul style="list-style-type: none"> 10 employees (8 women, 2 men) trained in “Professional Clinical Counselling Skills for HR & Top Executives” to equip female leaders with the skills to support & counsel female employees in case of sexual harassment (FY20). 12 women trained in management, leadership, & professional skills to advance in their current roles and in their careers through “PA-NPSP Professional Skills Development Training” (FY20). Leadership & Management Mastery for High Performance Program with 5 women participants for first time (FY20). Training workshop “Women leaders as change agents and champions” held with 43 women, and workshop “Women in technical areas as change agents” held with 16 women (FY20).

TABLE F-1.2. EKEDC/NIGERIA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

- Change Management and Gender Equity workshop held for 26 (15 women, 11 men) identified change agents.
- One woman, the overall best graduate trainee from the EDTP, was sponsored to go to China for a training (FY19).
- 872 employees (338 women) trained on gender equality (GNDR-8, FY 2019) via Sexual Harassment Policy Awareness training (602 employees, 213 females), Eko Distribution Training Program (EDTP) (98 employees, 38 females), Mentoring Workshop (132 employees, 47 females).

Performance Management, Compensation & Benefits

- EKEDC organized a series of trainings to assist 933 employees (345 women, 588 men) at various levels to cope during and post COVID-19 (FY20).
- Company-wide Breast Cancer Awareness Day celebrated with 72 employees (50 women) (FY20). In addition, Breast Cancer Awareness Training for 38 women in FY 2019.

Retention & Employee Engagement

- Female employees included in decision-making at executive management strategy retreat (FY20).
- Employee engagement survey rolled (FY19).

Succession Planning & Promotion

- Succession plan for 2017-2019 fully put in place and handed over to newly established succession planning unit within EKEDC (pre-2018).

Policies & Grievance Management

- 3 policies drafted, reviewed or proposed in FY20: Equal Employment, Diversity and Inclusion Policy, Sexual Harassment Policy, Gender Based Violence Policy
- 2 policies awaiting board approval in FY20: Career Advancement Policy, Inclusive Succession Planning Policy
- 3 policies drafted, proposed, or adopted in FY19: EEO Policy, Whistleblowing Policy, Condition of Service Policy.

Corporate Culture & Leadership

- Collaborated with MenEngage in Nigeria, who held a workshop on masculinity and male engagement with 34 mid- to senior-level male managers (FY20).
- Celebration of International Women’s Day including internal and external communication (FY20).

Life of Project Results

- 64 women hired and 256 women promoted
- 797 women upskilled on technical and soft skills for career advancement
- 166 participating in internship or trainee programs
- 405 women and 536 men trained on gender equality topics

Observed business performance changes partner attributes to the program: Increased revenue collection in the company by the commercial department due to efforts of female General Manager; Friendly competitiveness among co-workers increasing work performance; Improved opinions on gender equality improved office relationships.

18 coaching sessions conducted since March 2019 and 1 in-person trip held in Mar 2020.

<p>UTILITY RESOURCES</p>	<p>Since the transition call in March 2019, the utility spent a total of 1,380 staff hours (666 by the 3 direct program participants) on activities directly related to the advancement of gender equality within their utility, with an estimated in-kind value of staff time of \$1,037.36 and \$72,329 in direct contributions.</p>
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TABLE F-1.3. ENERGO-PRO/GEORGIA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH	
UTILITY PARTICIPANTS	
PROGRAM	2016/Cohort 1 partner; 2018 GEELP graduate, receiving coaching support from Tetra Tech since March 2019, transitioning into Alumni Network phase
START DATE	2019, transitioning into Alumni Network phase
ACTION PLAN WITH GOALS AND TARGETS	<p>Goals defined in capstone (August 2018):</p> <ul style="list-style-type: none"> • Update existing and establishing new policies and adopting them at the company. • Develop the internship, mentoring and summer school program. • Implement school outreach programs. <p>Additional 2019 goals:</p> <ul style="list-style-type: none"> • Main goal: Energo-Pro perceived as employer of choice. • Decrease average age of technical staff to 47-48 years during the next 5 years. • Increase number of female employees on field technical and engineering positions by 2–3% during next 5 years. • New HR policy to be developed according to new legislation. • Develop and implement performance management system. • Develop new employee survey. • Develop new trainings for women in the organization, establish trainings center. • Support development and define roles of grievance management committee.
MAIN CHALLENGES	Challenges are mainly rooted in the structure of the organization; the team needs to cooperate with entities which compete for ownership on certain topics.
BUSINESS CASE	<ul style="list-style-type: none"> • New anti-discrimination legislation for companies that is mandatory to adopt. • Aging workforce needs to be addressed by developing new talent pools.
ACTIVITIES AND RESULTS (2016-2020 Q4)	<p>Attraction & Outreach</p> <ul style="list-style-type: none"> • Launched second paid summer internship program for energetics and power engineering students with 17 percent female candidates (FY19). • Supports a female student studying an electrician course through a scholarship (FY19). • 45 schools visited during the school outreach program “Energy Sector Popularization” to meet female pupils and explain that there are no “male” or “female” professions at the utility (FY19). • Formalized outreach activities by partnering with 15 secondary schools for the next three years (FY19). In addition, HR team cooperates with educational institutions to attract more students to study degrees required to fill positions inside the utility (FY19). <p>Recruiting & Hiring</p> <ul style="list-style-type: none"> • Participated in virtual university job fair to attract female engineering students (FY20). • 11 of the most successful interns (1 woman) on 2nd summer internship program were offered full time jobs/temporary contracts at the utility (FY19). • Recent graduate of summer internship working at the hydropower plant (FY19). • Number of female employees increased from 587 to 777, representing an overall change of 20.7 percent, from 2015 to 2017 (pre-2018). • More than tripled the number of HR compliance and recruiting practices from 3 to 10 between 2015-2017 (pre-2018). <p>Onboarding & Training</p> <ul style="list-style-type: none"> • Corporate Social Responsibility (CSR) Training for 3 women to strengthen knowledge in CSR and gender equity (FY20). • Launched the Retraining Program and trained 114 (100 female, 14 male) Billing Operators to be upskilled in other professional spheres and to be promoted to other positions (FY20). • Training conducted for 21 women working in call center and front desk to develop skills needed to adopt to COVID-19 situation such as communication tools for distance service. In addition, 11 customer service front office employees (7 women) trained on stress management strategies, confidence, and technical issues (FY20). • 38 employees (36 women) trained on gender equality (GNDR-8, FY19) through mentoring program, management skills training and integration training. • Enacted new employee development practices including individual learning plans for all employees aligned with company needs and career goals of the employee; offers training and development opportunities to close knowledge, skill, and ability gaps equally accessible to men and women through job rotation, conferences, job shadowing, training, and mentoring (pre-2018).

TABLE F-1.3. ENERGO-PRO/GEORGIA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

Performance Management, Compensation & Benefits

- Continued implementation of measures to support young parents e.g. paid leave, work from home, extra break hours (FY19).
- Enacted four new payroll and administration practices, including periodically conducting salary data and benefits data analysis to identify and address inequities (pre-2018).
- Between 2015 and 2017, the utility began offering flexible workday/hours and telework opportunities (pre-2018).

Policies & Grievance Management

- Internal Regulation covering all HR topics adopted (FY19).
- Paternal leave scheme developed (FY19).
- EEO policy (pre-2018).

Corporate Performance & Reporting

- Energo-Pro awarded with the “TVET Business Partner of the Year 2019” for strong support for educational institutions aimed at strengthening the professional education for women (FY20).
- Millennium Challenge Account Georgia recognized the utility’s efforts by naming them the “Best Business for Gender Equality 2019” (FY19).

Corporate Communications & Branding

- HR team continues to publish electronic journals on (female) company employees and their success stories (FY19).
- Activities for International Women’s Day continued (FY19).

Life of Project Results

- 371 women hired and 108 women promoted
- 735 women upskilled on technical and soft skills for career advancement
- 1 female and 7 male job seekers and learners reached through outreach events
- 1 female supported with scholarship
- 36 women and 2 men trained on gender equality topics

Observed business performance changes partner attributes to the program: Policies and practices changes made, including benefits programs, have made it a more attractive employer for women, for which Energo-Pro has been recognized and granted awards.

8 virtual coaching sessions conducted since March 2019.

<p>UTILITY RESOURCES</p>	<p>Since the transition call in March 2019 to FY 2020 Q4, the utility spent a total of 260 staff hours (0 by the 3 direct program participants) on activities directly related to the advancement of gender equality within their utility, with \$1,200 in direct monetary contributions.</p>
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TABLE F-1.4. EVN/MACEDONIA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH	
UTILITY PARTICIPANTS	
PROGRAM	2016/Cohort 1 partner; 2018 GEELP graduate, receiving coaching support from Tetra Tech since March
START DATE	2019-Dec 2019, transitioning into Alumni Network phase
ACTION PLAN WITH GOALS AND TARGETS	<p>Goals defined in capstone (August 2018):</p> <ul style="list-style-type: none"> • Work toward closing leaks in the talent pipeline and attract more women to source professions through: cooperation with vocational training institutions and active outreach programs (e.g., young professionals); facilitating onboarding and development through e-learning to catalyze women’s careers; mentoring program for female employees to increase performance and reduce turnover; and managing bias in the talent life cycle through competency-based hiring. <p>2019 set goals, targets, and actions:</p> <ul style="list-style-type: none"> • Main goal: Counter bias in the talent life cycle, including hiring and performance management, and bringing more women into EVN to fill gaps in positions with little female representation. • Gender-equitable performance management system (performance management was introduced in IT, shall be integrated also for other functions). • Mentorship programs that identify and support women in gender-equitable succession planning. • Training for managing bias in the workplace for senior and middle managers. • Drafting communication and outreach materials related to activities and achievements. • Develop and implement plans to address identified equal pay and benefits gaps. • Draft and implement new policies and plans to address gender equity in the initial vocational education.
MAIN CHALLENGES	EVN needs to adhere to standards of the mother company.
BUSINESS CASE	Counteract brain drain and access new talent to improve opportunities to hire talented and skilled workforce to counteract anticipated workforce gaps through turnover (specific business benefits defined for all capstone project interventions).
ACTIVITIES AND RESULTS (2016- 2020 Q4)	<p>Attraction & Talent Outreach</p> <ul style="list-style-type: none"> • Career Workshops at three Engineering Universities to promote EVN as an equal opportunity employer and to advertise scholarship and internship opportunities to students in their last year of studies (FY20). • Increase in female participation from 38 percent to 62 percent in the young engineers’ program “EVN the next Generation” (FY19). In FY20, for the first time, more female than male applicants counted. Final ranking of candidates made: 9 out of 20 employed candidates are female (FY20). • Increase in female students registered for the young electro fitters’ program (from 2 to 4 young women) (FY19). • Bring Your Child to Work Day hosted for 140 children (FY19). • EVN Macedonia provides scholarships to electrical engineering students who earn high grades. Two out of every three students who receive this support are young women (pre-2018). <p>Recruiting & Hiring</p> <ul style="list-style-type: none"> • Final assessment and employment of the first generation of 16 electro fitters from "20-20-20 project" (FY20). • The number of female employees increased from 397 to 408, representing an overall change of 2.8 percent, between 2015 to 2017 (pre-2018). • Increased number of HR compliance and recruiting practices from five to eight between 2015 and 2017. These practices now include using disaggregated data as a factor in decision-making and conducting corporate-sponsored forums and community initiatives that promote women’s economic empowerment (pre-2018). • Adopted behavior-based situation, task, action, and result interview methods (pre-2018). <p>Onboarding & Training</p> <ul style="list-style-type: none"> • EVN leadership training for 40 participants (33 male and 7 female) to raise awareness among department heads for problems of discrimination, bullying, and harassment in the workplace (FY19). • 44 employees (11 women) trained on gender equality (GNDR-8, FY19) • Performance Management, Compensation & Benefits

TABLE F-1.4. EVN/MACEDONIA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

- A total of 131 employees have used the paid childcare leave; 58 percent of the beneficiaries are men, which shows that men are using the childcare leave without fear of social stigma (FY20).
- Four new payroll and administration practices were enacted between 2015 and 2017. These practices include periodically conducting salary data analysis to identify and address inequities, as well as periodically conducting benefits data analysis to identify and address inequities (pre-2018).
- Talent & Leadership Development
- Female Head of KEC Gevgelija was awarded the “Women Manager of the Year Award 2019” (FY20).

Retention & Employee Engagement

- Conducted an employee opinion survey (pre-2018).

Policies & Grievance Management

- Work from Home Policy instituted during COVID-19 (FY20).
- Drafted an EEO policy (pre-2018).

Corporate Communications & Branding

- Hosted the “Women in Industry” Conference for 229 participants (194 women) (FY20).
- Implemented gender neutral internal and external communications (pre-2018).

Life of Project Results

- 141 women hired and 52 women promoted
- 52 women upskilled on technical and soft skills for career advancement
- 140 job seekers and learners reached through outreach events
- 13 women and 11 men participating in internship or trainee programs
- 11 women and 33 men trained on gender equality topics

Observed business performance changes partner attributes to the program: Increased staff retention and employee engagement, with women leaving the company at lower rates than men, attributed to supporting women’s career development via training and skills building, introducing flexible working hours and supporting work-life balance; Improved company recognition and increased attractiveness as an employer of choice

I coaching call conducted since March 2019.

UTILITY RESOURCES	Since the transition call in March 2019 up until FY 2020 Q4, EVN staff spent a total of 1,863 hours (3 direct program participants dedicated 522 hours) to activities directly related to the advancement of gender equality, with an estimated in-kind value of staff time of \$14,109.97 and \$17,052 in direct monetary contributions.
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TABLE F-1.5. IBEDC/NIGERIA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH	
UTILITY PARTICIPANTS	
PROGRAM	2016/Cohort 1 partner; 2018 GEELP graduate, receiving coaching support from Tetra Tech since March 2019, transitioning into Alumni Network phase
START DATE	2019, transitioning into Alumni Network phase
ACTION PLAN WITH GOALS AND TARGETS	<p>Goals defined in capstone (August 2018):</p> <ul style="list-style-type: none"> • Improve conditions of service (Employee Manual and Recruitment Policy). • Build capacity for female engineers (Mentoring and Training). • Conduct outreach programs (DISCO for Women and Energy Club). <p>Additional goals set in 2019:</p> <ul style="list-style-type: none"> • Main goal: Empower women within the utility and contribution to sector-wide gender mainstreaming efforts. • Increase the number of women recruited into the organization, especially in technical areas and senior leadership. • Increase the number of women trained and supported in relevant areas/fields and those exposed to different careers and opportunities (within and outside utility). • Develop and implement a mentoring program. • Implement unconscious bias training and hold sexual harassment training. • Develop and implement a male engagement strategy and a gender strategy. • Continuous policy review corporate culture reengineering.
MAIN CHALLENGES	New IBEDC Engendering Utilities team members require capacity building. COVID-19 has weakened the utility’s financial position, which impacts on funds available Engendering Utilities interventions, and has constrained team members’ time and prioritization. Large numbers of the workforce were impacted by the COVID-19 including the Direct Program Participants.
BUSINESS CASE	Gender equality increases productivity levels, attracts top talent, and enhances the utility brand.
ACTIVITIES AND RESULTS (2016-2020 Q4)	<p>Attraction & Talent Outreach</p> <ul style="list-style-type: none"> • Conducted “Energy Club” at grammar school as part of the primary school outreach (pre-2018). • Developed a model to continue student engagement by choosing 1-3 new schools to work with every year, thus enlarging the company’s impact on primary school students (pre-2018). • Female applicants from targeted schools nearly doubled from 27 to 52, with females holding nearly 50 percent of IBEDC internships (pre-2018). <p>Recruiting & Hiring</p> <ul style="list-style-type: none"> • Participated at the University of Ibadan Career Fair to recruit qualified women (FY20). • One female recruit completed the one-year Industrial Attachment Training (IAT) in information technology and was absorbed as a permanent employee afterwards (FY20). • 9 female employees were hired in technical areas (FY20). • Between 2015 to 2017 more than doubled the number of HR compliance and recruiting practices from 4 to 10 (pre-2018). <p>Onboarding & Training</p> <ul style="list-style-type: none"> • Full day onboarding training on Gender Sensitization & Sexual Harassment for 8 new hired managers (1 woman) (GNDR-8, FY20). • Utility aims to include 50% women and 50% men training: a total of 533 employees (185 female, 348 male) participated in “Trade Unions as Business Partners” training, “Redundancy at the Work Place” training, “Customer Service in a post-COVID world” training as well as “High-Performing Manager”-Program (FY20). • Held “Leadership Engagement and Inclusion in Achieving Business Performance” trainings for 479 employees (137 women) (FY20). • 41 Team Leads and Customer Relations Officers were sensitized on unconscious biases and how gender stereotyping can affect team performance (FY20). • Gender-Sensitive Performance Appraisal and Leadership Training for 49 line managers to eliminate unconscious bias (FY20). • Orientation of newly recruited Meter Monitoring Officers (102 employees, 11 female engineers) included information about sexual harassment and grievance procedures (FY20). • Sexual harassment integrated into safety trainings and induction programs (FY19).

TABLE F-1.5. IBEDC/NIGERIA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

- Increased rate of training activities: 40 percent female workers trained in Q1, 2019, against 19 percent in Q1, 2018 (FY19).
- HSE training conducted for all female line workers (FY19).
- 231 employees (77 women) trained on gender equality (GNDR-8, FY19): Inclusive employee Induction Program, EXCO (Team Retreat), Mentoring as a Strategy for Staff Development.

Talent & Leadership Development

- IBEDC women’s mentorship program launched, workshop was held to educate 11 mentors on mentorship basics and gender equality, developed a short video to raise awareness for mentorship program (FY20).

Succession Planning & Promotion

- Pipeline is designed to fulfil strategic roles within IBEDC.

Policies & Grievance Management

- Sexual Harassment Policy approved and included in Conditions of Service, which results in contractual weight with employees and labor organizations (FY20).
- Reviewing disaster management plan to ensure that it is gender responsive (FY20).
- EEO policy drafted and fully implemented (pre-2018).

Corporate Culture & Leadership

- Including women at executive strategic planning session (FY20).
- Workshop held on male engagement with topics such as unconscious bias and gender stereotypes with 31 employees, 2 women (GNDR-8, FY20).
- Collaboration with MenEngage Nigeria was initiated to discuss some of the challenges in relations to engaging men in efforts toward gender equity. In addition, development of Men Engage Concept Paper to drive gender equality culture was initiated (FY20).

Company Performance & Reporting

- Gender statistics are requested for all decision-making processes (pre-2018).
- More than doubled the number of HR compliance and recruiting practices from 4 to 10 between 2015-2017 (pre-2018).

Corporate Communications & Branding

- Workshop held with the Communications and Marketing team on how to effectively communicate the need for gender equality in the workplace (FY20).
- Short video developed to sensitize employees on sexual harassment (FY20).
- “My IBEDC of the Future,” a short documentary, created to show the expectations of female employees with regards to career path and opportunities within the utility as well as the ideal working environment and corporate culture (FY20).
- D.I.S.C.O. for Women in Energy Conference took place, a one-day event for all female staff (FY20).
- Utility hosted the Nigerian Association of Small & Medium Scale Enterprises Annual Retreat and talked to CEOs of small and medium enterprises about the need to embrace gender equality (FY20).
- IBEDC’s monthly newsletter has dedicated a column to female employees to inform about career and leadership development and to showcase women in influential positions to celebrate IWD, and publishes articles aimed at empowering women (FY19 & FY20).
- Contributed to Gender Equity Standards in the design of the National Occupational Standards (NOS) for the Nigerian Power Distribution Sub-Sector. In addition, gender sensitization of other utility companies during quarterly meeting of the Association of Nigerian Electricity Distribution Company. Playing a leading role in mentoring other Electricity Distribution Companies in Nigeria (FY19).
- One of the utility’s female engineers was recognized as one of the Outstanding Professional Women in the field of Engineering by the Engineering Digest Magazine (pre-2018).

Life of Project Results

- 94 women hired and 52 women promoted
- 479 women upskilled on technical and soft skills for career advancement
- 63 female and 42 male job seekers and learners reached through outreach events
- 111 women and 361 men trained on gender equality topics

Observed business performance changes partner attributes to the program: Lowered staff turnover, with women having a greater desire to remain with the company due to renewed focus on female and male welfare, increased gender equality awareness, lower rate of discriminatory actions and

TABLE F-1.5. IBEDC/NIGERIA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

sexual harassment incidences that has led to better job satisfaction among the female workforce, and increased motivation; Increased revenue

26 coaching sessions conducted since March 2019 and 1 in-person coaching trip held in Mar. 2020.

UTILITY RESOURCES	Since the transition call in March 2019 up until FY 2020 Q4, the utility spent a total of 11,537 staff hours (633 by the 3 direct program participants) on activities directly related to the advancement of gender equality within their utility, with an estimated in-kind value of staff time of \$47,035.19 and \$53,769 in director monetary contributions.
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TABLE F-1.6. IDECO/JORDAN UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	2016/Cohort 1 partner; 2018 GEELP graduate, receiving coaching support from Tetra Tech since March 2019, transitioning into Alumni Network phase
ACTION PLAN WITH GOALS AND TARGETS	<p>Goals defined in capstone (August 2018): Tackling stereotypes and traditions through:</p> <ul style="list-style-type: none"> • Awareness-raising and training programs targeting men, highlighting benefits of gender equality. • Improved support for women to enable them participation in traditionally male jobs. • Show women and women in company media to motivate women to apply for technical jobs. • Gender mainstreaming in education at all levels (especially as technicians and meter readers). <p>Additional goals set in 2019:</p> <ul style="list-style-type: none"> • Employ the first female meter readers in Jordan, with targets to hire 10 women as meter readers and 10 women as electrical technicians and provide orientation and training. • Develop gender-integrated, updated 2020 Strategic Communications Plan that will encompass outreach to communities and engagement aimed at transforming attitudes, public service messages socializing women meter-readers, and recruitment. • Explore creating an IDECO Ambassador program: female students who are trained at IDECO become ambassadors through presentations to women/engineering groups and university students to encourage other women to pursue training/careers at IDECO. • Conduct salary equity analysis following the performance review period in January 2020.
MAIN CHALLENGES	Utility continues to be on lockdown due to COVID-19, preventing forward progress with achieving goals. One of the program participants, had to discontinue due to personal matters; another participant, was suspended from work due to COVID-driven employee reductions. It is also a challenging social context (e.g., traditional roles for women).
BUSINESS CASE	By employing women as meter readers for IDECO to improve gender equality, the utility will benefit from increased revenue collection, improved energy conservation, and better customer relations.
ACTIVITIES AND RESULTS (2016-2020 Q4)	<p>Attraction & Talent Outreach</p> <ul style="list-style-type: none"> • Number of university scholarships for employees' children increased from three to ten (FY19). <p>Recruiting & Hiring</p> <ul style="list-style-type: none"> • Number of female employees increased from 68 in 2014/15 to 80 in 2017/18 (pre-2018). • Job advertisements were revised to include gender-equitable language in the job title and the description of duties (80 percent of all job advertisements are now gender equitable) (pre-2018). <p>Onboarding & Training</p> <ul style="list-style-type: none"> • Technical trainings on solar photovoltaic (PV) installation, business development and artificial intelligence topics were held for 23 women. In addition, 42 women trained in a variety of trainings (FY19). • 28 women trained on gender equality (GNDR-8, FY19) via NJAZ (a youth-centered non-profit organization) and training program "Ring the Bell for Gender Equality." <p>Performance Management, Compensation & Benefits</p> <ul style="list-style-type: none"> • Break time was increased to allow women to visit the nursery, husbands of female employees were included in health insurance benefits (FY19). • Educational day for children was hosted, in addition workshop organized for 41 employees about behavioral principles in dealing with children. Awareness workshop for 50 women about safe sex education for children (FY19). • Educational lectures offered to 20 women on Thrombocytopenia (FY19). • Application of flexible working hours was studied in 2018 (pre-2018) <p>Talent & Leadership Development</p> <ul style="list-style-type: none"> • Continuation of shadowing days for women (FY19). <p>Retention & Employee Engagement</p> <ul style="list-style-type: none"> • Cooperation with local nongovernmental organizations: 10 women visited schools and universities to promote the role of working women (FY19). • Recent job survey satisfaction demonstrates a slight increase over the previous year for female employees, from 88 percent in 2018 to 90 percent in 2019 (FY19). <p>Succession Planning & Promotion</p> <ul style="list-style-type: none"> • Two women promoted to middle management positions (FY19).

TABLE F-1.6. IDECO/JORDAN UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

Policies & Grievance Management

- 7 policies drafted, proposed, or adopted (FY19): HR Policy, Motivation Policy, Promotion Policy, Code of Conduct, Leave Policy, Hiring Policy, and Sexual Harassment Policy.
- IDECO completed the company’s Code of Conduct to aid in the establishment of a gender-equitable company culture (pre-2018).
- Developed a gender equity statement (pre-2018).

Corporate Communications & Branding

- Celebration of Mother’s Day and Women’s Day (FY19).
- IDECO has adopted a gender equitable communications strategy companywide (pre-2018).

Life of Project Results

- 12 women hired and 5 women promoted
- 65 women upskilled on technical and soft skills for career advancement
- 26 job seekers and learners reached through outreach events
- 10 people participating in internship or trainee programs
- 28 women and 0 men trained on gender equality topics

8 virtual coaching sessions held since March 2019.

UTILITY RESOURCES	Since the transition call in March 2019 up until FY 2020 Q4, the utility spent a total of 1,291 staff hours (774 by the 3 direct program participants) on activities directly related to the advancement of gender equality within their utility. The estimated in-kind value of staff time is \$29,063.34.
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TABLE F-1.7. KPLC/KENYA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH	
UTILITY PARTICIPANTS	
PROGRAM	2016/Cohort 1 partner; 2018 GEELP graduate, receiving coaching support from Tetra Tech since March 2019, transitioning into Alumni Network phase
START DATE	2019, transitioning into Alumni Network phase
ACTION PLAN WITH GOALS AND TARGETS	<p>Goals defined in capstone (August 2018):</p> <ul style="list-style-type: none"> • Provision for study leave instead of staff resigning. • Sponsoring female students for technical courses in colleges/universities. • Affirmative action during recruitment. • Nursing rooms for mothers to be provided in all the regions. <p>Additional 2019 goals set:</p> <p>Main goal: Increase representation of women and equitable working conditions.</p> <ul style="list-style-type: none"> • Increase ratio of women trained (target to be established). • Overall female representation to be increased to 30 percent by 2030, and within senior management (reached!) and among pool of technical candidates. • Affirmative action policy to be developed and implemented. • Review employee benefits (e.g., nursing rooms for mothers, flexi-work time, study leave). • Develop and implement a training, mentoring, and outreach program for women. • Develop male engagement program for men. • Implement unconscious bias training. • Review Gender Policy and Sexual Harassment Policy.
MAIN CHALLENGES	Changes in senior and middle management team slowed implementation process. New management team currently being recruited and additional support to create buy-in within new management team important and will happen virtually amidst COVID-19 challenges; several planned interventions postponed due to COVID-19 due to utility priority and team member constraints.
BUSINESS CASE	KPLC needs to be legally compliant with national guidelines and contribute to improved societal impact through economically improving lives of women. National target & Gender KPI's set for the Board by National Government.
ACTIVITIES AND RESULTS (2016- 2020 Q4)	<p>Attraction & Talent Outreach</p> <ul style="list-style-type: none"> • Internship program with 31 female and 54 male students (FY20). • Continuation of Bring Your Daughter to Work Day (FY19). • Partnership with the Institute of Engineers of Kenya to encourage girls to study STEM for their careers. Women engineers have been visiting girls' high schools to discuss career choices with the aim of changing attitudes and perceptions toward engineering (pre-2018). <p>Recruiting & Hiring</p> <ul style="list-style-type: none"> • Working to incorporate a gender lens into the utility's procurement process (FY20). • Hired one female regional manager, which resulted in an increase of female representation from 0% to 12% (FY20). • Hired 3 new female managers, increasing female representation at senior management level from 10 percent to 27 percent (FY20). • Recruited a female Corporation Communications Manager (FY20). <p>Onboarding & Training</p> <ul style="list-style-type: none"> • 8-hour gender mainstreaming training held for 7 members of the Gender Committee (2 men, 5 women) (FY20). • 13 employees (11 women) trained on gender equality (GNDR-8, FY19) via "A Gendered Approach to Unlocking Potential for Sustainable Development" training and 2nd Women's Engineer's Summit. • 61 percent increase in the number of women participating in training programs 2014- 2018 (pre-2018). <p>Performance Management, Compensation & Benefits</p> <ul style="list-style-type: none"> • Adopted 10 days paid paternity leave in addition to 90 paid days maternity leave (pre-2018). <p>Talent & Leadership Development</p> <ul style="list-style-type: none"> • Leadership development training for female leaders by the Ministry of Gender. <p>Succession Planning & Promotion</p> <ul style="list-style-type: none"> • Women are being promoted: 85 percent of those promoted were women during a freezing of positions imposed by government, which was since lifted in FY20 Q3.

TABLE F-1.7. KPLC/KENYA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

Retention & Employee Engagement

- KPLC’s Women’s Network launched by CEO on IWD as a platform for sharing ideas, providing mentorship, networking, and capacity building to strengthen women’s voices in the organization (FY20).

Policies & Grievance Management

- Gender Equity Policy and Sexual Harassment Discriminatory Policy reviewed to ensure alignment with national Gender Mainstreaming Policy (FY20).
- Policies drafted, adopted or proposed in FY19: Gender Mainstreaming Policy, Sexual Harassment Discriminatory Policy

Corporate Culture & Leadership

- First KPI at Board Level achieved: reconstituted and operationalized a gender mainstreaming committee with 12 members (8 females and 4 males) (FY20).

Corporate Performance & Reporting

- Gender Equity introduced as KPI at Board Level to comply with national government regulation (FY20).

Corporate Communications & Branding

- Developed a “5 years of Engendering Utilities” campaign to increase buy-in from the new senior management team and to re-sensitize all employees (FY20).
- KPLC contributed to the development of Ministry of Energy Gender Policy to guide gender mainstreaming (policy officially launched in November 2019) (FY19 & FY20).
- One of KPLC’s female engineers was featured in a Kenyan newspaper to talk about her career path as a woman in a male-dominated industry (FY19).
- Participation in gender gaps analysis survey that was aimed at identifying the existing gender gaps and supporting national power utilities in East Africa to mainstream gender (FY19).
- Seven female engineers were sponsored to attend the 2nd Women Engineer’s Summit (FY19).
- 50 female employees attended the Inaugural Pink Energy Conference (FY19).
- National Women’s Day 2018 celebrated with a self-funded event for the first time at KPLC (pre-2018).

Life of Project Results

- 51 women hired and 15 women promoted
- 50 women upskilled on technical and soft skills for career advancement
- 31 women and 54 men participating in internship or trainee programs
- 16 women and 4 men trained on gender equality topics

Observed business performance changes partner attributes to the program: Lower turnover and increased retention due to policies that support flexibility

20 coaching sessions conducted since March 2019.

<p>UTILITY RESOURCES</p>	<p>Since the transition call in March 2019 to FY2020 Q4, the utility spent a total of 1,002 staff hours (72 by the 3 direct program participants) on activities directly related to the advancement of gender equality within their utility, with an estimated in-kind value of staff time of \$23,076.28 and direct contribution of \$1,212.</p>
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ANNEX F-2: COHORT 2 UTILITY SNAPSHOTS AND LOP RESULTS

TABLE F-2.1. BRPL/INDIA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	Cohort 2 partner onboarded with coaching commencement in April 2019. Currently participating in GEELP.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: Be considered as the best practice in India and amongst industry competitors by increasing gender parity in the workforce and proactively reducing some of the existing gaps (e.g., between operations and customer care). Increase the number of women in the company (12.5 percent as is) and in technical positions.</p> <ul style="list-style-type: none"> • Two goals as long as there is a freeze on hiring: <ul style="list-style-type: none"> – Internal target - Increase gender balance and application rate of best practices (starting point baseline assessment). – External target - Increase number of women for contractors and support them with capacity building to do that, if required. • Improve ranking in industry benchmarks, including gender equity. • Improve gender parity across business units (e.g., customer care versus operations) through on-the-job training and lateral movements. • Increase number of women hired by suppliers and support suppliers to do so. • Introduce diversity committee. • Review utility policies comprehensively with a gender lens. • Improve visibility as employer of choice for women through targeted communication and outreach activities. • Create a gender inclusive work culture and attitude at all staff levels.
MAIN CHALLENGES	BRPL has high number of women in commercial areas, but only few in the technical areas, but hiring freeze will not allow to increase the number of women in entry level. Furthermore, there is a lack of a sense of urgency about moving forward with gender equity interventions.
BUSINESS CASE	Team is working to create the business case using internal templates to align with senior management to support increased women in operations. BRPL has a strong business case that having women in billing collections in challenging environment can lead to increased payment and collections.
ACTIVITIES AND RESULTS TO DATE	<p>Attraction & Talent Outreach</p> <ul style="list-style-type: none"> • Outreach campaign “Awareness Creation for Power Distribution Industry” for 80 students (FY20). • Vocational training provided to 304 women and 110 men (FY20). <p>Recruiting & Hiring</p> <ul style="list-style-type: none"> • Developing survey on hindering factors for women to apply for jobs in operations. <p>Onboarding & Training</p> <ul style="list-style-type: none"> • 337 employees (85 female and 252 male) trained in Prevention of Sexual Harassment (POSH) (FY20). • Conducted gender equality awareness raising sessions for 56 staff (planned for regular roll-out) (FY20). • Women were selected for capability building program for leadership roles (FY19). • Gender Sensitization and Inclusion training (EMBRACE) for 200 senior and middle managers (FY19). • Training calendar for POSH Training created to educate all employees about acceptable and unacceptable workplace related behavior. In addition, 226 employees trained on POSH (FY19). • Trained 303 employees (63 women) on gender equality (GNDR-8, FY19) <p>Performance Management, Compensation & Benefits</p> <ul style="list-style-type: none"> • Crèche facility was renovated and publicized for use by all employees (FY19). <p>Talent & Leadership Development</p> <ul style="list-style-type: none"> • IMPACT training conducted for high potential employees trained to be future leaders. • Formalized informal mentoring and on-the-job learning opportunities to be used for strategic preparation of transitioning women to operations roles.

TABLE F-2.1. BRPL/INDIA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

- The utility conducted shadowing of female team members for key roles (FY19).
 - Succession Planning & Promotion**
 - Female IMPACT training participant was promoted to Division Head (FY19).
 - Transitioning women to technical and field roles with mentorship.
 - Policies & Grievance Management**
 - New work from home policy triggered by COVID-19 proposed to provide support mechanisms for women with issues working efficiently from home due to care burden (FY20).
 - Plans to review the disaster response plan for gender responsiveness (FY20).
 - Paternity Leave Policy (incl. 10 days paid paternity leave) finalized and launched (FY19).
 - Flexi time policy adopted and policy on Prevention of Sexual Harassment drafted (FY19).
 - Corporate Culture & Leadership**
 - Drafting of goals to be included in the new gender strategy (FY20).
 - Developed charter for Diversity Steering Committee and Diversity Working Group to oversee gender equality and diversity activities, comprised of senior leadership.
 - Corporate Communication & Branding**
 - Launched “WE- Workplace Equality” internal brand to promote gender equality initiatives. In addition, created “WE Corner” in utility’s quarterly magazine featuring articles about gender equality (FY20).
 - Participated in social media campaign as part of the 2020 International Women’s Day “EachforEqual” campaign. In addition, internal gender equality campaign around International Women’s Day including a message by the CEO (FY20).
 - Life of Project Results**
 - 5 women hired and 2 promoted
 - 6 women upskilled on technical and soft skills for career advancement
 - 334 female and 160 male job seekers and learners reached through outreach events
 - 120 women and 339 men trained on gender equality topics
- Observed business performance changes partner attributes to the program:** Decreased revenue loss as a result of rolling out women customer service and collections program; Organizational culture change to support gender equality with high level visibility from the CEO’s office; Improved staff performance due to conscious efforts to support women’s career advancement, mentorship in technical feels, focus on leadership and soft-skills training, and introduction of flexible work policies.

37 virtual coaching sessions conducted, and 1 in-person coaching visit held in Dec 2019.

<p>UTILITY RESOURCES CONTRIBUTED</p>	<p>Since the utility was onboarded to FY 2020 Q4, the utility spent a total of 3,397 staff hours (675 by the 3 direct program participants) on activities directly related to the advancement of gender equality within their utility, with an estimated in-kind value of staff time of \$54,006.99 and direct contribution of \$26,200.</p>
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TABLE F-2.2. DELSUR/EL SALVADOR UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	Cohort 2 partner onboarded with coaching commencement in January 2019. Currently participating in GEELP
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: Become leader in gender equality in El Salvador and Latin America.</p> <ul style="list-style-type: none"> • Increase gender parity across business functions, departments, and leadership. • Change corporate culture to become more inclusive with an environment where women feel respected and safe. • Establish a clear business case and create buy-in with the new senior leadership. • Develop sexual harassment policy and grievance management procedure. • Develop on-the-job learning opportunities and mentoring program for women to transition into technical positions. • Improve hiring practice to increase the number of women in the utility, and especially in leadership and technical (field) functions. • Use synergies with existing programs, e.g., add a gender component to already existing community outreach programs.
MAIN CHALLENGES	Country-specific safety concerns resulting in high risk for people working in the field. Change in leadership (all expats) following CEO and project sponsor departure from the company in Dec. 2019 requires work for leadership buy-in, which is an ongoing challenge for a rather junior team.
BUSINESS CASE	Work in progress, trying to align business case with EPM Group, mother company.
ACTIVITIES AND RESULTS TO DATE	<p>Attraction & Talent Outreach</p> <ul style="list-style-type: none"> • Developing on-the-job learning program for women’s exposure and attraction to technical/field jobs. • Promoting STEM education among boys and girls through “<i>Electroguardianes</i>” initiative with Plan International (FY 19 & FY20). <p>Recruiting & Hiring</p> <ul style="list-style-type: none"> • Two female workers hired in the distribution department (FY20). <p>Onboarding & Training</p> <ul style="list-style-type: none"> • Chief of Safety agreed to have the first crew of female line workers trained (FY20). • First woman is being trained to be part of the engineering team and to work in the emergency shift (FY20). • 10 employees (4 women) trained on gender equality (GNDR-8, FY19), including ethics workshop on sexual harassment with the objective to train those responsible for managing complaints. <p>Retention & Employee Engagement</p> <ul style="list-style-type: none"> • Survey developed to identify the status of gender equity in DELSUR (FY19). <p>Policies & Grievance Management</p> <ul style="list-style-type: none"> • Policy on sexual harassment with defined grievance mechanisms drafted and being reviewed by Ethics Committee (FY20). <p>Corporate Culture & Leadership</p> <ul style="list-style-type: none"> • Gender Equality was included as strategic topic in utility quinquennial plans (FY20). • Budget allocated and approved for gender equity measures, specifically for Electroguardianes. <p>Corporate Communications & Branding</p> <ul style="list-style-type: none"> • CSR webinar held for 200 employees to raise awareness of the “<i>Equidad para el progreso</i>” initiative (FY20). • Testimonial video produced to feature female and male employees talking about how it is to work in DELSUR as a woman (FY 2019). • Developed a logo for internal communication of the project (FY 2019). • “<i>Equidad para el progreso</i>” initiative launched to unify the efforts the utility makes to reduce the gender gap in the electricity industry, including corporate social responsibility projects with Lula Mena and technical training of vulnerable young women (FY 2019). <p>Life of Project Results</p> <ul style="list-style-type: none"> • 3 women • 14 women upskilled on technical and soft skills for career advancement • 4 women and 6 men trained on gender equality topics

TABLE F-2.2. DELSUR/EL SALVADOR UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

	22 virtual coaching sessions conducted, and 1 in-person coaching visit held in Nov. 2019.
UTILITY RESOURCES CONTRIBUTED	Since the utility was onboarded to FY2020 Q4, the utility spent a total of 679 staff hours (438 hours by three direct program participants) on activities directly related to the advancement of gender equality within their utility, with an in-kind contribution value of \$9,606.45 and a direct contribution of \$250.

TABLE F-2.3. EDESUR/DOMINICAN REPUBLIC UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	Cohort 2 partner onboarded with coaching commencement in May 2019. Currently participating in GEELP.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: Increase representation of women in technical areas and senior leadership positions.</p> <ul style="list-style-type: none"> • Decrease sexual harassment incidents. • Increase intake of female interns to 50 percent target. • Design and implement advocacy and outreach programs to encourage female job seekers. • Corporate culture reengineering. • Empower and support male employees in the utility to become gender equality change agents. • Strengthen the women's network. • Review human resource management policies, procedures, and practices. • Design and implement gender sensitization training and awareness program. • Conduct an employee satisfaction survey. • Conduct a salary gap analysis.
MAIN CHALLENGES	Language barrier. Political situation: New leadership in place since May 2020 as a result in changing of the national government, requiring work to re-establish buy-in at senior management level. Due to COVID-19, interventions have been postponed and transitioning to virtual platforms.
BUSINESS CASE	Under development to align the business case to one of the four strategic axes
ACTIVITIES AND RESULTS TO DATE	<p>Attraction & Talent Outreach</p> <ul style="list-style-type: none"> • Conducted Bring your Child to Work Day with visit to the Punta Catalina Power Plant with 46 children (70 percent female) to expose them to work in technical areas and showcase women (FY20). • Engendering Utilities Team on national TV to promote gender equality (FY20). • Internship Program 2019: participation measured in sex-disaggregated manner for the first time with 50 percent female participants reported (FY19). <p>Onboarding & Training</p> <ul style="list-style-type: none"> • Upskilling women into technical positions, rolling out the Basic Electricity Installer Course training (34 women trained over 7 months), currently virtual (FY20). • Two female EDESUR Engendering Utilities team members trained on gender and energy (FY20). • Gender inclusive language workshop to train 46 employees (29 women, 17 men) of the communication and recruitment departments (GNDR-8, FY20). • 4 employees (2 women) trained on gender equality (GNDR-8, FY19). <p>Performance, Compensation & Benefits</p> <ul style="list-style-type: none"> • Hired female medical doctor to support the medical unit in the company. In addition, contracted psychologist to support 460 employees to deal with emotional stress of COVID-19 and ran work-life balance campaign to equip employees with work-life balance strategies (FY20). <p>Retention & Employee Engagement</p> <ul style="list-style-type: none"> • Organizational climate survey conducted including all EDESUR employees (80% response rate) to analyze perceptions of the organizational climate (FY20). • Ethics survey conducted by Ethics Committee to analyze employees' perception of ethics and morals (FY20). • Gender Equity Perception survey sent to 89 senior managers and managers (FY20). • Conducted a job satisfaction survey disaggregated by sex and analyzing results (FY19). • Women's Network established, spearheaded by female leaders, first meetings took place (FY19). <p>Policies & Grievance Management</p> <ul style="list-style-type: none"> • Policies drafted, reviewed awaiting approval in FY20: Anti-Discrimination Policy, Gender Equality Policy, Equal Employment Opportunity Policy, Sexual Harassment Policy, Dress Code policy. • Proposal to increase paternity leave days from 2 to 10 days has been tabled for discussion. <p>Corporate Culture & Leadership</p> <ul style="list-style-type: none"> • Task team for Engendering Utilities Program established (FY20).

TABLE F-2.3. EDESUR/DOMINICAN REPUBLIC UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

- First male engagement sessions initiated with 21 male company leaders (FY20).
- Engendering Utilities Interventions Plan established including inputs from 12 key stakeholders (FY19).

Corporate Communications & Branding

- Film Forum initiated with film screenings showcasing female talent success stories at the utility with 152 participants attending (91 women, 61 men) (FY20).
- “Did You Know?” weekly gender sensitization and equity promotion actions and distribution of publications, including Engendering Utilities and the values, benefits, and objectives (FY20).
- Social media campaign (“Give me hugs, not mistreatment”) to raise awareness for the International Day for the Elimination of Violence Against Women (FY20).
- Internal review of the EDESUR website and other communication platforms to ensure all content is gender inclusive (FY19).

Life of Project Results

- 223 women hired and 224 women promoted
- 2,237 women upskilled on technical and soft skills for career advancement
- 35 female and 11 male job seekers and learners reached through outreach events
- 37 women and 38 men trained on gender equality topics

Observed business performance changes partner attributes to the program: Decreased revenue loss from 28% in FY 2019 to 22% in FY 2020 attributed to improvement of service quality and improvement in company image externally after woman began managing the Communications Department; Increased retention rate, which is currently 95% of women and 92% of men

34 virtual coaching sessions conducted, and 1 in-person visit held in Nov 2019

<p>UTILITY RESOURCES</p>	<p>Since the utility was onboarded to FY2020 Q4, the utility spent a total of 3,316 staff hours (1,254 hours by the 3 direct program participants) on activities related to the advancement of gender equality, with an in-kind value of staff contribution equal to US\$23,102.78.</p>
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TABLE F-2.4. EDM/MOZAMBIQUE UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	Cohort 2 partner onboarded with coaching commencement in November 2018. Currently participating in GEELP
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: Populate the third pillar of the EDM business strategy to reach 40 percent female participation by 2030 with a comprehensive gender strategy.</p> <ul style="list-style-type: none"> • Develop a gender strategy and solid business case and implement the gender strategy. • Revise HR practices for targeted hiring processes to ensure minimum 50 percent hiring of women for all new projects. • Develop training plan to include gender equality within all utility training topics. • Continue outreach programs (e.g., school roadshows, scholarships for girls, Bring Your Daughter to Work). • Support better integration of new women hired. • Develop high quality maternity leave and re-entry program. • Develop mentoring/sponsoring programs to advance women’s careers and inclusion in distribution.
MAIN CHALLENGES	Another CEO change took place in June 2020 and five out of six Executive Directors are new, requiring buy-in from new top leadership.
BUSINESS CASE	Increased women’s participation in operations → increased acceptance from the community → better financial results, anticipated reduction of losses by 2 percent (= US\$2 M/year) through increased collection rate, improved energy efficiency, improved quality of supplier.
ACTIVITIES AND RESULTS TO DATE	<p>Attraction & Talent Outreach</p> <ul style="list-style-type: none"> • Young Professionals Program initiated for recently graduated students (FY20). • Bring Your Daughter to Work Day organized for 1,000 girls (FY19). • Continued of outreach activities such as school roadshows. <p>Recruiting & Hiring</p> <ul style="list-style-type: none"> • Targeted hiring (50:50) continued in Maputo region and for 250 new operations positions (FY19 & FY20). • Conducted gender audit in collaboration with SPEED+ (86 percent of 260 men, 95 percent of 119 women perceive equality important for utility progress) (FY19). • Four women were selected for the technical field (FY19). • Developing strategic outreach plan to broaden talent pool. <p>Onboarding & Training</p> <ul style="list-style-type: none"> • Developing training plan (course and e-learning) to support onboarding, talent and leadership development, succession planning, male engagement, and elimination of unconscious bias (FY20). • Introduced new onboarding/orientation training integrating gender equality content; 36 employees (16 women) trained (FY20). • Held training for three managers (two women and one man) on coaching skills & communication. In addition, one female employee received e-learning training on web applications and artificial intelligence (FY20). • 10 female directors received leadership training at University of Pretoria. In addition, 93 female employees trained in leadership, English skills and revenue protection (FY19). • 82 employees (63 women) trained on gender equality (GNDR-8, FY19) via Training on Concepts and Importance of Gender Equity, Training on Women’s Empowerment and Training on Importance of Gender Audit. <p>Performance Management, Compensation & Benefits</p> <ul style="list-style-type: none"> • Conducted a salary gap analysis to support strategy development (FY20). <p>Succession Planning & Promotion</p> <ul style="list-style-type: none"> • Developing succession planning pilot for distribution to increase women in technical operations (FY20). <p>Policies & Grievance Management</p> <ul style="list-style-type: none"> • Ethics Code approved (FY19). <p>Corporate Culture & Leadership</p>

TABLE F-2.4. EDM/MOZAMBIQUE UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

- Newly appointed CEO underlined importance of gender equality at start of his term in office (FY20).
- Engendering Utilities team is further revising the gender and social inclusion strategy supporting the business strategy (FY19 & FY20). In addition, they refined the business case fit with the EDM business strategy (FY20).
- Development of change management support team, the “Gender Project,” to spearhead the interventions under Engendering Utilities.

Corporate Communications & Branding

- Discussed development of a gender equality website to inform internal and external audience (FY20).

Life of Project Results

- 45 women hired and 3 women promoted
- 350 women upskilled on technical and soft skills for career advancement
- 1,000 female job seekers and learners reached through outreach events
- 10 women and 10 men participating in internship or trainee programs
- 79 women and 39 men trained on gender equality topics

Observed business performance changes partner attributes to the program: Increased productivity in technical functions and decrease in number of women requesting to leave technical units due to their units better engaging them and improvements in corporate culture, as well as increased self-confidence as a result of training and upskilling.

47 virtual coaching sessions conducted, and 1 in-person coaching session held in Dec 2019

UTILITY RESOURCES	Since the utility was onboarded, the utility spent a total of 785 staff hours (674 hours by the 3 direct program participants) on gender equality activities, with an in-kind value of staff contribution time of \$539.64 and direct monetary contribution of \$15,300.
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TABLE F-2.5. EGENCO/MALAWI UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	Cohort 2 partner onboarded with coaching commencement in January 2019. Currently participating in GEELP.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: Embed existing gender strategy within corporate culture to reach a gender ratio of 30:70 by 2022 (defined in Gender Strategy).</p> <ul style="list-style-type: none"> • Establish gender and inclusion department as a functional unit. • Increase number of women in all levels of the organization through outreach and recruiting activities, improved work conditions, with target to increase women in management to 10 percent by June 2020. • Increase leadership and male buy-in for gender equity to create enabling work environment. • Develop targets for suppliers to ensure subcontractors promote women workforce participation. • Support capacity building for the Gender and Inclusion Department. • Define EGENCO Business Case. • Develop communication plan.
MAIN CHALLENGES	Utility team is comparatively inactive and requires significant external motivation to work on interventions. Scheduling of coaching sessions is difficult.
BUSINESS CASE	Work in progress, as the existing EGENCO Gender Strategy has a very weak business case and should be linked to one other EGENCO target to create a high performing organization.
ACTIVITIES AND RESULTS TO DATE	<p>Attraction & Talent Outreach</p> <ul style="list-style-type: none"> • Internships offered to 3 female engineering students. In addition, 19 female interns at EGENCO as a result of an outreach program (FY20). • EGENCO continues to support 20 girls from secondary schools with scholarships (FY19). • Annual Science Camp organized with 120 girls from secondary schools (FY19). <p>Recruiting & Hiring</p> <ul style="list-style-type: none"> • All job ads for recruiting new employees for various technical positions have a caption that EGENCO is an Equal Opportunity Employer (FY20). • Discussed drafting gender parity targets for procurement (FY20). • Two women hired in managerial level as a result of an effort to increase the number of women in leadership positions (FY19). <p>Onboarding & Training</p> <ul style="list-style-type: none"> • Gender Awareness Training and Assessment conducted for 35 employees (13 women, 22 men) to assess their knowledge about gender equality. In addition, Gender Validation Workshop held with 10 executive managers (4 female, 6 male) (FY20). • Orientation training including information about policies for 36 newly hired employees (12 female) (FY20). • 3 employees (2 women) trained on gender equality (GNDR-8, FY19). • In-house workshop on “sexual harassment at the workplace and social inclusion related issues” for female employees (FY19). • Two-day Gender Assessment Workshop conducted to evaluate the employees’ level of knowledge on gender and social inclusion (FY19). • Revised concept for internal workshops on Gender & Social Inclusion and Anti-Sexual Harassment Policy and conducted several sensitization trainings for awareness raising (40 women trained) (FY19). <p>Retention & Employee Engagement</p> <ul style="list-style-type: none"> • Focus group interviews with high level managers about gender issues (FY19). <p>Succession Planning & Promotion</p> <ul style="list-style-type: none"> • EGENCO discussed potential measures to promote lateral transitions of women (FY20). • One woman promoted to managerial position as a result of an effort to increase the number of women in leadership positions (FY19). <p>Policies & Grievance Management</p> <ul style="list-style-type: none"> • 4 policies proposed, drafted, reviewed, or adopted: Gender and Social Inclusion Policy, Leave Policy and Terms, Conditions of Service, Discipline and Grievance Handling <p>Corporate Culture & Leadership</p>

TABLE F-2.5. EGENCO/MALAWI UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

- Defined an action plan for Gender and Inclusion Department (FY19).

Corporate Communications & Branding

- Showcasing company commitment at handover ceremony of school amenities to Nkula Secondary School (FY19).
- Developing communication plan to support the gender and inclusion strategy implementation is in preparation.

Life of Project Results

- 10 women promoted
- 10 women upskilled on technical and soft skills for career advancement
- 120 female job seekers and learners reached through outreach events
- 52 women and # men participating in internship or trainee programs
- 18 women and 30 men trained on gender equality topics

Observed business performance changes partner attributes to the program: Increased productivity and team spirit/ collaboration, as a result of female employees better recognized, and their contributions better valued.

20 virtual coaching sessions conducted since onboarding and one in-person coaching visit held in February 2019.

<p>UTILITY RESOURCES</p>	<p>Since the utility was onboarded to FY 2020 Q4, the utility spent a total of 2,816 staff hours (1,468 hours by the 3 direct program participants) on activities to advance gender equality within their utility. Estimated in-kind value of staff time of 3 direct program participants equals \$33,858.46 and direct monetary contribution of \$13,809.</p>
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TABLE F-2.6. GRIDCO/GHANA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH

UTILITY PARTICIPANTS	
PROGRAM START DATE	Cohort 2 partner onboarded with coaching commencement in April 2019. Currently participating in GEELP.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goals to empower women in leadership (and in the organization in general) and create more healthy talent pipeline.</p> <ul style="list-style-type: none"> • Increase number of women trained and supported in specific relevant areas/fields. • Revise HR management policies, procedures, and practices. • Increased number of women promoted. • Design and implement a gender sensitization training and awareness program. • Design and implement training and development programs, including mentorship and succession planning, sponsorship. • Establish an association of women in energy to drive gender equality within the utility. • Review of human resource management policies, procedures, and practices. • Corporate culture change. • Create a platform to empower male employees to become change champions for gender equality. • Design and implement advocacy and outreach programs to encourage young women in STEM. • Create Gender Equity Policy.
MAIN CHALLENGES	Utility is facing significant financial challenges, resulting in labor relations challenges, i.e., inability to pay employee benefits. Workforce power audit stated utility is overstaffed, will lead to restructuring and most likely job cutting impact for women. Due to COVID-19, team members working mainly from home, limiting stakeholder engagement and implementation of planned activities. Changes in HR Director and Chairperson of the Change Management Forum, structure responsible for driving Engendering Utilities change in the utility requires orientation and re-establishing buy-in.
BUSINESS CASE	Under development; utility aligning the case for gender to the GRIDCO business strategy.
ACTIVITIES AND RESULTS TO DATE	<p>Attraction & Talent Outreach</p> <ul style="list-style-type: none"> • International Women’s Day Mentoring Program held for 42 female students with networking sessions, panel discussions, and a tour of the utility (FY20). • Internship Program for female STEM students in partnership with MiDA established, first 14 female students were enrolled (FY19). <p>Recruiting & Hiring</p> <ul style="list-style-type: none"> • New female HR Director was employed at senior management level (FY20). <p>Onboarding & Training</p> <ul style="list-style-type: none"> • Initiated a corporate-wide gender equality sensitization campaign to educate 40 employees (10 women) on gender issues and interventions (FY20). • 9 employees (7 women) trained on gender equality (GNDR-8, FY19). <p>Retention & Employee Engagement</p> <ul style="list-style-type: none"> • Gender-responsive employee engagement survey was finalized and rolled out (FY20). <p>Policies & Grievance Management</p> <ul style="list-style-type: none"> • Gender Equity Policy drafted (FY20). • Sexual Harassment Policy approved, and HR Policy review process has been initiated. <p>Corporate Culture & Leadership</p> <ul style="list-style-type: none"> • Change Management Forum (CMF) established to support identification, planning, and implementation of Engendering Utilities interventions. Project plan was developed, budget allocated to priority areas identified (FY19). <p>Corporate Communications & Branding</p> <ul style="list-style-type: none"> • GEELP participant as panelist at MiDA International Women’s Day Celebration event on the theme “Promoting women’s leadership and participation in the Energy Sector” (FY20). • GRIDCo Ladies Association received recognition award at Women in Energy Conference Ghana (FY20). • Article published in media featuring CEO’s commitment to advancing gender equality in the utility (FY20). • Utility team proposed the establishment of a Gender Desk within the utility (FY19).

TABLE F-2.6. GRIDCO/GHANA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

- Intranet page dedicated to Engendering Utilities created to facilitate staff engagement, communication, and share successes (FY19).

Life of Project Results

- 1 woman hired and 26 women promoted
- 17 women upskilled on technical and soft skills for career advancement
- 42 female and 0 male job seekers and learners reached through outreach events
- 14 women and 0 men participating in internship or trainee programs
- 23 women and 33 men trained on gender equality topics

34 virtual coaching sessions conducted since onboarding and 1 in-person coaching visit held in Nov. 2019.

<p>UTILITY RESOURCES</p>	<p>Since the utility was onboarded to FY2020 Q4, the utility spent a total of 331 staff hours (0 by the 3 direct program participants) on activities directly related to the advancement of gender equality within their utility. The utility has reported US\$1,377 in direct monetary contribution.</p>
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TABLE F-2.7. KOSTT/KOSOVO UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	Cohort 2 partner onboarded with coaching commencement in December 2018. Currently participating in GEELP.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: KOSTT to become a leading company with regards to gender equality in Kosovo.</p> <ul style="list-style-type: none"> • Increase the number of women in all levels of the organization, especially in technical and middle management positions. • Develop a gender and inclusion policy and strategy. • Develop a sexual harassment policy. • Develop leadership training to increase gender equality. • Develop a communication plan to showcase KOSTT as employer of choice including revamp of the company website. • Develop outreach programs to attract more women. • Develop new hiring practices to increase the number of successful female applicants in competitions.
MAIN CHALLENGES	Market position as the only transmission provider makes it difficult to come up with a solid business case.
BUSINESS CASE	Not defined yet, but KOSTT is very dedicated to becoming the leading company in Kosovo and the region (to create donor buy-in for projects).
ACTIVITIES AND RESULTS TO DATE	<p>Attraction & Talent Outreach</p> <ul style="list-style-type: none"> • KOSTT joined the “Women in Energy” Initiative launched by the Millennium Foundation Kosovo to offer internships to women (FY20). • Participated in the #GirlsTakeOver initiative, inviting 18 teenagers to meet with KOSTT CEO on International Girls Day (FY20). <p>Recruiting & Hiring</p> <ul style="list-style-type: none"> • Five young women have applied for open technical positions for the first time ever (FY20). • 10 women have applied after KOSTT included a sentence in all job ads to encourage women to apply for jobs (FY19). • First woman in the dispatch center hired after many years (FY19). <p>Onboarding & Training</p> <ul style="list-style-type: none"> • Launched new leadership program with a 50:50 ratio, integrating gender equality as a topic (FY19). • 4 employees (2 women) trained on gender equality (GNDR-8, FY19). <p>Succession Planning & Promotion</p> <ul style="list-style-type: none"> • Succession planning has been implemented for the first time in KOSTT: a female engineer has been promoted (FY20). <p>Corporate Culture & Leadership</p> <ul style="list-style-type: none"> • Gender Equality was included as an objective in the KOSTT business plan (FY20). • Drafted a gender strategy and is working on defining related interventions to support strategy implementation, which will feed into capstone project (FY20). • Award given for the promotion of gender equality values to a woman for first time ever (FY20). • Internal procedure changed to increase visibility of women: during KOSTT Day more women than men (3 women, 2 men) received an Employee Reward for the first time (FY20). <p>Policies & Grievance Management</p> <ul style="list-style-type: none"> • KOSTT introduced flexible working in response to COVID-19, which makes it the first public institution in Kosovo (FY20). • 3 policies drafted and under review (FY20): Gender Equality Policy, Mentoring Policy, Workplace Harassment Policy • 2 policies drafted in FY19: Gender Equality and Social Inclusion Policy, Sexual Harassment Policy <p>Corporate Communications & Branding</p> <ul style="list-style-type: none"> • KOSTT web page and social media revamped to feature photos of women and men at work (FY20).

TABLE F-2.7. KOSTT/KOSOVO UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

- Joined the “EachForEqual” campaign on International Women’s Day 2020 to highlight commitment to gender equality with a series of interviews featuring female role models (FY20).
- Joined the #GirlsTakeOver initiative to promote empowerment of girls/women in the energy sector (FY20).
- Initiated and hosted the first “International Day of Women in Engineering” in cooperation with the AWESK (Association of Women in the Energy Sector of Kosovo) (FY19).

Life of Project Results

- 7 women hired and 15 women promoted
- 15 women upskilled on technical and soft skills for career advancement
- 14 female and 4 male job seekers and learners reached through outreach events
- 2 women and 2 men trained on gender equality topics

Observed business performance changes partner attributes to the program: Increased employee talent and performance due to concerted effort of management to ensure women have active voice at every meeting on a regular basis and increasing women’s equal participation in their leadership program; Enhanced corporate image and increase in attraction of new female talent to the company as a result of external communications depicting women working at the organization and amplifying gender equality messages.

37 virtual coaching sessions conducted since onboarding and one in-person session held January 2020.

<p>UTILITY RESOURCES</p>	<p>Since the utility was onboarded, the utility spent a total of 1,559 staff hours (1,111 by the 3 direct program participants) on activities directly related to the advancement of gender equality within their utility, with an in-kind value of \$14,260.07 and \$2,200 in direct monetary contributions.</p>
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TABLE F-2.8. LASURECO/PHILIPPINES UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH

UTILITY PARTICIPANTS	
PROGRAM START DATE	Cohort 2 partner onboarded with coaching commencement in December 2018. Currently participating in GEELP.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal to hire more women in technical roles, reaching a target of 50 percent. The utility participants have prioritized bringing more women into the billing and collections team headed by one of the LASURECO Engendering Utility participants.</p> <ul style="list-style-type: none"> • New Hiring Policy, Gender Equality Policy, Family Leave Policy and Salary and Benefits Policy. • Update Code of Ethics and establish Sexual Harassment Committee & Change Working Group. • Policies socialized across utility. • Gender inclusive job advertisements for technical/ field positions. • 10 interns at LASURECO with 50:50 female representation. • Change in views on men/ women working together supported by Islamic law. • LASURECO story shared through video, radio appearances and caravans.
MAIN CHALLENGES	LASURECO is in physical recovery following insurgent violence in their area just two years ago. Due to COVID-19 has been under enhanced community quarantine and a skeletal workforce.
BUSINESS CASE	Because women will be more easily able to conduct customer-facing job functions in conflict-affected areas, it is anticipated that increasing the number of women serving these roles for LASURECO will result in increased collection efficiency and reduction in commercial losses.
ACTIVITIES AND RESULTS TO DATE	<p>Attraction & Talent Outreach</p> <ul style="list-style-type: none"> • Held two consecutive internship programs for secondary school students in engineering and financial fields. 13 male and 17 female students received Gender 101 training and 12 days of rotational on-site learning and assisting (FY20). • Women field officers conducted relief operations for consumers impacted by COVID-19 (FY20). <p>Onboarding & Training</p> <ul style="list-style-type: none"> • Held a seminar workshop for 15 interns (8 women) focused on intensive gender equality knowledge and attitudes (GNDR-8, FY20). • Upskilling staff via the Continuing Regulatory Education for Stakeholders (CREST) online training (17 women, 18 men). In addition, professional and technical skills building immersion program for 37 women and 37 men (FY20). • Held MRBCD training for 30 female and 64 male participants, where women with exceptional meter reading skills were awarded and recognized at a meter reading contest (FY20). • Training for 70 employees (25 women) on national policies and laws to increase female confidence (FY20). • Conducted employee seminar and training for 21 employees to minimize gender biases (FY19). • 4 employees (3 women) trained on gender equality (GNDR-8, FY19). <p>Performance Management, Compensation & Benefits</p> <ul style="list-style-type: none"> • Review of leave packages to provide better work-life balance and reduce absenteeism (FY20). <p>Talent & Leadership Development</p> <ul style="list-style-type: none"> • Integrated the only female engineer into technical work for the first time (FY20). <p>Succession Planning & Promotion</p> <ul style="list-style-type: none"> • Promotion of woman to General Services Section Head (first time this position has ever been held by a female) (FY20). <p>Policies & Grievance Management</p> <ul style="list-style-type: none"> • Drafted a Gender Equality Policy & Sexual Harassment Policy (FY20). <p>Corporate Culture & Leadership</p> <ul style="list-style-type: none"> • Advocating for gender-inclusive job titles, descriptions, and scales, as part of CARE (corporate reorganization) (FY20). • A Gender and Development (GAD) Committee is in early stages of development (FY20). • Change Management team established and formally approved by GM, plan created including targets (FY20). <p>Corporate Communications & Branding</p> <ul style="list-style-type: none"> • Engendering Utilities Program participants met with political representatives to discuss the strategic gender equality priorities of LASURECO (FY20).

TABLE F-2.8. LASURECO/PHILIPPINES UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

- Female employee ranks top 2 in meter reading, billing, collection and disconnection contest (FY20).
- Conducted community outreach through “Energization of the sitio” to talk to 18 men and 4 women about their perceptions of women in the electricity sector (FY20).
- Raised awareness for gender equality among other utilities (MORESCO-1) (FY20).
- Raised awareness about gender equality with local communities through Member Consumer Organization Program Empowerment (MCOPE) (FY20).
- Educated the society on gender equality to increase acceptance of line women in the utility functions and field operations through engaging with consumers through a radio show, showcasing female employees and educating the youth in local municipalities (FY19).

Life of Project Results

- 1 woman was promoted
- 118 women upskilled on technical and soft skills for career advancement
- 17 women and 13 men participating in internship or trainee programs
- 11 women and 8 men trained on gender equality topics

30 virtual coaching sessions conducted since onboarding and 1 in-person coaching trip held in Nov 2019.

<p>UTILITY RESOURCES</p>	<p>From FY 2020 Q1 when the utility was onboarded to FY2020 Q3, the utility spent a total of 11,476 staff hours (2,077 by the 3 direct program participants) on activities directly related to the advancement of gender equality within their utility, with an estimated in-kind value of staff time of \$18,609.75 and direct monetary contribution of \$6,327.70.</p>
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TABLE F-2.9. LEC/LIBERIA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	Cohort 2 partner onboarded with coaching commencement in May 2019. Currently participating in GEELP.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: Achieve 40 percent women representation within the utility, increasing representation of women in technical roles and senior management level.</p> <ul style="list-style-type: none"> • Increase intake of female talent into entry level roles and internship program. • Review human resource management policies, procedures, and practices. • Corporate culture change. • Create platform for empowering male employees to become change champions. • Empowering the leadership to champion gender equality. • Strengthening LEC Women’s Association. • Accelerate current outreach programs. • Create a gender-sensitive supply chain management system. • Create a female resourced revenue collection strategy.
MAIN CHALLENGES	Utility is in the middle of a turnaround process aimed at rebuilding the country’s electricity infrastructure and increasing access to sustainable supply of electricity and dealing with significant financial challenges, giving rise to a few labor challenges, <i>i.e.</i> , salaries cut by 30 percent and the recruitment of new hires suspended. Due to COVID-19, several interventions have been put on hold, movement and contact limited, impacting on planning and implementation, and delaying decision-making. External management team was expatriated during COVID-19, which impacted on decision making at a strategic level, and on finalization of key Engendering Utilities Interventions.
BUSINESS CASE	Work in progress: utility stability and business performance, customer responsiveness and societal benefit
ACTIVITIES AND RESULTS TO DATE	<p>Attraction & Talent Outreach</p> <ul style="list-style-type: none"> • 12 interns (7 female, 5 male) (FY20). • 71 interns (20 of them women) in technical and non-technical areas (FY19). <p>Recruiting & Hiring</p> <ul style="list-style-type: none"> • Hired 40 contract technicians to work toward 40/60 gender parity goal (FY20). • Two female employees selected to act in two vacant manager positions (FY20). • Female interns in Technical Department were recommended to HR to be hired due to their excellent performance (FY20). • Initiated recruitment of second group of female engineers from feeder universities (FY20). <p>Onboarding & Training</p> <ul style="list-style-type: none"> • Training in computer skills, self-confidence, and leadership for 11 women in the customer service division (FY20). • 62 employees (27 women) trained on gender issues and their impact on overall utility productiveness (FY20). • Implemented corporate-wide gender equality awareness campaign including distribution of sexual harassment policy and booklets (FY19), 113 men and 40 women reached (FY20). • One-week training held to upskill female administrative and HR assistants (FY19). • Seven female technicians at Mt. Coffee Power Plant were trained to develop operational knowledge and skills (FY19). • Training for 17 female employees on LEC core values and workplace safety (FY19). • 12 women employees trained and certified in technical and non-technical fields with support of Asian Development Bank (ADB) and West African Power Pool (WAPP) (FY19). • Trained 6 new female engineers to take on roles at the Mt. Coffee Hydro Power Plant (FY19). • 3 employees (2 women) trained on gender equality (GNDR-8, FY19). <p>Retention & Employee Engagement</p> <ul style="list-style-type: none"> • Female Workers Association of LEC (FEWLEC) developed 5-year strategic plan (FY20). • New leadership team of FEWLEC elected (FY19). <p>Succession Planning & Promotion</p> <ul style="list-style-type: none"> • One female engineering intern promoted to head and supervise her own shift at Mt. Coffee (FY20).

TABLE F-2.9. LEC/LIBERIA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

- Promotion of four Engineers in Training (EIT) (1 female) to the position of Assistant Manager suggested to CEO for consideration (FY20).

Policies & Grievance Management

- Review of Sexual Harassment Policy (FY20).
- Policy review process initiated (FY19), Reviewed of HR policies & Human Resource Manual.

Corporate Culture & Leadership

- Developing a Revenue Collection Strategy through engaging women in the community, after discussions with BRPL (another Engendering Utilities partner) (FY20).
- CEO committed to gender equality as standing senior meeting agenda item and monthly GSI check-ins (FY20).
- Discussion with male engagement group to discuss masculinity, support achievement of gender equity in the family, business, and society, with support from MenEngage Liberia (FY20).
- 30 men signed a resolution to make a monthly deduction of \$5 from their salary in support of FEWLEC activities (FY19). A total of US\$ 2,200 was collected. In addition, certification of male champions by GSI department recognizing their commitment and support of FEWLEC and gender activities (FY20).
- Change Management Team (CMT) with 15 change agents established to lead change management process for gender equality across the utility (FY19).

Corporate Communications & Branding

- Celebration of the newly elected officials of the Female Workers Association of LEC (FEWLEC) including senior management (FY19).

Life of Project Results

- 19 women hired and 1 woman promoted
- 160 women upskilled on technical and soft skills for career advancement
- 27 women and 56 men participating in internship or trainee programs
- 2 women and 1 man trained on gender equality topics

Observed business performance changes partner attributes to the program: Increased staff motivation and team performance as a result of including women in technical roles and increase in healthy work competition; Increased staff retention with women retained at higher rates than men, who are retiring, resigning, and being dismissed at higher rates as a result of misconduct.

33 virtual coaching sessions conducted since onboarding and 1 in-person coaching visit held in Dec 2019.

UTILITY RESOURCES	Since the utility was onboarded to FY 2020 Q1 to FY2020 Q4, the utility spent a total of 1,097 staff hours (573 by the 3 direct program participants) on activities directly related to the advancement of gender equality within their utility, with an estimated in-kind value of staff time of \$124.88 and \$12,200 in direct contributions.
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TABLE F-2.10. TPDDL/INDIA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	Cohort 2 partner onboarded with coaching commencement in July 2019. Currently participating in GEELP.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal is to be seen as number 1 utility in India, and to achieve the target of reaching gender equity as set by the mother company (e.g., mid-term target to reach 30 to 35 percent in the next three years, with a starting point of 14 percent).</p> <ul style="list-style-type: none"> • Increase women in leadership positions. • Improve gender equitable branding of TPDDL (based on utility’s goal to be perceived as employer of choice). • Leverage existing programs. • Increase visibility as employer of choice through targeted communication. • Create higher commitment of the TPDDL Engendering Utilities team to take ownership for the process and to start implementing.
MAIN CHALLENGES	After the COVID-19 lock-down and postponing of the GEELP the team lost momentum and was not available for coaching sessions. TPDDL sees itself as a very advanced utility in comparison to both regional and international competitors (Great Place to Work, Best Employer in India); given the high standard it is a challenge to define improvements. Direct participants do not take full ownership for change interventions.
BUSINESS CASE	Work in progress as their aims are not clearly defined. Tata has a good rating in Great Place to Work overall, but only ranks amongst top 75 employers for women. They are eager to increase their ranking and come closer to other industry companies in India (such as Ingersoll and Cairn Oil). A business case for “Abhas scheme” is in place and serves as good practice for others.
ACTIVITIES AND RESULTS TO DATE	<p>Attraction & Talent Outreach</p> <ul style="list-style-type: none"> • Introduced STEM program at women’s schools aiming to inspire young female students to pursue power and energy related education and jobs. In addition, “We Power” Session organized for 50 female beneficiaries of the Vocational Training Center to motivate girls to opt for the technical field (FY20). • Campus recruiting for female candidates: 140 women reached at Indira Gandhi Delhi Technical University of Women; 28 campuses visited, and 534 students (382 women) reached (FY20). <p>Recruiting & Hiring</p> <ul style="list-style-type: none"> • 34 female students were recruited after visiting 28 colleges (FY20). • 17 female employees joined the utility (FY19). <p>Onboarding & Training</p> <ul style="list-style-type: none"> • Launched the Campus Connect Program for new recruits (FY20). • Provided leadership and skills training to 261 employees (59 women and 202 men) (FY20). • E-module training on unconscious bias was introduced on utility’s online training portal. 63 managers and team leaders as well as 330 middle managers trained (FY20). • Ongoing training on Prevention of Sexual Harassment in Workplace (POSH): 198 employees (56 women) trained (FY20). • 78 women and 91 men exposed to high value trainings and conferences (FY20). • Implemented Women in Leadership League (WILL) program aiming to help female employee to make better choices by being more self-empowered. 38 women trained (FY20). • WILL-INSPIRE trainings held for 53 women of the supervisory cadre (FY19). • 326 employees (246 women) trained on gender equality (GNDR-8, FY19) including POSH training (107 employees, 28 women), domain specific trainings including data analytics and deployment and integration of renewable energy sources (216 women). <p>Performance Management, Compensation & Benefits</p> <ul style="list-style-type: none"> • Reaching 3,698 employees with safety, well-being and welfare campaign during COVID-19 pandemic (FY20). <p>Talent & Leadership Development</p> <ul style="list-style-type: none"> • Mentoring Program with 162 female and 45 male employees receiving mentoring from male senior managers (FY20). <p>Retention & Employee Engagement</p> <ul style="list-style-type: none"> • 24 female employees from supervisory and workmen cadre awarded with “Samridhi Merit Award” for efforts and exemplary contribution (FY20).

TABLE F-2.10. TPDDL/INDIA UTILITY SNAPSHOT AND LIFE OF PROJECT RESULTS

- CEO dialogue with female employees to discuss their ideas and feedback with the senior leadership (FY19).
- 152 female employees rewarded/recognized under recognition and rewards schemes (FY19).

Succession Planning & Promotion

- Female department head promoted to CFO of Tata Power Trading Company (FY20).

Company Performance & Reporting

- TPDDL became signatory of the Women Empowerment Principles (UN WEP's) (FY20).
- Recognized as “4th best company to work for 2019” and among “the top 75 workplaces for women in 2019” (FY19).

Policies & Grievance Management

- Work from Home Policy was launched as a response to COVID-19 pandemic (FY20).
- Equal Employment Opportunity (EEO) Policy introduced (FY20).
- Policies proposed, drafted or adopted in FY19: Tata Code of Conduct, Policy on prevention of sexual harassment at the workplace, Ethics Policy, Whistle Blower/Vigil Mechanism Policy.

Corporate Culture & Leadership

- Two women-only Customer Service Centers established as a result of the WILL program.
- Continuous effort to expose women to high value trainings and international conferences.

Corporate Communications & Branding

- Facebook Live Session with TPDDL CEO and UN Women India representative to discuss TPDDL becoming a signatory of the UN WEPs (FY20).
- Awareness session on World Literacy Day for 225 underprivileged women (FY20).
- Videos featuring female role-models (“Women of WILL program”) created (FY20).

Life of Project Results

- 73 women hired and 184 women promoted
- 524 women upskilled on technical and soft skills for career advancement
- 457 female and 292 male job seekers and learners reached through outreach events
- 284 women and 80 men trained on gender equality topics

Observed business performance changes partner attributes to the program: Enhanced customer service delivery as a result of two all-women customer service centers, one of which ranks 1st position in performance compared to all 7 customer service units; Increased female employee retention in FY 2020 compared to FY 2019.

13 virtual coaching sessions conducted since onboarding and 1 in-person coaching trip held in Nov 2019.

<p>UTILITY RESOURCES</p>	<p>Since the utility was onboarded to FY 2020 Q4, the utility spent a total of 9,070 staff hours (685 by the 3 direct program participants) on activities directly related to the advancement of gender equality within their utility, with an estimated in-kind value of staff time of \$72,556.86 and a direct monetary contribution of \$35,554.</p>
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ANNEX F-3: COHORT 3 UTILITY SNAPSHOTS AND LOP RESULTS

TABLE F-3.1. ZCWD/PHILIPPINES UTILITY SNAPSHOT

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	Virtual onboarding kicked off April 2020.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: still being defined, but likely to focus on increasing gender parity at the utility and breaking down stereotypes that lead to occupational segregation.</p> <ul style="list-style-type: none"> • Develop a Gender and Development Plan and Gender Policy in alignment with standards provided by the Philippine Commission on Women. • Address the utility’s critical issues around non-revenue water by employing more women in community outreach and metering positions. • Employ women in skilled precision work (plumbing, etc.) by reframing position descriptions and removing biases. • Change perspectives internally about roles of women and increase the level of awareness of the importance of gender equality at the utility. • Attract more women to apply for non-traditional roles (engineering and technical services, welding, driving and operations). • Collect and analyze sex-disaggregated data. • Mainstream gender into preparation of programs and infrastructure projects, alongside education of the team. • Strengthen the female talent pipeline to the utility. • Transform the culture to appreciate the business value of gender diversity and inclusion. • Increase the knowledge of technical teams about gender issues. • Improve gender equality in existing policies, develop a gender policy, and enhance policy implementation. • Increase women in leadership positions (only one of five board members is female). • Develop a strategy to engage men at the utility and foster male champions of gender equality.
MAIN CHALLENGES	Utility is hit very hard financially due to COVID-19 and is reducing maintenance staff, which threatens service delivery quality, making it difficult to prioritize gender equality as they still develop the business case. Technical teams have minimal knowledge of what gender equality means and its importance to the utility. Gender is a new topic at ZCWD, and some have said that the Engendering Utilities program is about endangering men.
BUSINESS CASE	Business case has progressed significantly. The utility has identified several barangays with low penetration rates relative to the number of households where lines are available for connections. By engaging women to educate domestic customers on the benefits of having a connection and the dangers of illegal connection, the utility could reduce its non-revenue water and increase penetration rates, which will also help the utility’s financials. Some of the barangays are also Muslim majority where presence of women at home precludes male visitors, strengthening the need for women in these roles. Senior staff outside of the Direct Program Participants have contributed to the development of this business case and support its implementation.
ACTIVITIES AND RESULTS TO DATE	<p>Policies & Grievance Management</p> <ul style="list-style-type: none"> • Implemented multiple alternative work arrangements during COVID-19 (FY20). • Reviewed COVID-19 preparedness from a gender perspective (FY20). • Reviewed the HR Manual as well as the EEO policy for gender integration (FY20). <p>Life of Project Results</p> <ul style="list-style-type: none"> • None yet to report to date. <p>12 virtual coaching calls conducted since onboarding.</p>
UTILITY RESOURCES	Since joining the program in FY2020 Q3 to Q4, staff contributed a total of 38 hours (35 by direct program participants) to working on gender equality interventions, with an in-kind value of \$407.10.

TABLE F-3.2. OFOR/SENEGAL UTILITY SNAPSHOT

COACH

UTILITY PARTICIPANTS	
PROGRAM START DATE	Virtual onboarding began in April 2020.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: Develop and operationalize a gender strategy that will align OFOR with the governmental mandate and guide strategic priority-setting for equitable policies and procedures.</p> <ul style="list-style-type: none"> • Increase level of awareness of the importance of gender equality at the utility. • Review HR policies for gender equity; special attention to maternity leave and return-to-work policies. • Increase women in field, technical, skilled positions by reframing position descriptions and removing biases. • Increase women in leadership positions (only one of five board members is female). • Advocate the creation and funding of a gender focal point role at the utility. • Incorporate gender sensitization and sexual harassment training into new hire induction.
MAIN CHALLENGES	<ul style="list-style-type: none"> • Lack of gender expertise, focal point
BUSINESS CASE	Under development, with need to align with government-issued targets
ACTIVITIES AND RESULTS TO DATE	<p>Performance Management, Compensation, & Benefits</p> <ul style="list-style-type: none"> • OFOR team reviewed proposed design plans of new headquarters to ensure female employees have a dedicated room for nursing (FY 20). <p>Life of Project Results</p> <ul style="list-style-type: none"> • 3 women upskilled on technical and soft skills for career advancement <p>9 virtual coaching calls conducted since onboarding.</p>
UTILITY RESOURCES	Since joining the program in FY2020 Q2 to Q4, staff contributed a total of 194 hours (119 from direct program participants) to working on gender equality interventions, with an in-kind value of \$2,371.54.

TABLE F-3.3. ISWSC/NIGERIA UTILITY SNAPSHOT

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	In-person onboarding took place in February 2020.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: Capitalize on the utility’s corporatization to integrate gender-equitable measures in the corporate structure, policies, and culture.</p> <ul style="list-style-type: none"> • Increase competitive salaries to attract top female talent. • Set hiring/ promotion targets. • Review and strengthen existing HR policies. • Develop sexual harassment prevention policy and reporting mechanism with senior leadership support (no mechanism in place). Train current employees on both; incorporate into new hire induction. • Gauge benefits of career fairs for young women for future recruitment needs. • Develop internship program. • Explore possibility of paternity leave benefit. • Improvement of facilities for women, including toilets at the worksites. • Coaching plan developed.
MAIN CHALLENGES	Utility is in recovery, and ISWSC currently in a hiring embargo. 50 percent of department heads do not currently prioritize gender equality. Older generation of male leaders registered open resistance towards the concept of gender equality. Operationally, the utility is very under-resourced translating into issues such as no internet in the office.
BUSINESS CASE	To be developed
ACTIVITIES AND RESULTS TO DATE	<p>Corporate Culture & Leadership</p> <ul style="list-style-type: none"> • Team constituted a gender equality change management committee (FY20). <p>Life of Project Results</p> <ul style="list-style-type: none"> • 20 women upskilled on technical and soft skills for career advancement <p>12 virtual coaching calls conducted since onboarding.</p>
UTILITY RESOURCES	Since joining the program in FY2020 Q2 to Q4, the utility staff contributed a total of 292 hours (280 hours by direct program participants) to working on gender equality interventions, with an in-kind value of US\$235.88.

TABLE F-3.4. MIYAHUNA/JORDAN UTILITY SNAPSHOT

COACH

UTILITY PARTICIPANTS	
PROGRAM START DATE	Virtual onboarding commenced April 2020.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: to be defined; will develop a gender strategy to align with the new Jordanian Water Sector Gender Policy.</p> <ul style="list-style-type: none"> • Consider a target to increase female staff from 10 percent to 20 percent. • Explore setting recruitment targets, particularly to bring women into technical and field positions such as meter reading, billing, and collection functions. • Develop policies that support working mothers and fathers of young children and ensure fathers have equal childcare benefits. • Provide daycare/creche facilities onsite. • Conduct community outreach through existing social structures to help build an enabling environment for women to participate more fully at the utility. • Analyze fair remuneration. • Revise training schedule, as trainings are typically held in the evening hours, precluding most women from participating.
MAIN CHALLENGES	Understanding of the importance of gender equality is low at Miyahuna. Cultural norms favor male supervisors (by women and men alike), and women have few female role models at the utility.
BUSINESS CASE	The business case is under development. One possibility is the revenue generating/ revenue loss prevention that could be seen by incorporating women into meter reading/ billing/ connections teams. Miyahuna team is exploring the idea of mixed female and male metering/ billing/ connection teams (mixed for security) and comparing collection rates with baseline male only collection teams, to help substantiate this business case.
ACTIVITIES AND RESULTS TO DATE	<p>Corporate Culture & Leadership</p> <ul style="list-style-type: none"> • Used self-evaluation tool and established that the utility is in the “avoiding” stage (FY20). • Began developing a business case for gender equality (FY20). • Mona Abualragheb (Head of Staff Affairs/HR) was nominated to serve as a gender focal point to the Gender Unit in the Water Ministry (FY20). <p>Life of Project Results</p> <ul style="list-style-type: none"> • None yet to report. <p>11 virtual coaching calls conducted since onboarding.</p>
UTILITY RESOURCES	Since joining the program in FY2020 Q3 to Q4, the utility staff contributed a total of 61 staff hours (45 from direct program participants) to working on gender equality interventions, with an in-kind value contribution of US\$50.51.

TABLE F-3.5. EEU/ETHIOPIA UTILITY SNAPSHOT

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	Virtual onboarding commenced May 2020.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: Reach 30 percent overall female staff by 2023 (currently 21 percent) and serve as a model for gender equality in Ethiopia.</p> <ul style="list-style-type: none"> • Recruitment target of 50 percent women for new positions and promotions. • Increase female participation at EEU in leadership, decision-making, and technical roles. • Staff 11 regional-level Women, Children and Youth Directorate positions. • Provide childcare facilities for all branches. • Establish internship program. • Establish scholarship program to enhance the credentials of current staff.
MAIN CHALLENGES	Need to fully institutionalize their gender mainstreaming and reach their numeric targets within the lifetime of the World Bank loan. Lack employees internally who are qualified to staff regional Women, Children and Youth Directorate positions. Awareness of employees and managers on gender matters is limited. Size and geographic scope of the utility is a challenge; in border areas it is difficult to recruit women in technical and leadership positions at the targeted rate. Gender Steering Committee not fully activated with a need to spread accountability more broadly throughout the utility.
BUSINESS CASE	Under development.
ACTIVITIES AND RESULTS TO DATE	<p>Policies & Grievance Mechanisms</p> <ul style="list-style-type: none"> • Recent affirmative actions approved by leadership: 50 percent of new recruits must be female and adding +5 percent to female applicants for new positions or promotion (FY20). <p>Life of Project Results</p> <ul style="list-style-type: none"> • 82 women upskilled on technical and soft skills for career advancement <p>8 virtual coaching calls conducted since onboarding.</p>
UTILITY RESOURCES	None reported to date.

TABLE F-3.6. EVN/VIETNAM UTILITY SNAPSHOT

COACH

UTILITY PARTICIPANTS	
PROGRAM START DATE	Virtual onboarding commenced June 2020.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: Increase the share of women promoted to management level from 12.7 percent in 2015 to 14.5 percent in 2020.</p> <ul style="list-style-type: none"> • Advance to the next level of the EDGE certification, beyond “Assess.” • Change the culture and rigid gender roles to increase women in traditionally male roles. • Increase women’s confidence to lead. • TransCo target for women in leadership is currently 6.5 percent, hoping to reach 7.5 percent for 2020. • Improve at Southern Power Corporation women in leadership through changing biases, improving work-life balance policies, and implementing career road mapping. • Coaching plan is in the early stages of development.
MAIN CHALLENGES	Presently, the utility appears to have an ambivalent approach to targets. While modest targets exist for the promotion of women, there has been some resistance to setting targets for other phases of the employee life cycle, such as recruitment, hiring or internships. In addition, plans are underway for restructuring (unbundling) which will heavily impact distribution and retail by introducing market competition. Most of the women at EVN are in the retail department so this could disproportionately impact them: the unbundling may result in loss of jobs for many women.
BUSINESS CASE	Not yet developed.
ACTIVITIES AND RESULTS TO DATE	<p>No activities to report to date.</p> <p>Life of Project Results</p> <ul style="list-style-type: none"> • 3 women upskilled on technical and soft skills for career advancement <p>7 virtual coaching calls conducted since onboarding.</p>
UTILITY RESOURCES	Since joining the program in FY2020 Q3 to Q4, the utility’s staff contributed a total of 632 hours (192 by direct program participants) to working on gender equality interventions, with an in-kind value of US\$2,023.49.

TABLE F-3.7. KENGEN/KENYA UTILITY SNAPSHOT

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	Physical onboarding commenced February 2020.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: In its board approved Strategic Plan 2019-2024, strategic objective to “develop and implement a gender-based policy that includes mainstreaming gender promotion”</p> <ul style="list-style-type: none"> • Increase numbers of women employed in revenue-generating units to include Geothermal (currently 11 percent F), Operations (currently 10 percent F), and Strategy Departments (Business Development is currently 29 percent F). • Enhance the existing Gender Policy through incorporation of specific goals and targets. • Develop a Gender Strategy to guide activities over the next year and beyond. • Update all HR policies to incorporate gender considerations throughout the Employee Life Cycle. • Develop strategic succession plan that promotes gender balance in leadership. • Mainstream gender within revenue generating and revenue loss prevention activities and incorporate those into a business case. • Review the new Collective Bargaining Agreement through gender lens and remove any barriers to gender equality. • Prioritize women leading important committees at the utility to build visibility and leadership. • Systematically engage women and men through Pink Energy/Blue Power networks. • Develop communications strategy for KenGen specific to Engendering Utilities. • Implement a telework and flexitime policy at utility. • Formalize mentoring plan for female engineers to become nationally registered and gain technical skills needed to overcome occupational segregation. • Implement the newly launched “Women in Tech” program. • Develop a strategy to engage men around the topic of gender equality and foster more male champions at KenGen. • Leverage the new KenGen subsidiary company called KenGen Services Limited, the consulting arm, which one program participant has been appointed to chair as the transition committee, to be a model of gender equality for the utility. He will be responsible for leading the development of the Mission, Vision, Strategy and Business Plan for the new company.
MAIN CHALLENGES	None identified at this time.
BUSINESS CASE	<p>Business case is under development, with the following possibilities:</p> <ul style="list-style-type: none"> • Operations Division is suffering losses of \$1.2B KES per year due to downtime. Because there are very few women at the plants, there is little or no female input to strategies and planning to reduce downtime. KenGen will explore including women in downtime strategic planning sessions for Operations Division strategy of OAK-Ondoa Adjustment Kabisa, as a way to broaden perspectives, innovate, and find new ways to reduce downtime-related losses. • Explore building a business case to include women in revenue generating activities. As one example, involve women in the new water treatment plant (Gitaru bottling plant) can build the profitability and quality of services delivered.
ACTIVITIES AND RESULTS TO DATE	<p>Recruiting & Hiring</p> <ul style="list-style-type: none"> • Analysis conducted to review participation of women firms in tenders and contracts with the aim of increasing women participation in procurement (FY20). • Meeting held with the planning and recruiting team to identify existing gaps in the recruitment and hiring (FY20). <p>Onboarding & Training</p> <ul style="list-style-type: none"> • Increasing staff awareness about gender equality through training on gender legal frameworks, gender equity, and gender gaps within organizations (FY20). • Developed unconscious bias training material and plan for roll-out (FY20). <p>Performance Management, Compensation & Benefits</p> <ul style="list-style-type: none"> • Pink Energy team discussed coping strategies during pandemic (FY20). <p>Talent & Leadership Development</p>

TABLE F-3.7. KENGEN/KENYA UTILITY SNAPSHOT

- Kick-off/launch of the “Women in Tech” - a development program for female engineers (FY20).
- Began developing a career framework with a gender mainstreaming approach (FY20).

Succession Planning & Promotion

- One female program participant was promoted to Acting Manager Business Process Improvement (FY20).

Policies & Grievance Mechanisms

- Review of Employee Remote Work as well as Recruitment Policy & Procedure (FY20).
- Review of flextime policy and piloting in Olkaria Stations (FY20).
- Obtained commitment from Trade Union to review Collective Bargaining Agreement through gender lens (FY20).

Corporate Culture & Leadership

- Developing a change management strategy for the utility (FY20).
- Initiated a gender action plan to be included in the updated gender policy (FY20).
- Finalizing/rolling out new Gender Mainstreaming Plan aligned with national plan (FY20).

Corporate Communications & Branding

- Developed a list of priority themes and “gender myths” as part of their communication strategy for Engendering Utilities (FY20).

Life of Project Results

- 300 women upskilled on technical and soft skills for career advancement

Observed business performance changes partner attributes to the program: Increased employee engagement, willingness to take up higher responsibility with opportunity for career growth and promotions

15 virtual coaching calls conducted since onboarding.

<p>UTILITY RESOURCES</p>	<p>Since joining the program in FY2020 Q3 to Q4, utility staff contributed a total of 1,150 staff hours to activities directly related to improving gender equality, with an in-kind contribution of \$1,624.63, in addition to \$1,500 in direct monetary contribution to support activities.</p>
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TABLE F-3.8. LEC/LESOTHO UTILITY SNAPSHOT

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	Virtual onboarding and coaching commenced March 2020.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: In its board-approved Strategic Plan 2019-2024, cited as strategic objective to “develop and implement a gender-based policy that include gender promotion in the mainstream.” To be better defined, as current goal of related to “gender diversity” in their most recent strategy needs to be more concrete with specific goals.</p> <p>Targets:</p> <ul style="list-style-type: none"> • Create a culture where gender equality is understood by leadership and staff as pertaining to all employees of LEC, not only women. • Develop a gender equality policy that will be aligned with a new National Gender Policy anticipated by the end of 2020. • Review and update HR Policy Manual from gender lens. • Correct unequal remuneration for men and women. • Improve gender parity by increasing women in male-dominated senior management and technical positions. • LEC team has identified some priority areas, e.g., EEO, engendering policies, and opening traditionally male-dominated positions to women/and female-dominated positions to men.
MAIN CHALLENGES	With the recent election in 2020, the Prime Minister, Minister of Energy, CEO, Board, and executive leadership of LEC are all new. This is a challenge but also an opportunity to make the topic of gender equality a business imperative for the new leadership.
BUSINESS CASE	LEC is a sole national provider but still looks to expand the network, since over 50% of the population is still not served. If only 42% of households are using electricity, there is a need to know what is being used for cooking, lighting, etc. With more households connected, the utility would increase its customer base and revenue stream. A business case could be developed for engaging women to talk with households to learn more about electricity needs and market LEC services.
ACTIVITIES AND RESULTS TO DATE	<p>Corporate Culture & Leadership</p> <ul style="list-style-type: none"> • Began analysis to develop a business case for gender equality at LEC. • CEO committed to gender equality as standing senior meeting agenda item and monthly GSI check-ins with HR Director. • 15 workers across different departments identified as change agents to lead gender equality change management. • Discussion with male engagement group regarding masculinity, support achievement of gender equity in the family, business, and society, with support from MenEngage Liberia. The CMC made contact with MenEngage Liberia, to explore collaboration opportunities and support for LEC. <p>Policies & Grievance Management</p> <ul style="list-style-type: none"> • HR policy review initiated • Sexual Harassment Policy adopted <p>Life of Project Results</p> <ul style="list-style-type: none"> • 10 women upskilled on technical and soft skills for career advancement <p>13 virtual coaching calls conducted since onboarding.</p>
UTILITY RESOURCES	Since joining the program in FY2020 Q3 to Q4, utility staff contributed 238 hours (192 by direct program participants) to working on gender equality interventions, with an in-kind value of US\$4,373.07.

TABLE F-3.9. OSHEE/ALBANIA UTILITY SNAPSHOT

COACH

UTILITY PARTICIPANTS	
PROGRAM START DATE	In-person onboarding took place in January 2020.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: Develop, adopt, and communicate a gender equality strategy to guide the utility’s HR policies and practices, while elevating gender equality among the utility’s strategic objectives</p> <ul style="list-style-type: none"> • Expand partnerships with technical schools for internships and recruitment. • Develop a sexual harassment prevention policy and reporting mechanism; roll out with training for managers, new hire induction package, etc. • Work with the Communications/Public Relations team to develop a strategy to feature OSHEE as an employer of choice. • Analyze costs and benefits of offering flex hours based on family needs. • Review HR policies for gender equity, with special attention to sexual harassment prevention and reporting.
MAIN CHALLENGES	Utility in significant transition due to unbundling.
BUSINESS CASE	To be developed
ACTIVITIES AND RESULTS TO DATE	<p>Attraction & Talent Outreach</p> <ul style="list-style-type: none"> • Student Internship program with 7 inters (4 female, 3 male) (FY20). <p>Onboarding & Training</p> <ul style="list-style-type: none"> • HR Director overseeing gender audit of OSHEE’s 2020 training plan to determine degree of equity (FY20). <p>Policies & Grievance Management</p> <ul style="list-style-type: none"> • Drafted a gender equity at work policy (FY20). <p>Life of Project Results</p> <ul style="list-style-type: none"> • 4 women and 3 men participating in internship or trainee programs <p>8 virtual coaching sessions conducted since onboarding.</p>
UTILITY RESOURCES	Since joining the program in FY2020 Q2, utility staff contributed 582 hours (244 hours of direct program participant time) to working on gender equality interventions, with an in-kind value of US\$5,996.30.

TABLE F-3.10. REG/RWANDA UTILITY SNAPSHOT

COACH

UTILITY PARTICIPANTS	
PROGRAM START DATE	Virtual onboarding began March 2020.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: REG strives to achieve gender parity in staffing at all levels by 2030, aligned with the target set in 2019 Gender Policy that all advisory bodies to the Board of Directors, CEO, and Managing Directors will include both women and men, and align with national strategy mandating 30 percent women in staffing.</p> <ul style="list-style-type: none"> • Target of 52% female for all new recruitment. • Improve implementation of gender mainstreaming activities outlined in the existing Gender Action Plan and recently drafted Gender 2020 Work Plan (February 2020–February 2021). • Socialize and implement the newly approved Affirmative Action Policy. • Recruit for the new all-female power plant (Nyabarongo II Hydropower Plant). • Hire a cohort of all-female branch technicians to staff the 33 regional branches of the utility. • Improve the number of women in leadership positions. • Create a talent pipeline of female experts in STEM fields through an internship program. • Develop a strategy to engage male employees at REG to become gender equality champions. • Use sex-disaggregated data for planning of different projects and programs.
MAIN CHALLENGES	Lackluster implementation and loss of momentum on gender work, with not as much engagement from HR as desired.
BUSINESS CASE	Under development
ACTIVITIES AND RESULTS TO DATE	<p>Recruiting & Hiring</p> <ul style="list-style-type: none"> • Reviewed job advertisements and instituting use of language “women are encouraged to apply” in all advertisements (FY20). • Reviewed plans to recruit women only for the new hydro power plant (FY20). <p>Onboarding & Training</p> <ul style="list-style-type: none"> • Reviewing TORs for female staff and apprenticeship training curriculum (FY20). • Increasing staff awareness on gender issues through virtual courses (FY20). <p>Corporate Culture & Leadership</p> <ul style="list-style-type: none"> • Began drafting a business case for gender equality (FY20). <p>Policies & Grievance Mechanisms</p> <ul style="list-style-type: none"> • Drafted an Affirmative Action Policy, reviewed the Gender Policy, Sexual Harassment Policy, REG HR Manual as well as the Gender Action Plan (FY20). • Developing a strategy to strengthen all gender-related policies and align them with the new Affirmative Action Policy and HR Manual (FY20). <p>Life of Project Results</p> <ul style="list-style-type: none"> • 33 women upskilled on technical and soft skills for career advancement <p>Observed business performance changes partner attributes to program: Recruiting more high-quality talent with more women in technical and leadership positions</p> <p>13 virtual coaching sessions conducted since onboarding.</p>
UTILITY RESOURCES	Since joining the program in FY2020 Q3 to Q4, utility staff report a total of 30 hours spent on the gender equality activities.

TABLE F-3.11. SENELEC/SENEGAL UTILITY SNAPSHOT

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	Virtual onboarding commenced June 2020.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: Develop a gender equality strategy that aligns with national mandate; operationalize it through HR policies, training, and organizational culture shift.</p> <ul style="list-style-type: none"> • Develop a mentorship program for female employees to support career pathing. • Conduct unconscious bias training for hiring managers to challenge observed bias by managers/directors in favor of male employment candidates. • Formalize the employee onboarding process. • Challenge and do away with practice of requiring new female hires to submit to pregnancy test. • Develop a proposal for improved return-to-work accommodations for new mothers and mothers required to travel for work.
MAIN CHALLENGES	Program participants note that SENELEC is a large, somewhat entrenched company. Senior managers who have joined the utility from other companies note that the utility is slow to change.
BUSINESS CASE	To be developed; SENELEC is interested in outlining a strategy to comply with the Senegalese Government's gender parity mandate.
ACTIVITIES AND RESULTS TO DATE	<p>No activities to report to date.</p> <p>Life of Project Results</p> <ul style="list-style-type: none"> • 4 women upskilled on technical and soft skills for career advancement <p>5 virtual coaching sessions conducted since onboarding.</p>
UTILITY RESOURCES	Since joining the program in FY2020 Q2 to Q4, a total of 74 staff hours (65 by direct program participants) was contributed to working on gender equality interventions, with an in-kind value of US\$1,198.21.

TABLE F-3.12. SONABEL/BURKINA FASO UTILITY SNAPSHOT

COACH	
UTILITY PARTICIPANTS	
PROGRAM START DATE	In-person onboarding trip conducted February 2020.
ACTION PLAN WITH GOALS AND TARGETS	<p>Main goal: Develop, adopt, and communicate a gender equality strategy to guide the utility’s HR policies and practices, while elevating gender equality among the utility’s strategic objectives.</p> <ul style="list-style-type: none"> • Collect and analyze sex-disaggregated data (currently does not collect sex-disaggregated data). • Target 50/50 gender parity within the wide-ranging internship program (1,000 interns per year). • Define and adopt a harassment-free workplace policy and reporting mechanism. • Conduct review of HR policies for gender equity. • Develop a male engagement strategy and interventions.
MAIN CHALLENGES	Mixed support from directors for investing in improving the gender parity and equality, with some deeply held resistance to target-setting.
BUSINESS CASE	Not yet developed.
ACTIVITIES AND RESULTS TO DATE	<p>No activities to report to date.</p> <p>Life of Project Results</p> <ul style="list-style-type: none"> • None to report to date. <p>9 virtual coaching sessions conducted since onboarding.</p>
UTILITY RESOURCES	Since joining the program in FY2020 Q2 to Q4, staff contributed 382 hours (302 by direct program participants) to working on gender equality interventions, with an in-kind value of US\$2,722.48.