

WePOWER

Progress Report 2021



Opening Remarks



Guangzhe Chen

*Regional Director of South Asia Region Infrastructure
World Bank*

Dear Friends and Colleagues,

I am immensely happy to present the third edition of the annual progress report of the South Asia Women in the Power Sector Professional Network (WePOWER). The network has gone from strength to strength, thanks to the innovative and persistent work of the WePOWER Partners. Creating and maintaining a network, especially a regional one, is challenging at the best of times. I must commend our partners for maintaining their focus and commitment despite another year of COVID-19 restrictions in the region. What stands out for me is the leadership and compassion shown by the Partners during this time of need. From participating in vaccination drives to normalizing work-from-home policies, we can proudly say that the energy sector did its part to support its female employees and communities.

At the World Bank, we are committed to WePOWER with an eye towards the long-term sustainability of the network. Under the guidance of the WePOWER Steering Committee, the Interim-Secretariat has focused this past year on strengthening the internal systems and processes, and on growing the number of Partners. We are on track to achieving our aspirational goal of 50 partners before 2024.

As South Asia continues its post-COVID recovery, this coming year we will focus our efforts outwards to support more women professionals and students. The Interim-Secretariat will continue to work with the Partners to offer leadership and technical trainings, especially in the renewable energy sector, in keeping with our priority for Green, Inclusive, and Resilient Development. We will strengthen our capacity to support Partners' activities, such as internship programs, through advisory, communication, and coordination support. We hope to have the National Chapters formally established in a few countries, starting with Bangladesh. The National Chapters will serve to accelerate collaboration and learning and to improve coordination among organizations within the country. The national chapters will support the long-term sustainability of WePOWER.

Finally, I am happy to share that the World Bank is looking to replicate the WePOWER model globally. Our colleagues in Europe and Central Asia, East-Asia Pacific, and Middle East and North Africa regions are working to establish sister networks by conducting a baseline assessment and adopting a consensus-based, data-driven approach – the key hallmarks of WePOWER.

I would like to acknowledge the contribution of the WePOWER Steering Committee in guiding us through these trying times. I look forward to another excellent year of WePOWER partnerships to achieve our mission of more and better jobs for women.

Abbreviations

ADB	Asian Development Bank	IEEE WIE	Institute of Electrical and Electronics Engineers Women in Engineering
BHSL	Bhutan Hydropower Services limited	IOH	Institute of Happiness
BPC	Bhutan Power Corporation	JV	Joint Venture
BPDB	Bangladesh Power Development Board	KE	Karachi Electric
BREB	Bangladesh Rural Electrification Board	LECO	Lanka Electricity Company
CCA	Clean Cooking Alliance	LESCO	Lahore Electric Supply Company
CEB	Ceylon Electricity Board	LoAs	List of Activities
CFC	Concern for Children	MoU	Memorandum of Understanding
CHP	Chhukha Hydropower Plant	NCWC	National Commission for Women and Children
CNC	Computer Numerical Control	NESPAK	National Engineering Services Pakistan (Pvt) Limited
Co-ops	Cooperatives	NGO	Non-Governmental Organization
COVID19	Corona Virus Disease 2019	NUST	National University of Sciences and Technology
CSO	Civil Society Organization	NY	New York
CSS	Control Systems Society	PBL	Project-Based Learning
D&I	Diversity & Inclusion	PEDO	Pakhtunkhawa Energy Development Organization
DABS	Da Afghanistan Breshna Sherkat	Retd	Retired
DDL	Delhi Distribution Limited	RTE	Réseau de Transport d'Électricité
DGPC	Druk Green Power Corporation	SAGE	South Asia Gender & Energy Facility
EESL	Energy Efficiency Services Limited	SAR	South Asia Region
F2F	Face-to-Face	SHE	Stronger, Healthier Everyday
FEDCO	Feedback Energy Distribution Company	STEM	Science, Technology, Engineering, and Mathematics
FS	Female Students	TED	Technology, Entertainment, Design
GAMS	Gender Activity Modules	USAID	United States Agency for International Development
GE	General Electric	WAPDA	Water and Power Development Authority
GS	Grameen Shakti	WB	World Bank
HR	Human Resources	WEP	Women Engineering Pakistan
HRDC	Hydropower Research & Development Center	WePOWER	Women in Energy and Power Sector
HSC	Hydropower Service Center	WIE	Women in Energy
HUBCO	The Hub Power Company Limited	WoW	Women on Wheels
IDCOL	Infrastructure Development Company Limited	YESIST	Youth Endeavors for Social Innovation using Sustainable Technology
IEEE	Institute of Electrical and Electronics Engineers		
IEEE BDS	Institute of Electrical and Electronics Engineers, Bangladesh Section		

Executive Summary

WePOWER enters its fourth year! February 2022 marks three years since WePOWER was officially launched. Thanks in part to the diligent commitment of our Partners, we are proud to report that WePOWER continues to be a leading champion of promoting gender diversity and women's empowerment in the energy sector. Our Partners have worked hard to overcome the challenges posed by the global pandemic towards achieving our mission. WePOWER Partners have not been just passive observers. They have been proactive in fighting the pandemic and protecting their employees and the communities they serve. Indeed, the adaptability, vigilance, and passion of the WePOWER Partners is evident in the breadth of gender activities covered in the report.

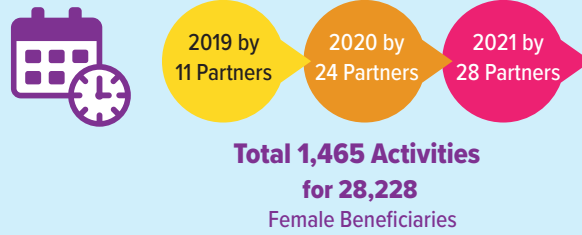
More WePOWER Partners are joining. This year, we focused on recruiting more Partners through hosting forums in Pakistan, India, and Nepal. We welcomed two new Partners, LESCO and PEDO from Pakistan. As of writing, our first Nepali Partners, NACEUN, joined in early 2022, bringing the total number of WePOWER Partners to 31. We are in correspondence with over 20 utilities and other stakeholders, many of whom we expect to join in 2022 towards our goal of 50 partners. Establishing National Chapters is also a priority in each country.

Partners' commitment to scaling-up gender activities remains strong. We reached 43% more women in 2021 and will continue this upward trend in 2022 with 70% more activities. WePOWER has cumulatively implemented **1,465 activities** reaching **28,228 female professionals and students** across South Asia. These initiatives have made meaningful contributions not only in the professional sphere but also at the personal level of many women and girls. Since launch, our Partners have:

1. Hired 328 new female employees and 690 female interns since the WePOWER launch.
2. Conducted 358 workshops/training reaching out to 10,761 female professionals, including employees, engineers, and returning mothers, in addition to 92 STEM Outreach Workshops reaching 7,637 female students.
3. Built and served 233 women-friendly facilities and services, including separate toilets, separate mosques, daycare centers, gymnasiums, transportation services, hiring women janitors, skip the queue at the cafeteria, and reserved parking slots.

Figure I: Total Results since WePOWER Launch in February 2019

TOTAL WePOWER Results



Some Featured Activities

Job Hiring



328 Women
hired!

Study Tours/Field Visits



28 Tours
with 652 female students/
participants

STEM Outreach Workshops



92 Workshops
with 7,637 female
student participants

Internship



690 Interns
female student
interns hired

Workshops/Trainings



358 Trainings
with 10,761 Female
Professionals
(interns, candidates,
engineers/employees,
returning mothers, etc.)

Mentorship



628 Mentees
by 106 mentors

Women Friendly Facilities



233 Facilities
women friendly
facilities built/services
provided

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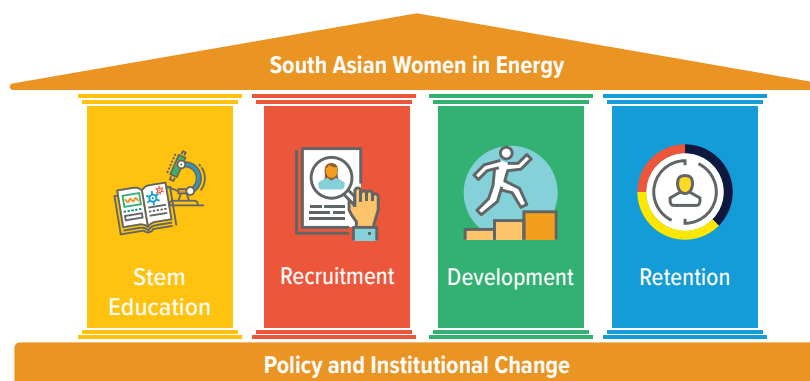
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1. About WePOWER

WePOWER Objective, Strategic Five Pillar, and Impact Indicators

Figure 1.1: WePOWER's Objective, Strategic Five Pillars



The objective of WePOWER is: To support workforce participation of women in energy projects and institutions, and promote normative change regarding women in STEM education.

STEM Education: Raising interest in girls for STEM subjects, increasing female enrollment in engineering programs, access to power sector/energy coursework, and practical internship opportunities will be key to ensuring a pipeline of qualified female candidates.

Recruitment: Engaging with engineering students and engineering professionals to raise awareness of viable jobs/opportunities in the power sector. This will require a partnership between the private sector, NGOs, academic institutions, existing local networks (if any), and power sector organizations (utilities) to organize job fairs and networking events.

Professional Development: Improving personal and professional development opportunities, such as mentorship programs, leadership training/coaching, are crucial for women's continued progression in their careers, especially in the more technical fields.

Retention: Having a gender-friendly working environment and supporting the increased household responsibilities after marriage is essential to improving the low retention of women in the energy sector. Addressing these through instituting family-friendly HR policies, providing reintegration services for returning mothers, and access to facilities such as daycare services, separate toilets, and safe transportation services will be crucial.

Policy and Institutional Changes: This forms a cross-cutting base for the other pillars to achieve normative change in society. Institutionalizing and enforcing gender considerations at the national

and institutional levels will be crucial. This will entail policies for encouraging more women to study STEM subjects, quotas/targets for female enrollment and hiring in the academic/power sector and lobbying for more women in senior/board positions.

Figure 1.2: WePOWER Partners in 2021





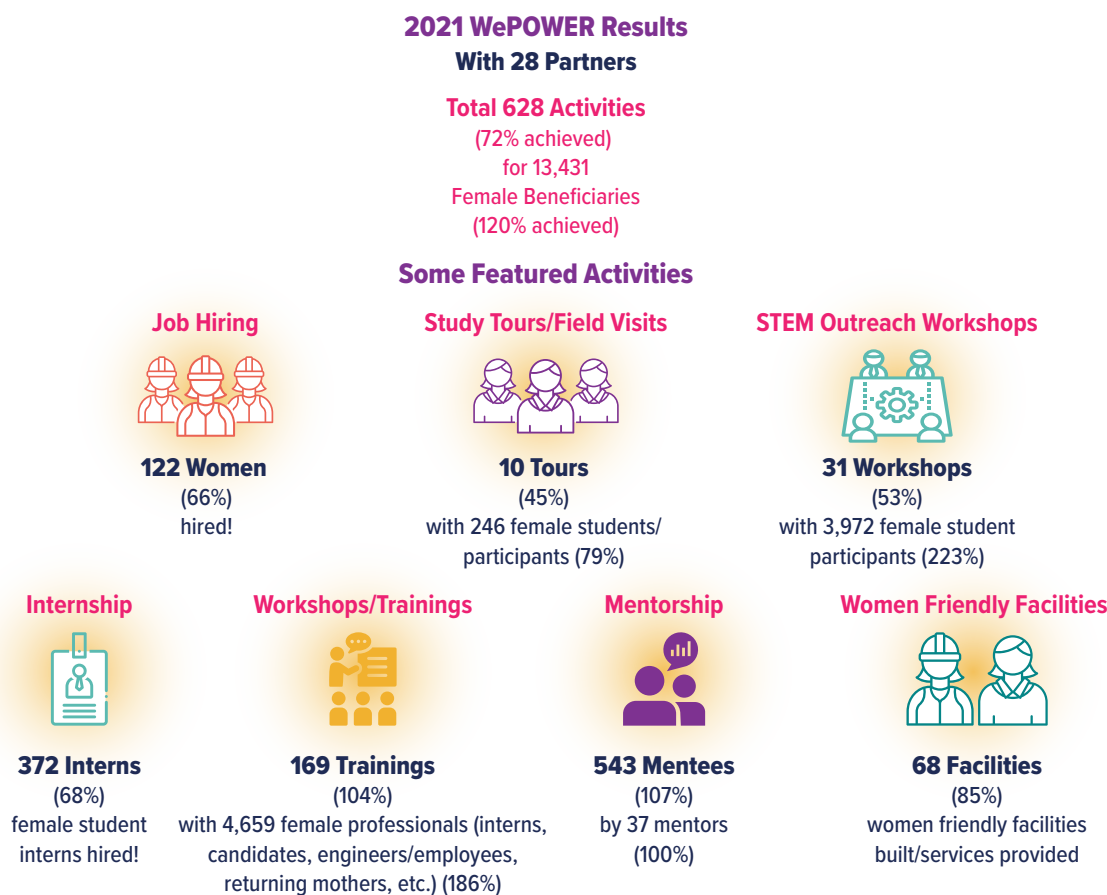
2. WePOWER 2021 Results

WePOWER has continued to make a substantive and meaningful impact, despite the constant disruptions caused by COVID-19. In 2021, the 28 WePOWER Partners across South Asia implemented **628 activities** for **13,431 female students and professionals**.

For 2021, WePOWER Partners had targeted implementing 870 activities reaching 11,236 female beneficiaries. Thanks to their extraordinary efforts, WePOWER exceeded this target for female beneficiaries by 20%. Learning from their experience in 2020, our Partners adapted to the pandemic. They redirected their efforts towards utilizing more virtual platforms for training and workshops. Additionally, the new hiring and promotions, supportive policies, and facilities also played an important role in helping women to stay engaged and progress in their careers.

The STEM outreach and internship opportunities are imperative for encouraging more girls to pursue jobs in the energy sector. WePOWER Partners persisted with these crucial activities, which was especially important at a time when many schools and universities in South Asia were impacted by shutdowns.

Figure 2.1: WePOWER 2021 Results with Featured Activities

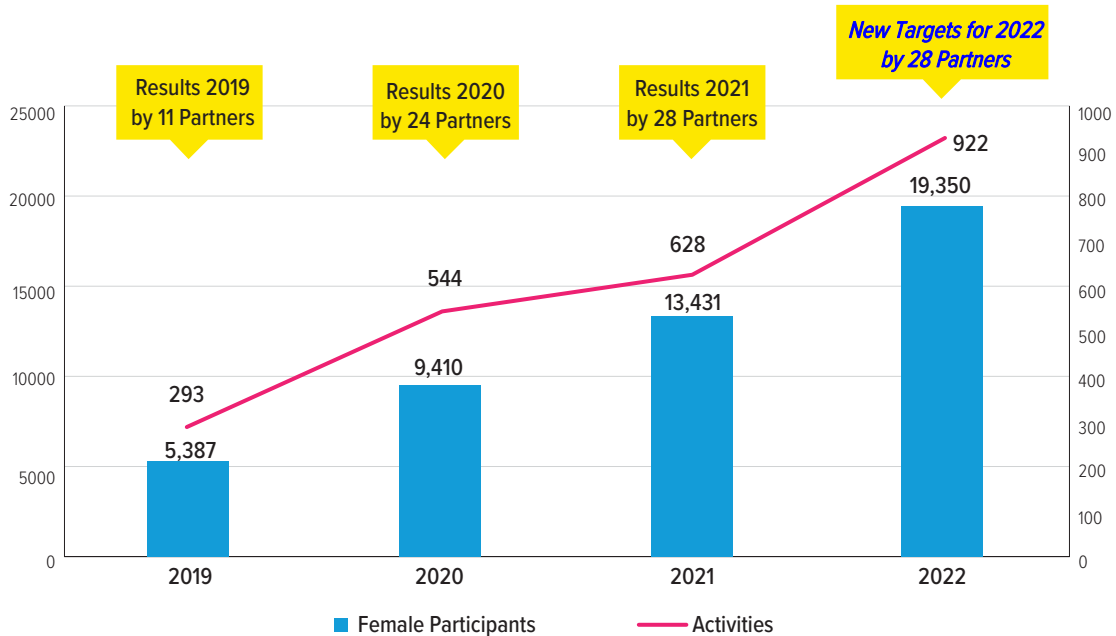


Key milestones in 2021 include:

- In total, the 28 partners successfully implemented 628 activities (72% of the set targets), reaching 13,431 female beneficiaries (120% of the set targets).
- Partners hired 122 female employees and 372 female interns in 2021. These are the highest numbers in a year so far.
- Partners implemented 31 STEM Outreach Workshops reaching 3,972 female students and organized 10 study tours for 246 female students.
- Over 4,600 female professionals participated in the 169 personal and professional development workshops held by WePOWER Partners.
- 122 female professionals recruited in technical roles.
- 372 female students accepted into various internship programs.
- 31 STEM outreach workshops for more than 3,900 female students.

WePOWER continues to scale up its activities. Compared to 2020, the Partners reached 43% more female beneficiaries in 2021. For 2022, they have set an even more ambitious target of 105% more female beneficiaries and 70% more activities.

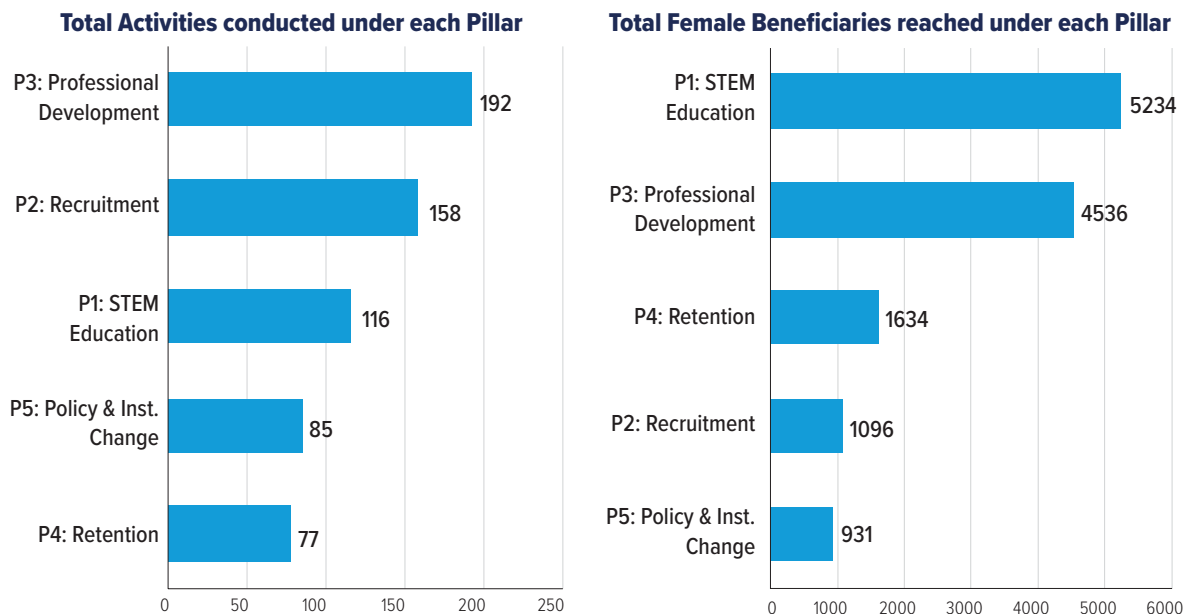
Figure 2.2: Total WePOWER Results 2019+2020+2021 & New Targets 2022



2021 Results Distribution by Pillars

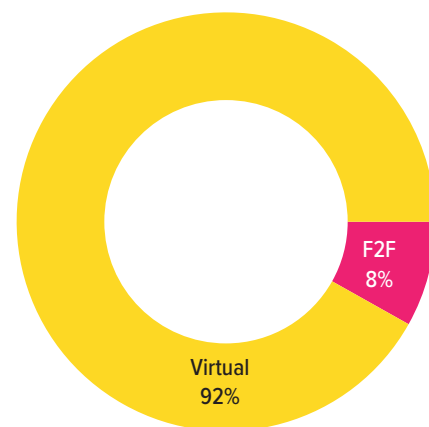
This year, WePOWER Partners outperformed their set targets. The highest number of activities/events were conducted under Pillar 3: Professional Development. Pillar 1: Stem Education had the highest number of female beneficiaries/participants. We are happy to report that the commitment to student outreach remains strong through field trips/site visits which can be held both outdoors and indoors.

Figure 2.3: Total Activities and Female Beneficiaries – By Pillars



The transition to online learning platforms during the restricted pandemic environment also contributed to the high number of participants (91% or target) across all pillars. The higher participation of females in training programs was possible due to more virtual events than face-to-face (F2F) events. In 2021, Partners conducted 127 virtual versus 40 F2F trainings/workshops. The virtual activities reached more than 4,200 female participants, as compared to 372 female participants through F2F activities.

Figure 2.4: Female Participants in F2F vs Virtual Trainings/Workshops



- **We anticipate that this trend will be maintained in 2022.** For example, Women in Energy (WiE) from Pakistan moved its workshops to a PODCAST format. Approximately 690 professionals tuned in to hear experts speak on topics such as “Skills needed by professionals working in the energy/power sector.”

- **However, there is an indication that people are ready for more in-person events after restrictions imposed by COVID19.** In India, Energy Efficiency Services Limited (EESL), in partnership with its joint venture IntelliSmart Infrastructure Pvt. Ltd, hosted its inaugural Innovation Challenge. This in-person hackathon for female students focused on finding solutions to improve power distribution in the country. The event received excellent responses from the participants.

2021 Results Distribution by Partners

Given the size of the countries, some of our most active Partners are from Pakistan and India.

In 2021, the WePOWER Partners with the highest number of activities were: 1) Water and Power Development Authority (WAPDA), 2) Energy Efficiency Services Limited (EESL), 3) Druk Green Power Corporation (DGPC), 4) Women in Energy (WIE) and 5) Institute of Electrical and Electronics Engineers, Women in Engineering (IEEE WIE) India. The highest number of female beneficiaries were reached by 1) Tata Power-DDL, 2) Energy Efficiency Services Limited (EESL), 3) Institute of Electrical and Electronics Engineers, Women in Engineering (IEEE WIE) India, 4) Water and Power Development Authority (WAPDA) and 5) POWERGRID.

Together, these WePOWER Partners have conducted more than 50% of all WePOWER activities reaching 56.5% of all WePOWER female beneficiaries.

Figure 2.5: Partners who conducted the highest number of activities

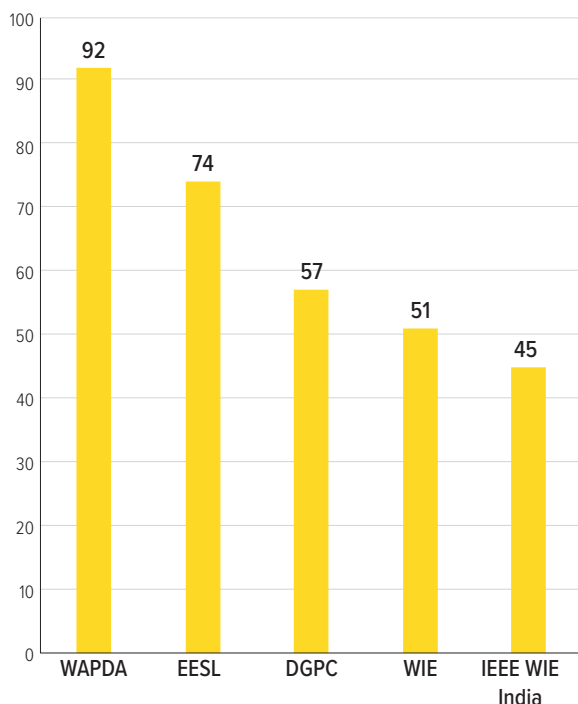
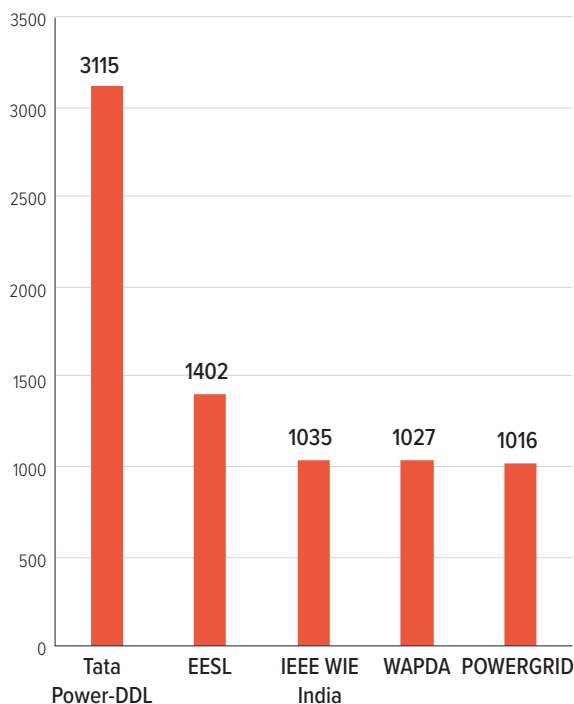


Figure 2.6: Partners who reached the highest number of Female Beneficiaries



Featured Partner Activities

WePOWER Partners implement a wide variety of innovative activities. The table below showcases some of the featured activities ranging from fun competitions, counseling with nutritionists for mothers, to a conversation with the CEO. Please also see the Featured Stories Section for more information.

Table 2.1: Featured Activities of WePOWER Partners in 2021 (Alphabetic Order)

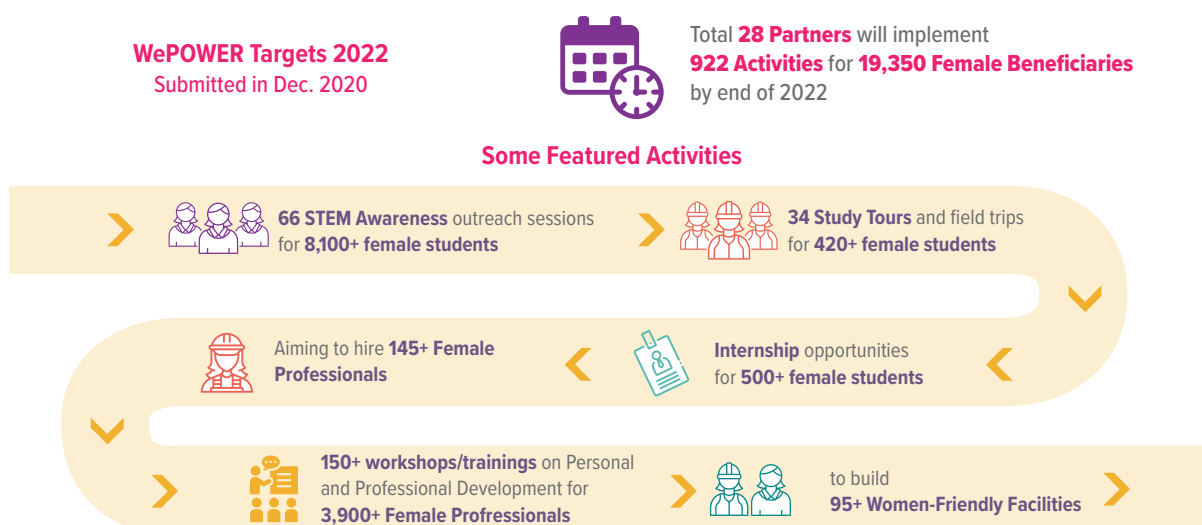
Partner Organization	Country	Featured Activities
Druk Green Power Corporation Limited (DGPC)	Bhutan	DGPC arranged 3 field trips arranged for a total of 160 female students at BHP powerhouse and Switchyard, at BHSL, Jigmiling. Female students were introduced to Computer Numerical Control (CNC) Machines and Arm Robots at Nikachhu Hydropower Project.
Energy Efficiency Services Limited (EESL)	India	EESL organized three competitions and activities for students at various schools on World Environment Day 2021, on June 5, 2021, in which 170 females participated.
Karachi Electric (KE)	Pakistan	KE provides “A Pregnancy Wellness Journey” for new mothers and their line managers with the healthcare teams and nutritionists for guidance on self-care. Since its launch, 10 pregnant women have been enrolled in the journey. Routine medical counseling is in process. Post maternity mentoring will be taken care of accordingly.
Institute of Electrical and Electronics Engineers, Women in Engineering (IEEE-WIE) Sri Lanka	Sri Lanka	IEEE-WIE Sri Lanka collaborating with IEEE WIE Sri Lanka student branches organized 5 personal development workshops in 5 universities for 250 female engineering undergraduate students.
Tata Power-DDL	India	Tata Power-DDL organized an exclusive CEO Dialogue to inspire female employees to take up challenging roles in the power sector, 158 female colleagues attended the dialogue against the set target of 80 female attendees. Tata Power-DDL also conducted three STEM Outreach sessions for 2400 female students in India.
The Water and Power Development Authority (WAPDA)	Pakistan	WAPDA hired 54 female professionals in various departments against a set target of only 6 female professionals. Two WAPDA high schools and one primary school organized a campus Science Exhibition to encourage STEM study via Project-Based Learning (PBL). Overall, 200 female students participated.
Women Engineering Pakistan (WEP)	Pakistan	WEP kickstarted a hashtag called #WomeninSTEMWednesday, where for two months Professional Pakistani women in STEM were interviewed and videos of these role models were shared across social media portals with a total of 6184 views.
Lanka Electricity Company Ltd. (LECO)	Sri Lanka	LECO delivered professional and personal development training for women employees, including career guidance for 19 women, stress management, team building exercises for 28 women, and technical training for 15 women on topics such as electrical safety and underground cabling.

2022 Targets

In 2022, the 28 WePOWER Partners have targeted implementing 922 activities for 19,350 female professionals and students.

The largest activities are planned under Pillar 1, which includes 86 STEM outreach sessions reaching more than 8000 female students and 34 study tours for more than 400 female students. In addition, WePOWER Partners are aiming to hire more than 145 female professionals in technical roles and provide internship opportunities for 500 plus female students. Impressively, WePOWER Partners have committed to holding over 150 workshops and trainings for more than 4000 female employees including engineers, trainees, and returning parents. The partners are also planning to build more than 95 women-friendly facilities including separate toilets, separate mosques, gymnasiums, breast-feeding rooms, and daycare centers.

Figure 2.7: WePOWER Targets 2022



WePOWER Partners will implement more activities reaching more female beneficiaries in 2022.

Based on our experience in the prior year - where we had to revise our ambitious targets due to COVID 19 - Partners adopted more moderate targets for 2021. However, thanks in large part to adapting to the COVID19 pandemic, whether it was embracing new measures to support female employees or shifting to virtual platforms, WePOWER was able to meet or exceed their targets for 2021. We expect that with easing pandemic restrictions and more partners joining, WePOWER's expected impact will grow exponentially.



**3. Announcements from
the Interim-Secretariat**

The World Bank’s South Asia Gender and Energy Facility (SAGE), as the Interim-Secretariat, in collaboration with the Asian Development Bank is working to strengthen the WePOWER Network. SAGE hosted various convening events and is in conversation with various 20+ utilities and stakeholders in Pakistan, India, and Nepal to join WePOWER.

SAGE will remain the Interim-Secretariat of WePOWER until 2024 and has been advised by the World Bank management to prepare a sustainability plan by 2022. The Interim-Secretariat also held a meeting with the WePOWER Steering Committee on 6th April 2021 and was authorized to establish national chapters. Some priority goals for 2022 are:

- Facilitate enrollment of more than 50 total partners to WePOWER. We expect more Partners in India, Nepal, and Pakistan to join in 2022.
- Establish WePOWER local chapters for Bangladesh, Sri Lanka, and Nepal and host a joint activity in each country. Look to strengthen the Bhutan National Chapter.
- Contingent on the COVID situation improving, WePOWER will organize one national or regional event for Partners and energy sector stakeholders by 2023.
- Complete the Internship and Returning Mothers Modules to help inform the activities of WePOWER Partners.
- Rollout of the Human Resources Survey of utility towards informing WePOWER’s outcome indicators (see Section A).
- Developing various tools and systems, such as gender modules and an automated online results-sharing system, for further institutionalization and sustainability of WePOWER.

WePOWER model goes global. The success of WePOWER has spurred the World Bank management to replicate the WePOWER model in other regions. SAGE II has held multiple consultative and knowledge exchange meetings with World Bank colleagues from the Asia Pacific, Eastern Europe, Latin America, and the Middle East. We hope to see sister organizations established in these regions in the future.

Welcoming New Partners

This year, we are proud to welcome Lahore Electricity Supply Company (LESCO) and Pakhtunkhwa Energy Development Organization (PEDO) from Pakistan as our new partners.

Lahore Electricity Supply Company (LESCO), Pakistan

LESCO is the largest public distribution utility in Pakistan with 22,000 employees serving 5.5 million consumers. Under the leadership of CEO, Mr. Muhammad Amin, LESCO has been working to improve gender diversity in their company. LESCO is also prioritizing women posting in key positions, such as Director of Finance, and will be looking to onboard over 80 female interns in 2022. LESCO became a WePOWER Partner on October 20, 2021.



Meet our new Focal Point:

Ms. Azia Shoaib -Director General HR, Lahore Electric Supply Company (LESCO)

Ms. Shoaib joined LESCO in 2016 as HR Director. Previously, she has worked for over a decade in senior HR positions in international engineering consulting firms. As Director General HR, she is overseeing Establishment (Promotion, Upgradation, Transfer Posting, Litigation, HR operations, Industrial relations), Recruitment & Selection, Training and Development, Career Management, Disciplinary and Grievances management, Organization Development and Public Relations of the Company. She is currently deploying the ERP HR Module at LESCO. Ms. Shoaib has an MSc Human Resource Management University of Strathclyde, Glasgow – UK 2006.



Pakhtunkhwa Energy Development Organization (PEDO), Pakistan

PEDO is a World Bank Client under the Pakistan: Khyber Pakhtunkhwa Hydropower and Renewable Energy Development Project. PEDO is actively engaged with the WePOWER network as part of its project gender commitments and will work towards hiring women as part of its project staff as well as do STEM outreach for schoolgirls in the KP districts in Pakistan. PEDO formally became a WePOWER Partner on July 1, 2021.



Meet our Focal Point:

Ms. Sheema Ayub – Former Assistant Director Legal, Pakhtunkhwa Energy Development Organization (PEDO)

Ms. Sheema Ayub recently served in the Energy and Power Department, PEDO, as Assistant Director Legal where she was managing all legal sections and dealt with all court cases in all districts of KPK. She was also a spokesperson for PEDO being WePOWER Partner and was actively involved in different activities which come under the ambit of WePOWER. She is a Law graduate from the University of Peshawar. She was recently posted to the Directorate of Prosecution, Home Development, recently posted at District Abbottabad, where she is the Deputy Public Prosecutor. Ms. Ayub conducts Prosecution in all criminal cases, supervision of investigation before trial and provision of general guidelines to police in the investigation and tendering legal opinion.



Ongoing Collaboration with IEEE Women in Engineering

IEE WIE is one of WePOWER's key Partners and helps to bridge the gap between the energy sector, academic institutions, female engineering students, and professionals as our network continues to grow. An MoU was signed between WePOWER and the IEEE WIE in 2020. This agreement underscores IEEE WIE's strong commitment to WePOWER.

- **The recent December issue of IEEE magazine** featured an article highlighting the important partnership with WePOWER. The article reached 33,000 subscribers. Dr. Ramalatha and Dr. Bozenna also spoke about WePOWER and IEEE's partnership with the Control Systems Society's Women in Control Workshop on Diversity and Inclusion to 65 participants. The article can be found [here](#).

Pipeline Attractive Programs for Women

The Women in Power Sector Professional Network in South Asia Initiative

Increasing the participation of women in South Asia's energy and power sector

What the World Bank was looking to build an initiative aimed at providing female engineering in South Asia. It consisted of a network of women in the power sector. The initiative was led by the World Bank and the International Women's Forum (IWF). The initiative was launched in 2019, jointly managed by the World Bank's South Asia Energy and Power Development Unit, and funded by the Energy Sector Management Assistance Program. The goal was to increase the participation of women working within South Asia's energy and power sectors and to change the gender balance within the IWF education system.

The first step was to create a baseline assessment of the World Bank network and to participate in numerous other engagement activities. The first step was to create a baseline assessment of the World Bank network and to participate in numerous other engagement activities. The first step was to create a baseline assessment of the World Bank network and to participate in numerous other engagement activities.

structure development are critical elements in South Asia's regional development strategy. However, women's opportunities to contribute to the energy sector are limited, with a visible lack of gender diversity in technical and senior management positions. Furthermore, women face barriers to the advancement of women in these fields was causing an economic dividend throughout the world. The area targeted actively produced more engineers than countries in the West, the underrepresentation continued, mostly due to the social and cultural factors of these countries. Female-led.

The initiative that increases the participation of women in the sector can be challenging given the cultural expectations that their work adapts to allow them to be primary caregivers for their families. Working in a remote area is not only difficult for a young girl, and more difficult if she is a mother. She mentioned that she often had to travel long distances to work in a remote area. She mentioned that she often had to travel long distances to work in a remote area.

STEM education, job fair and information technology professional development training and networking enabling (tele)work, family-friendly facilities and policies (remote) and childcare facilities were not required. She said, "Partner are encouraged to connect to a mentorship program where they can get advice from other women who have been successful in their careers. The program also provides a platform for women to share their experiences and challenges. The program also provides a platform for women to share their experiences and challenges."

To address these challenges and to increase the participation of women in the sector, the initiative was launched in February 2019 at a conference in Nepal and adopted by more than 200 engineers and senior sector professionals from all over South Asia. At the conference, each WePOWER partner's organization signed up for that first year had the opportunity to host a workshop on a specific area of interest. The workshop was held in the form of a roundtable discussion with the participation of women in the energy and power sector. The initial an IWF education, research, development, retention, and policy and institutional change. The conference of activities within the pillars include workshops, field visits, and workshops.



return to work," explains Ramalatha. Although the workshop had to be held online due to the pandemic, "I would say there was a positive impact because the cost was reduced and the time for planning the participants' travel and other facilities were not required." She adds, "Another development was the signing of a memorandum of understanding (MoU) between WePOWER and IEEE, underscoring IEEE's commitment to WePOWER. We have been involved since the beginning, when Ramalatha visited the Chair Women Professionals from the participating forces in Washington, DC. Because they recognized an alignment of objectives, "I see the idea that this could be a big breakthrough." We had a collaboration of IWF and the World Bank, and because we were much interested and enthusiastic," shares Ramalatha. Field Division is now the IEEE representative to the WePOWER steering committee and the chair of the IWF and other activities related to IWF Council while Ramalatha works alongside her on the IEEE India representative.



While a group of women who were members of the IEEE Bangalore Office, they were invited to participate in a series of workshops and seminars. The group was invited to participate in a series of workshops and seminars. The group was invited to participate in a series of workshops and seminars.



Members of the first regional Women Professionals Network (WPN)

WPNWIE encompasses a variety of activities that encourage young people to consider engineering-based solutions to transportation problems. The flagship event is an international talent show, which is a global competition with challenges across different tracks: the Innovation Challenge, Motor Fuel, Nuclear Energy, and Special Track. WPNWIE track was added in 2019 with the objective that at least one girl should be on the team to enter the competition. That year that I am thinking to be a bit of a challenge," says Ramalatha.

The Women of the World Bank and IEEE India representative, she had already been involved in WPNWIE for a few years and saw an opportunity to expand the program. "I decided to introduce the WePOWER track with the idea that providing training along a good idea for inspiring STEM girls to have a role in the energy sector. The idea was to provide training along a good idea for inspiring STEM girls to have a role in the energy sector. The idea was to provide training along a good idea for inspiring STEM girls to have a role in the energy sector."

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- [WePOWER - IEEE YESIST12 2021](#) - Youth Endeavors for Social Innovation Using Sustainable Technology (YESIST12) competition. WePOWER Track was introduced in IEEE YESIST12 in 2019 to promote and encourage girls from electrical power and energy background to continue their education and careers. The track witnessed participation from eight countries since the start of 2019. In 2020, several online events were conducted with over 300 participants from 30+ countries including webinars, panel discussion, and a six-day international boot camp on “Energy Modelling in Industry”. The 2021 event included an online workshop on entrepreneurship in the renewable sector. SAGE II will be providing small prize money to promote the event.

Shakti Konna Leadership Program

WePOWER is working with Devtale and Engineering Student Association of Bangladesh (ESAB) to organize a Shakti Konna/Power Girl Leadership Program for climate/energy sectors in Bangladesh. The training is targeted at approximately 40 young female professionals and final-year graduate students. The training will be implemented from April to June 2022 and will culminate in a solve-a-thon that will allow participants to put all their learning into solving a real-world problem. Please visit www.shaktikonna.org for more details.



WePOWER Internship Program Module – Initial Findings

SAGE established the WePOWER Internship Program Working Group in 2021 to help prepare the Internship Module. This module will be used by the Partners and other South Asian Power sector organizations to improve the number of female interns and well-structured internships. The goal is to reposition internships programs as an essential tool in helping HR address skills gaps and needs for the utilities – and not just an obligation to fulfill academic or legal requirements.

Various consultative meetings were held with Partners to help form a consensus on what key aspects are required for a quality internship. An online survey has been developed and sent out to South Asian engineering students to better understand gaps and barriers to quality internships. See more detailed findings below in Box A: Findings from the WePOWER Internship Working Group.



Box 3.1: Findings from WePOWER Internship Module

Internships are one of the core activities conducted by the WePOWER partners and play a crucial role in providing practical experiences needed for the school-to-work transition.

Internships involving technical or field-based work are especially important for female engineering students to enter the energy sector workforce. The objective of the WePOWER Internship Module is to provide i) a framework of the core principles and ii) the tools required to implement a well-structured, gender-equal, and youth-friendly internship program. A well-designed internship program should benefit both the utility and the interns. The Interim-Secretariat is aiming to release the module on the WePOWER website by summer 2022.

Table 3.1: WePOWER Internship Working Group

	Country	Organization Name
1	Bangladesh	Grameen Shakti (GS)
2	Bhutan	Druk Green Power Corporation Limited (DGPC)
3	Bhutan	Bhutan Power Corporation (BPC)
4	India	Feedback Energy Distribution Company Ltd. (FEDCO)
5	India	Tata Power DDL
6	India	POWERGRID
7	Pakistan	Pakhtunkhwa Energy Development Organization (PEDO)
8	Pakistan	Lahore Electricity Supply Company (LESCO)
9	Pakistan	The Water and Power Development Authority commonly (WAPDA)
(10)	Afghanistan	Da Afghanistan Breshna Sherkat (DABS))

A working group consisting of nine Partners was formed to help develop the “ideal” WePOWER Internship Program. The discussions helped to provide a better understanding of the current internship environment in South Asian utilities. The group also spoke about what an ideal internship program could look like given the South Asia context, and how to support sector organizations that have yet to implement their internships. The working group agreed that an effective WePOWER internship program should encompass three facets: 1) It should be well structured with clear guidance and goals for both the intern as well as their managers, 2) It should help to promote gender equality and develop technical and leadership skills for women, and 3) more generally, focus on positive personal and professional growth for youth in the country. More details will be provided in the modules.

Each internship offered by WePOWER Partner is quite varied with differing objectives, length of the period, job types, etc. Some key observations from the discussion:

Women students tend to work mostly on non-technical internship work assignments, rather than technical work-related assignments.

The objective of most internship programs is to support students to get “work experience” towards their school credits. There is a lack of structure, with many internships based on the ad-hoc requests from universities and/or governments to hire interns (students). The specifics of the internship, its duration, job description, paid/unpaid are also contingent on the request, rather than the needs of the company or the hiring department.

Public utilities can play an essential role in strengthening STEM education in the country. Some South Asian energy organizations, especially public utilities, serve as “vocational training centers” and can help interns to get other energy-related jobs outside the utility after the program. These utilities issue the internship certifications, that are valuable in getting accepted into further trainings.

Many internship programs are not designed for obtaining their talent pipeline (future employees). Since the employment opportunities in the energy sector utilities are minimal and incredibly competitive, the internship programs tend to be disconnected from the recruitment process.

Reflecting the student’s voice: A survey was developed to get students’ inputs to improve the module and inform how the energy sector can better tailor their internship offerings. The comprehensive survey was sent to both male and female university students and the questions focused on the quality of their previous internship experiences, their motivation for joining the internship programs, and what support they require to improve their learning experiences.

Figure 3.1: South Asian Common Internship Framework

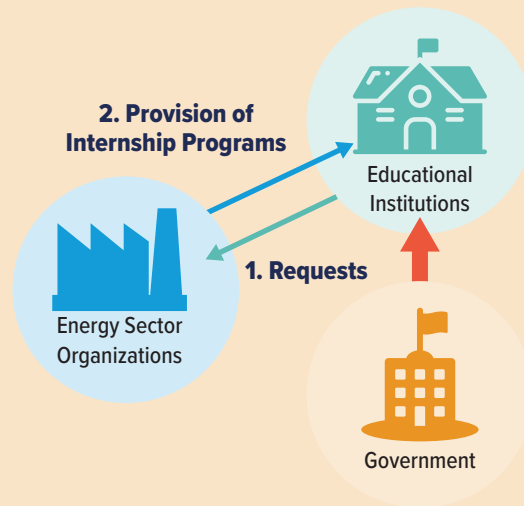


Figure 3.2: Key Principles of the WePOWER Internship Program

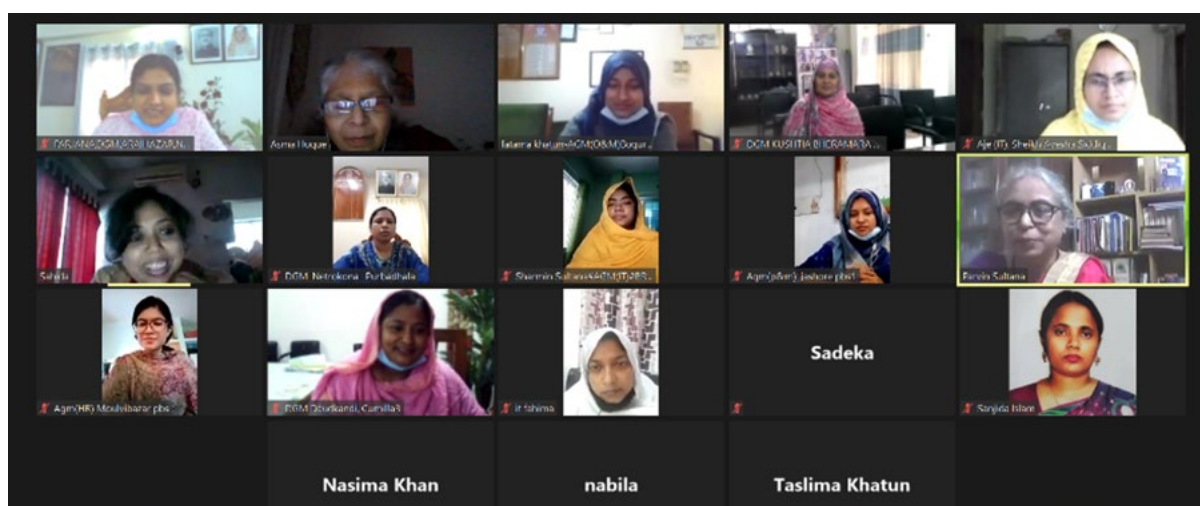


WePOWER Partners in Projects – Improving Synergies

WePOWER is being increasingly operationalized into SAR energy projects. SAGE has been working closely with the task teams to provide deep-dive support on gender in the following projects:

Recent World Bank projects, such as the upcoming Electricity Distribution Modernization Program [Bangladesh] (P174650) and Electricity Distribution Efficiency Improvement Project [Pakistan] (P170230), Accelerating Renewable Energy Integration and Sustainable Energy [Maldives] (P172788), Khyber Pakhtunkhwa Hydropower and Renewable Energy Development Project (P163461) and Floating Solar in Pakistan Project [Pakistan] (P176308), are prioritizing hiring women into technical positions as part of their modernization efforts. The project implementing utilities are already WePOWER Partners or have agreed to become WePOWER Partners.

- **Bangladesh Electricity Distribution Modernization Program (P174650):** Currently, SAGE is supporting completing the gender assessment for the Bangladesh Rural Electrification Board. The preliminary results have helped inform the gender interventions and indicators under the project. BREB will look to scale up WePOWER activities and hire more women as part of their modernization efforts towards digitization and smart infrastructure. SAGE II will continue to work closely with the project team to help the client achieve gender actions. BREB is already a WePOWER Partner. The findings of the report will be made available shortly.



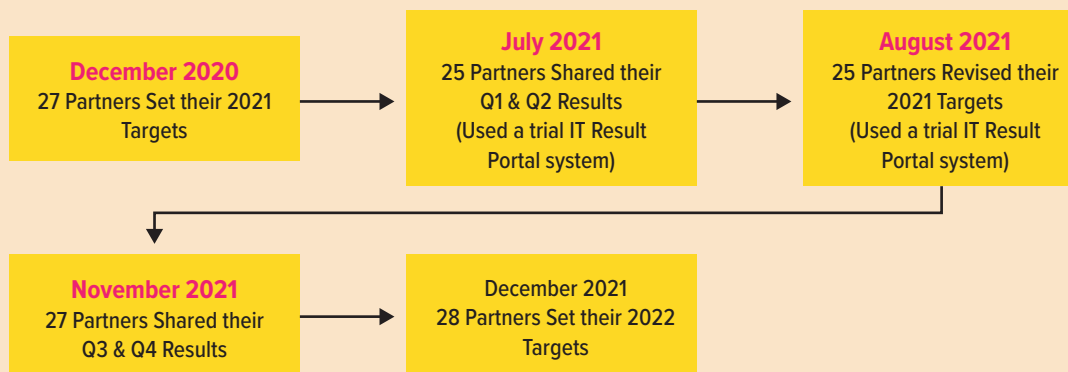
- **Maldives Accelerating Renewable Energy Integration and Sustainable Energy (P172788):** The (ARISE) project supports the Maldives' transition to renewable energy. SAGE is providing implementation support for the project Gender Action Plan (GAP) which will prioritize training and hiring of women engineers in renewable energy jobs. In parallel, SAGE is preparing a "Gender and Energy Roadmap" to advise the country's development strategy and ensure that everyone (both women and men) will benefit from the global renewable and green energy transition at all levels of the energy sector value chain. Fenaka is a WePOWER Partner, and the team is working closely with Stelco and the Ministry of Environment, Climate Change and Technology (MECCT.)

Box 3.2: Changes to the WePOWER Results Sharing System in 2021

Starting in 2021, the WePOWER Interim-Secretariat decided to adjust the results sharing system from a quarterly to a bi-annual timeframe. Partners shared Q1 and Q2 results in July and Q3 and Q4 results in November. The WePOWER Partners also revised their 2021 targets in August 2021.

For the first results sharing period, the Interim-Secretariat moved its manual results sharing system to the trial version of “WePOWER Online Results Portal” to collect the results and to revise the targets. In the first trial, the system faced some technical difficulties, and is now under further development, but our partners showed positive messages for using the IT system better than the WORD file manually. This WePOWER Results Portal will be a user-friendly interface to efficiently share targets and results. The Interim-Secretariat plans to continuously advance the system for more informed analysis that can help WePOWER Partners in designing and implementing more and better gender-informed activities. To achieve this goal, the WePOWER Secretariat is planning to completely systematize the results sharing system by the end of 2022.

Figure 3.3: Monitoring & Reporting Timeline in 2021



Coming Soon! the 1st Annual WePOWER Awards

The Interim-Secretariat is excited to announce the first annual awards to celebrate the efforts and achievements of Partners. The awards will be a mix of recognizing the diverse work being done by WePOWER Partners. Some tentative awards include the Partner of the Year Award, Student Outreach Award, and Supporting Professional Development Awards. We recognize that in many cases, the contributions to WEPOWER by our colleagues are in addition to their responsibilities at work and home. Thus, we will also present “Ms./Mr. WePOWER” awards to individuals whose collaborations have gone above and beyond their calling to support WePOWER’s mission. We will be announcing the winners later this year and the trophies will be mailed to the winners.



4. Convening Events for New Partners

Pakistan DISCOs Forum for WePOWER (June 2021)

As part of the Pakistan Electricity Distribution Efficiency Improvement Project, WePOWER hosted a virtual forum with Pakistani Electricity Distribution Companies (DISCOs) to discuss barriers and opportunities for promoting gender equality in the Pakistani DISCO sector. The lack of qualified female candidates, low awareness/willingness to work in public sector utility jobs, and lack



of women-friendly policies and facilities were identified as some of the major constraints. There was a broad consensus that hiring more women in the power sector was important and that the DISCOs would explore becoming WePOWER Partners. Approximately 40+ participants joined from all eight DISCOs in Pakistan and the regulatory agency NEPRA.

Following this event, partnership invitations were sent to various DISCOs. The participants included the senior management and HR directors from the Lahore Electric Supply Company (LESCO), Peshawar Electric Supply Company (PESCO), Hyderabad Electric Supply Company (HESCO), and Islamabad Electric Supply Company (IESCO). Following keynotes by Mr. Tauseef H. Farooqi, Chairman of the National Electric Power Regulatory Authority (NEPRA), and Mr. Simon J. Stolp, Practice Manager of South Asia Energy, World Bank, the participants discussed barriers and opportunities to promoting gender equality in the Pakistani DISCO sector. WePOWER Partners - BPC, BREB, CEB, KE, WAPDA, WEP, and WIE also shared their insights and experiences.

Nepal WePOWER Partnership Forum (Sep 2021)

The Interim-Secretariat and ADB jointly held the First Nepal National Meeting on WePOWER Initiative on 13th September 2021. The objectives of the virtual meeting were to discuss 1) the requirements to become WePOWER Partners, and 2) the inception of the National Chapter. The meeting was attended by Directors and Senior Managers from the Nepal Electricity Authority, National Association of Community Electricity Users Union, Nepal (NACEUN), Alternative Energy Promotion Center, Tanahu Hydropower Limited, Nepal Engineers' Association, and the Institute of Engineering. It was agreed that stakeholders would designate a WePOWER Focal point and work to develop LoAs towards becoming WePOWER Partners and in parallel, would work towards establishing a Nepal national chapter and host a joint event by the end of 2022.

Bangladesh National Chapter Inception Meeting (July 2021)

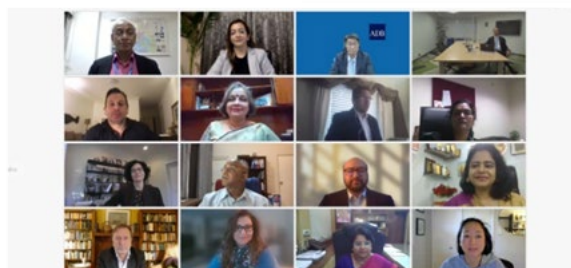
The first WePOWER Bangladesh National Chapter Inception Meeting (July 2021) was attended by all the Bangladeshi WePOWER Partners. The discussion centered around how to develop an innovative national chapter model suited for Bangladesh that will operationalize WePOWER Principles/Functions and fuel collaboration and learning between local stakeholders. The Partners agreed to a work plan towards developing a Terms of Reference (ToR) for the National Chapter, which will outline its roles and responsibilities. The committee has since held two follow-up meetings on December 9th, 2021, and Feb 17th, 2022. To date, the committee has endorsed the draft ToR and committed to hosting a joint gender activity before the end of 2022.

WePOWER Indian Technical Session Series (Nov 2021)

The National Launch of the WePOWER India Partnership Forum was held on November 9th, 2021 via a virtual platform. A panel discussion on Expanding Job Opportunities in India's Clean Energy Transition was also held as part of the Launch. The distinguished panel comprising of key stakeholders from utilities, power sector public sector units, and private sector, shared their thoughts on the trends in modernizing the power sector, such as clean energy transition and digitization. About 120 participants from the Indian power sector participated in the event.

The national launch was followed by eight closed technical meetings with groups of stakeholders from the utilities, state renewable energy development agencies, RE companies, and STEM education institutes. The technical meetings discussed the detailed steps to become a WePOWER Partner and potential avenues for collaboration with stakeholders. USAID and IRENA also presented on global good practices. As a result of these interactions, there was a strong interest in joining WePOWER. Over 20 invitation letters have been sent out to Indian energy sector stakeholders so far. The goal is to host an in-person national WePOWER event with existing, new, and prospective partners in late 2022 or early 2023.

Based on feedback from stakeholders, the Interim-Secretariat is exploring the options for offering unconscious bias training for the leadership and forming a training calendar. There are also ongoing discussions with the National Power Training Institute to institutionalize the 'Women in Power Sector Cohort in India'.





**5. WePOWER
in Knowledge
Sharing and
Training Events**

E-Discussion on "Understanding COVID Impacts" (May 2021)

SAGE II, as the WePOWER Interim-Secretariat, hosted an e-discussion from May 17-24, 2021 on Understanding the Effects of COVID-19 Pandemic on Women Professionals in the Energy Sector: Reflecting on Challenges, Policies, and Solutions. The objective of the discussion was to track the responses to this crisis by our partners and learn about their recovery plans and mitigation efforts. More than 100 participants from around 50 cities shared their insights and ideas. The knowledge sharing promoted good practices - such as offering mental and physical health support and offering stipends for maids/babysitters for women working from home – which have been adopted by the Partners. The summary of the discussion can be found [here](#). Please also see Box 5.1 below for more details.



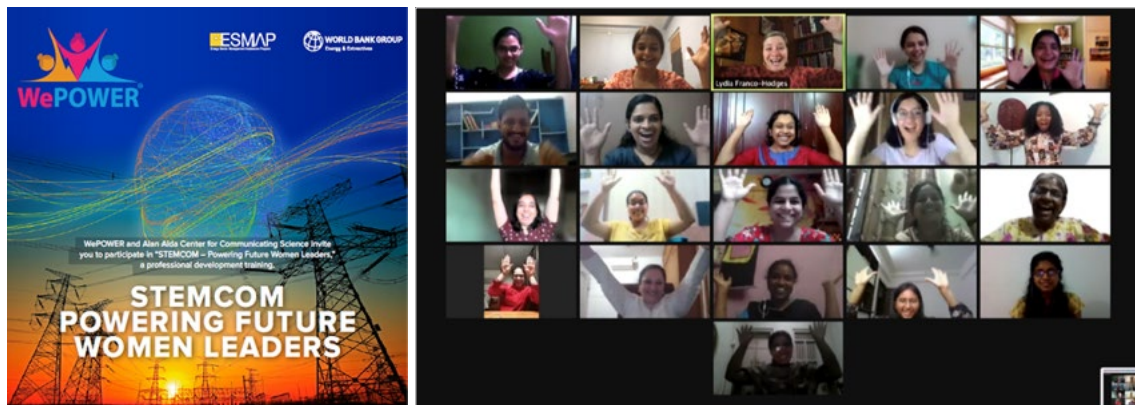
OLADE Energy Week (Nov 2021)

Energy Week for Latin American countries was organized by the Latin American Energy Organization (OLADE) and the Inter-American Development Bank (IDB) on Nov 19, 2021. A panel discussion on Gender and Energy was attended by our very own Mr. Gunjan Gautam, who presented the importance of data in monitoring and informing gender activities for WePOWER. The full video of the session can be found [here](#).



WePOWER STEMCOM Trainings in India and Pakistan (June-Sep 2021)

WePOWER STEM Communications (STEMCOM) training was piloted in partnership with the Alan Alda Center at Stony Brook University, New York. Forty women and two men STEM graduates and young professionals in the energy sector were selected through a competitive application process. The course provided skills to articulate critical ideas related to STEM to technical and non-technical audiences, with a focus on energy transition and sustainable energy. Graduation ceremonies were held in September and the first cohorts have formed a community of practice to further support each other in their careers moving forward. Please see Box 5.2 for more details.



WePOWER and IEEE WIE India Technical Webinar Series for Women (Oct-Nov 2021)

The virtual trainings focused on renewable energy and battery storage technologies. The three sessions saw 172 women participate with Prof. Saifur Raihman (IEEE President-Elect), Terry Jester (BIA Controls CEO), and Dr. Naqui Anwer (Professor TERI University) led the sessions. This will be the first in a series of planned technical trainings on renewable energy WePOWER has planned with IEEE in India. The series will also provide a platform to build a database of women energy professionals and form a ‘Cohort Group’ for networking and future internship programs.



USAID Engendering Industries Workforce Gender Equality Accelerated Program (Sep-Nov 2021)

WePOWER Partners joined the first cohort of the online-only engendering industries accelerated program. The participants are coached in change management to help promote gender equality within their companies. Seven WePOWER Partners, Bhutan Power Corporation (BPC), FENAKA Co., Water and Power Development Authority (WAPDA), Druk Green Power Corporation (DGPC), Energy Efficiency Services Ltd (EESL), and Ceylon Electricity Board (CEB), a total of 15 Senior HR professionals were accepted into the program with joint scholarships provided by USAID and SAGE II. Da Afghanistan Breshna Sherkat (DABS) was also accepted but could not participate. The program was planned in conjunction with Fulbright University Vietnam. The program was very well received by the WePOWER Partners, who appreciated the knowledge-sharing opportunity with the East-Asia and Pacific utilities. The WePOWER Partners are actively implementing the learnings from the training by establishing gender equality committees, instituting gender audits, and gender-inclusive corporate communications policies. The importance of gender bias training and raising men's awareness in the company was also highlighted. More information can be found [here](#).



Box 5.1: Findings from the E-Discussion on COVID-19 Impacts: Challenges and Solutions

WePOWER Partners have taken an active role in managing the pandemic risks and supporting their employees and communities at large. WePOWER recognized that COVID-19 restrictions will have different impacts on women employees. In response, we adapted to the distinct phases of the pandemic and used best practices to institutionalize policies to support the female workforce at the companies.



1. Telehealth Consultations, Vaccination Drives, Mass Testing, Work from Home, Mask Mandates and Social Distancing

In India, COVID19 awareness and availability of testing sites helped curb the growing panic among people. Ms. Kiran Gupta shared that Tata Power employees were asked to download the government app to keep them informed of the latest COVID19 updates. At EESL, a massive vaccination drive was organized for all employees and dependents aged 18 to 60 years, said Harleen Sachdeva. All outsourced contracted employees and support staff were also inoculated in this drive. This facility was extended to employees of other organizations in the power sector as well. The company provided teleconsultation with doctors for all its employees across India.

In Pakistan, Faiza Savul shared that, by May 2021, a COVID vaccine facility was built within KE and free vaccine shots were provided to employees and their families. WAPDA installed smart disinfection and sanitation tunnels, and all offices and project sites are equipped with masks and sanitation material. All employees were vaccinated as per government policy. WAPDA also arranged pick-up and drop-off services for female employees to minimize public contact.



Similarly in Bangladesh, government departments were instructed to organize office vehicles for necessary in-person meetings.

In Bhutan, BPC formed a COVID task force to smooth business operations, facilitate work from home policies and enforce mask mandates. Mandatory tracing apps that recorded movements of all employees also worked very well. “The nationwide lockdown started from August 11, 2020 and the government provided daily necessities at our doorsteps while we were working from home,” said Dawa Bhuti at BPC.

2. Use of Digitization and Technology in Operations and Online Educational Systems

E-filing, virtual meetings, and the use of existing IT infrastructure and upgraded facilities were key to overcoming the challenges of complete lockdowns and staff absences from the workplace.

In Bangladesh, digital payment options for utility bills have been very convenient customers and agencies amid the pandemic, shared Tanuja Bhattacharjee. BPC is also increasingly adopting digital work systems and introducing smart meter reading so that meter readers are not needed on-site, added Sangay Tenzin. Moving forward, DGPC expects to continue offering remote work and collaboration options for its employees. TATA Power will also use technology for operations to ensure due preparation and continuation of work.

In academic institutions, online education has become the new normal. Full online video sessions of courses are provided and have become a practical resource for learning. Cross-border lectures and opportunities to present research papers virtually without any cost have also been a positive development, said Dr. Ramalatha Marimuthu.

3. Building Local and In-House Competencies - Fostering Local Talent and Labor Force Participation

In Bhutan, one key development was increased investment in building local competencies due to the restricted access to external workforce, that DGPC has relied on for specialized maintenance works, explained Dechen Wangmo. Bhutanese youth found job opportunities in the local construction industry since laborers from India could not travel. This has helped to reduce Bhutan's dependence on foreign labor.

4. Implementing Flexible Policies at the Workplace

At WAPDA, during the first wave of COVID-19, the female officers worked from home until they were required at the office. "Due to flexible policies, WAPDA maintained remarkable workforce retention," shared Shoaib Taqi. WAPDA continued the recruitment process and hired 25 female officers and 33 female officials during 2020. In addition, one month pay as a bonus was given to all employees to keep their morale high. Expenditure spent for COVID-related treatment was 100% reimbursed.

At KE, home caregiver policy and telehealth clinics were set up to facilitate the women workforce. During the pandemic, these policies worked well and helped to keep COVID-19 at bay at the institutional level.

Sohel Ahmed of Grameen Shakti added that his organization has revised their HR policies to be more flexible. Women employees were given the option to swap their physical office days with work from home.

Kiran Gupta from Tata Power added that due to organization's flexible policies and support from families, not a single female employee had to leave the job. Policy changes such as flexible working hours, lunch breaks, meditation and yoga programs for stress relief, free medical and childcare consultations, education and engagement programs for the children and the elderly on the importance of female employee's work at office, and open communication with senior management helped the female employees tremendously.

At EESL, India, female employees (regular, fixed tenure and contractual) are allowed to work from home while maintaining their salary security, shared Harleen Sachdeva. EESL also offered a financial assistance package for medical requirements and a leave package for women as primary caretakers. To keep the morale high in these challenging times, performance assessments and promotions were given to women professionals on time. The progressive approach of work from home, followed by a roster-based return to office, to finally being fully operational, was quite successful at EESL.

5. Compassionate Leadership Focused on Employees' Safety and Welfare

One common theme that has emerged throughout the pandemic is compassionate leadership. At CEB, Sri Lanka, for example, the CEO created Intermediate Care Centers ICC by converting its training centers to treat COVID-positive employees. Particular care was provided for the pregnant employees. In Bhutan, the King personally monitored all containment measures. Similarly, at EESL, women leaders arranged Employee Wellness Programs to help deal with post-COVID stress.

The WePOWER team extends special thanks to all our partners and colleagues who took the time to participate in this e-discussion and offered great insights, reflections, and suggestions.



Photo courtesy of EESL, BPC, KE and WAPDA.

Box 5.2: WePOWER Blog – STEM Communication training to empower Women Leadership in Energy



“Now I believe I am a successful Empowered Woman in Engineering” - says Dr. Inderpreet Kaur, A woman Engineer after STEM Communication training.

In today’s knowledge economy, organizations strive to gain a competitive business edge by maximizing their technical know-how and business communication. To prepare women in leadership roles in a knowledge-dominated economy, World Bank’s **Women in Power Sector Professional Network (WePOWER)** recently launched the innovative STEMCOM (Science, Technology, Engineering, and Mathematics Communication) training pilots in two South Asian countries – India and Pakistan.

WePOWER took a women-first approach in doing STEMCOM training to address important regional issues. The South Asia region is undergoing an energy transition and is grappling with low women workforce participation at the same time. Appropriate science communication training encourages girls to pursue STEM education and careers in this scenario, empowering them to be effective leaders conveying complex STEM knowledge to policymakers and their constituents.

Research suggests the STEM communication gap, AKA the “Geek Gap” is a ubiquitous problem from high school to higher education. STEM professionals globally lack adequate training in communication and public engagement skills.

WePOWER sought to close the “geek gap” in South Asia by developing a Bank-first professional development program targeted towards STEM graduates and early-career professionals in partnership with the renowned Alan Alda Center for Communicating Science, New York. WePOWER partners - Institute of Electrical and Electronics Engineers (IEEE) – India; Women in Energy, Pakistan; Women Engineers Pakistan; and the Water and Power Development Authority, Pakistan (WAPDA) – helped to collect ground data in the two countries.

The primary outcomes of the training focused on more women in 1) STEM Education, 2) Energy Sector, and 3) leadership roles. The course provides skills to articulate critical concepts related to STEM, particularly on energy transition and sustainable energy, to technical and non-technical audiences. Baked into the design are training components focused on lifting psychological barriers women face thwarting their confidence levels. Knowledge communication skills imparted via STEMCOM training are expected to contribute to women being confident seniors and assume leadership roles in the technical workspaces currently dominated by men.

The six-week program comprised four synchronous weeks with online classes and two asynchronous weeks with offline activities. A panel selected 20-22 STEM graduates and early professionals from each country for the pilot project based on a detailed questionnaire. While the main audience of this training was women, 25% of seats were offered to men to keep the training gender-representative.

The pilot module, titled **“STEMCOM – Powering Future Women Leaders,”** was tailored to the socio-cultural context of each country. Using the [Alda Method](#), the course emphasizes two-way communication to build trust and share the joy of science and engineering concepts. The course combines improvisational theater-based techniques with message-design strategies, including analogies and narrative, and incorporates research and best practices from science communication, journalism, ethics, and other relevant fields.



The “ta-da” moment

The very first session focused on confidence-building skills, such as students learning to acknowledge and move on from their mistakes by shouting “**Ta-Da**” after an error in jest, as a stress buster. Among other techniques, the trainees learned to create synergies with their partners or audience members through a mirror exercise. Also, detailed sessions focused on techniques to grab an audience’s attention; win their trust through compelling arguments and appropriate message framing; inspire them to act when appropriate.

The Bank team shared relevant videos on current energy trends that were incorporated into the asynchronous assignments. The candidates presented 2-3-minute talks on the energy concept of their choice during the last sessions, followed by a final video presentation incorporating class feedback. The training results were visible in students when they showed a marked difference in their re-articulation of messages. They focused on making their science messages compelling, persuasive, and understandable, thereby building credibility with their audiences.

The training did not end there. The World Bank team promised to partner in the growth of these young STEM practitioners and graduates, tracking their professional development over the next 12 months. The aim is to get the participants to form a community of practice, share their knowledge, and grow as knowledge workers. In the future, we are eager to study and report the real-world impacts of this novel training along with interesting individual stories of the development of future women leaders in energy.



6. Featured Stories of WePOWER Partners in 2021

Pillar 1: Stem Education

STEM Education Outreach by Druk Green Power Corporation (DGPC)

Jan to May 2021 | DGPC, Bhutan | Female Beneficiaries: 25 High School Students

DGPC's Basochhu Hydropower Plant (BHP) provided an outreach program to 25 female students of Gaselo Central School under Wangdue Phodrang District. The in-person visit was approved by the District Covid19 task force. The DGPC female professionals provided an overview of the company's business operations and spoke about their academic background and 15 years of experience in the power-house as operations and shift in-charge. This program also offered field visits to the BHP Powerhouse.



Funaru Program for Engine Repair and Maintenance by FENAKA

March 2, 2021 | FENAKA, Maldives | Female Beneficiaries: 20 Students

FENAKA Institute organized a Training and Research Program for 20 students in which three female students participated from island communities. The training focused on theoretical and practical aspects of engine repair and maintenance. These female students received a monthly allowance of MVR 3000. One female course graduate was offered a job at FENAKA.



Meet Bangladesh Power Development Board's (BPDB) Female Engineer Role Model

May 1, 2021 | BPDB, Bangladesh | Female Beneficiaries: On-line Engineers and Students

A virtual talk was organized by the Voice of Engineers-Bangladesh forum, which 2.3k viewers watched. The discussion focused on the 'Story and status of electricity in the country's second Capital Chattogram.' The program's featured guest was BPDP's Engr. Dewan Samina Banu (Chief Engineer, Distribution Zone Chattogram), the first female chief engineer in distribution. Engr. Banu spoke about the role she and her team play to ensure an uninterrupted power supply amid the pandemic. She also shared stories about her journey as one of the pioneer female engineers of BPDB.



STEM Outreach for Girl Students

May 8, 2021 | DGPC, Bhutan | Female Beneficiaries: 85 Students

Bhutan Hydropower Service Limited (BHSL), a JV company of DGPC/GE, is a state-of-the-art Hydropower Service Center (HSC) for reclamation of hydro runners and associated underwater components and rewinding of electric motors. BHSL made presentations on the business operation of BHSL and objectives of WePOWER to the female students of Dekiling MSS and Chokorling MSS in Sarpang District.



Girls Technical Field Trip

May 15, 2021 | DGPC, Bhutan | Female Beneficiaries: 94 Students

The female students along with the four female teachers were invited for a field trip to BHSL where they were briefed on the environmental health and safety, and machines operations. They were also introduced to the female technicians of BHSL to motivate them.



Girls in Control Workshop

IEEE Women in Engineering India (WIE) and IEEE Control Systems Society (IEEE CSS)

May 29-30, 2021 | IEEE WIE India, India | Female Beneficiaries: 154 Students

The Girls in Control Workshop was created for girls aged 10-15 years to help teach them about control engineering. It was conducted in two different languages – Hindi and English. 154 students from 35 different schools in India, Bangladesh and UAE registered for the workshop. The workshop contained an introduction to the “Scratch” tool developed by MIT Lifelong Kindergarten Group. The tool is a type of block programming that can be used to create stories, situations, and interactive games.



Women Engineers Pakistan (WEP) Campus Ambassador Program 2021



May 2021 | WEP, Pakistan | Female Beneficiaries: 70 Students

To advocate for better science policy, Women Engineers Pakistan (WEP) started its Campus Ambassador Program in May. This program will include both virtual and limited in-person activities and trainings. Over 70 students from various STEM-focused universities in Pakistan were selected after a rigorous screening process and represent 10 campus teams in 8 universities across Pakistan.

“Integration of Human Centered Design with Engineering” Virtual Training by WEP

June 3, 2021 | WEP, Pakistan | Female Beneficiaries: 55 Students

Women Engineers Pakistan hosted Narjis Zehra from Carnegie Mellon University. Narjis discussed the “Integration of Human Centered Design with Engineering”, and spurred interests of WEP attendees. The training was designed around multi-disciplinary engineering and design and integrated human –centered design.



STEM Education Outreach by Druk Green Power Corporation (DGPC)

July 19-27, 2021 | DGPC, Bhutan | Female Beneficiaries: 1,038 Students



DGPC used the opportunity to introduce the students to science and technology tools and methods such as magnetic particle testing equipment, and measure quantitative analysis of the sediments present in the river water used by the Ministry of Education and Hydropower Research & Development Center (HRDC). Students showed immense interest, especially the female students were inspired by DGPC’s female engineers overseeing the sessions.

University Scholarships by FENAKA

August 2021 | FENAKA, Maldives | Female Beneficiaries: 3 Students

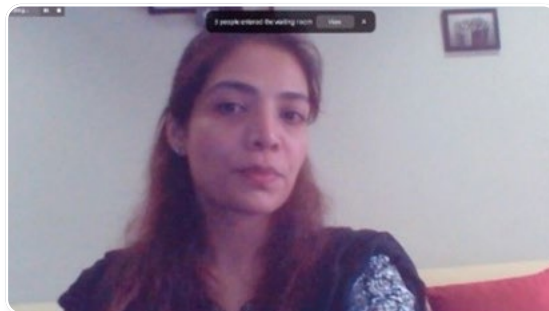
FENAKA offered six Scholarship Opportunities for bachelor’s degree to three male and three female employees in any engineering field. This scholarship opportunity was provided to attend a college or university in the Maldives. One female employee applied and received the scholarship.



Online Orientation on ICT Integration in Curriculum by WAPDA

September 2, 2021 | WAPDA, Pakistan | Female Beneficiaries: 25 Educators

In collaboration with National Curriculum Council Pakistan, WAPDA organized an online orientation session for WAPDA educators to accentuate the need to integrate STEM and ICT into the curriculum. Mariam Sibtain, Education Specialist at WAPDA, highlighted the educational interventions taken by the WAPDA education team to encourage interactive and STEM-based learning in all WAPDA schools.



Certified Internship Program by LESCO

July-September 2021 | LESCO, Pakistan | Female Beneficiaries: 56 Students

LESCO introduced a new Certified Internship Program targeting female students which attracted 56 participants. The goal of this program was to encourage female students to work in technical and non-technical departments as per their skills and education. Paid internships were conducted from July 12 to September 10 and the interns were hired after due selection process. Whereas in unpaid category, students can get internship through a simple application process and its duration can vary from 2 to 3 months, as per the need of interns. The company has set an even higher target of inducting 80+ female students for 2022.



Outreach Programs to Schools by FENAKA

September 2021 | FENAKA, Maldives | Female Beneficiaries: 12 Students

FENAKA carried out outreach programs to school students during the quarter. As such, an event was held in Meyna School in the island of N. Holhudhoo. The event was participated by both female and male students studying A Levels in the school as well as staff and teachers. The session was carried out by Senior Engineer working in the Holudhoo FENAKA Branch and a head office team from Business Development. The event focused on importance of STEM education, career opportunities at FENAKA and in the Maldives and overcoming stereotypes for both men and women.



Field Visits for Female Students to BHP Power House

September 25 & November 2, 2021 | DGPC, Bhutan | Female Beneficiaries: 50+ Students

DGPC and its Subsidiaries provided field trips for students (especially girls) for visits to power plants and project sites for schools in the vicinity of DGPC power plants and subsidiaries. 1) Humanities department of Phuntshothang School (relocated School of Phuntsholing) Punakha Dzongkhag has planned a study tour with the students of class 12 Arts on 25th Sept 2021. The main aim of visiting the power plant is to provide real field observation to the students and to provide the opportunity to better understand the concepts and how they apply to the real world. 2) The class VI students of Hebesa Primary School have made visit to BHP on November 2, 2021. The main objective of their visit was to give students an exposure to outside world and to let them understand how electricity is being produced.



“Code With WIE 2021”: A Software Competition

July – October 2021 | IEEE WIE Sri Lanka, Sri Lanka | Female Beneficiaries: 300 Students

“Code With WIE” is the largest coding competition for female undergraduates organized in Sri Lanka, which was held for 3rd time this year from July to October. Competitors are required to pitch their product/research idea and present an MVP at the competition. One of the tracks of the competition was for green energy and sustainable energy related products/ research. During the competition period, IEEE WIE Sri Lanka held a workshop to help students to develop their project idea and the MVP. Mr. Chathuraka Waas, Director of Product Management at Cut+Dry and Training and Academy Pillar Lead at Product and Platform Council conducted workshop on Idea to Product. Competition was conducted in 3 rounds, where the final round was held on 21st October for 6 finalists.

STEM Education Outreach Program by DGPC

November 6, 2021 | DGPC, Bhutan | Female Beneficiaries: 25 Students



Chhukha Hydropower Plant (CHP) provided an outreach program for 25 female students of Wangchhu Middle Secondary School under Chhukha District on November 6, 2021. Apart from awareness on DGPC and Bhutan Automation business operations, the program included Career education and experience sharing by women in technical field. In addition, female students learned about brief background and objectives of WePOWER, DGPC and Bhutan Automation's business operations and opportunities, and advantages and disadvantages of working in technical field, challenges faced and career/subject guidance for students who wants to pursue technical jobs.

business operations and opportunities, and advantages and disadvantages of working in technical field, challenges faced and career/subject guidance for students who wants to pursue technical jobs.

Industrial Visit to Nikachhu Hydropower Project

November 6, 2021 | DGPC, Bhutan | Female Beneficiaries: 12 Students

DGPC organized an industrial visit for 12 women trainees of TTI, Khuruthang to the Nikachhu Hydropower Project on November 17, 2021. The visit provided exposure to the trainees on the practical working environment in the hydropower construction and encouraged them to share this knowledge with their juniors and be part of hydropower construction.



National STEM Day 2021 by WAPDA

November 8, 2021 | WAPDA, Pakistan | Female Beneficiaries: 3700 Students

WAPDA, as an advocate of STEM is committed to inspire young female learners to choose their career path in STEM by sharing success stories from the field. In this connection, WAPDA – Women in Power Team released two short documentaries on all WAPDA social-media platforms in celebration of National STEM Day 2021, with the aim to mentor future female leaders, under the title of “Women in STEM”. Both the



videos were played during the celebrations of International STEM Day 2021 in all WAPDA schools. The core objective of this activity was to enlighten young female learners about the interconnection and career opportunities in STEM fields, especially in the energy sector.

STEMinista Fest 2021

November 2021 | WAPDA, Pakistan | Female Beneficiaries: 3700 Students

WAPDA Education Team organized STEMinista Fest 2021 via Project Based Learning (PBL) in all WAPDA schools across the country. The core objective of this activity was to enlighten young students, especially, female about the importance of STEM education to lead a successful



life. WAPDA educators team mentored all students during their research and STEM project designing. Students in groups explored assorted topics, including hydropower plants, renewable energy resources, 3R rule, global warming, etc., and shared their findings with their peers via presentation. Moreover, students' work has been uploaded on the official YouTube channel of WAPDA.

Research Symposium: “WIE Symp. 2021” by IEEE WIE, Sri Lanka Section

November 21, 2021 | IEEE WIE Sri Lanka, Sri Lanka | Female Beneficiaries: 300 Students



The "WIE Research Symposium" is a platform for the Sri Lankan university community to publish their research work, especially in power and energy fields. A special track on power and energy was also organized for students and faculty members. Prof. Bozena Pasik-Duncan and Prof. Celia Shanaz delivered the two keynote speeches on “Passion and Skills Within and Across STEM Fields” and “WIE: Research and Innovation in Signal Processing, Power and Energy,” respectively.

Field Visits to Hydropower Projects by WAPDA

November 29-30, 2021 | WAPDA, Pakistan | Female Beneficiaries: 60 Students

WAPDA – Women in Power Team organized two field trips for young female students at two different hydropower projects of WAPDA. 1) A group of 30 pre-engineering female students visited the Tarbela dam site, spillways, power station, etc., on November 29th, 2021. Junior Engineer Nosheen Naaz briefed about the specifications of the project site and operational function at the powerhouse to the female students. 2) A group of 30 pre-engineering female students of WAPDA Post Graduate and Degree College



Tarbela, visited Ghazi Brotha Hydropower Project on 30th November 2021. Senior Engineer Fatima Taseer briefed about the specifications of the project to the female students.

TED Talks by WAPDA

December 01, 2021 | WAPDA, Pakistan | Female Beneficiaries: 65 Students

WAPDA – Women in Power Team organized a TED Talks event at WAPDA High School, Ghazi Brotha on 1st December 2021 with the aim to share success stories from the field with the female students to motivate them to pursue their career in STEM fields. Senior Engineer Asma Iftikhar, Humaira Batool, and Fatima Taseer shared their journey and work experiences with female students.



Students were highly moved and showed interest to become engineers and serve in energy sector as successful future leaders. A group of 65 students from WAPDA Inter-College and WAPDA High School, Ghazi Brotha enthusiastically participated in the session.

STEM Orientation Session

December 02, 2021 | WAPDA, Pakistan | Female Beneficiaries: 65 Students

WAPDA – Women in Power team organized an orientation session at Ghazi Brotha on 2nd December 2021. Ms. Mariam Sibtain – Education Specialist, WAPDA and Ms. Fizza Mumtaz – Research Officer, WAPDA talked about STEM fields and stereotyping, respectively. The objective of this session was to encourage female students to choose STEM education and professions and become the ambassador of change in the society.



A question-answer session was held at the end so that students could take an informed decision concerning their education in STEM fields.

Mini Science Center by Energy Efficiency Services Limited Corporate (EESL)

Ongoing | EESL, India | Female Beneficiaries: 5 Public Girls Schools



To promote enhanced applied learning of science and mathematics in India, EESL collaborated with Samabhavana, a prestigious NGO, to build Mini-Science Centers in five all-girls government schools. These centers incorporate 75 table-top working science models to help make learning concepts interesting and easy to grasp. This initiative will empower underprivileged girl students to improve their knowledge and analytical skills.

Pillar 2: Recruitment

Joint Mentorship Program by Water and Power Development Authority (WAPDA) and Women in Energy (WIE)

Feb - May 2021 | WAPDA, Pakistan | Beneficiaries: 1 Female Professional Candidate (Mentee)

Women In Energy Pakistan (WIEP) collaborated with Water and Power Development Authority (WAPDA) and Green Box to place their first Circular Economy Pathfinder, Anum Irfan, as a fellow at WAPDA. As Mrs. Irfan's mentoring program, she conducted research on the intersection of gender and energy using WAPDA as a case study. She got primary data through interviews and a survey conducted amongst WAPDA



employees to assess gender parity and develop policy recommendations. She was mentored by Fizza Mumtaz (WAPDA) and Maha Kamal (Women in Energy) throughout this project, who supervised this empirical research. The study will be presented in a joint event.

WePOWER STEMCOM Trainings

May to August, 2021 | India & Pakistan | Beneficiaries: 20 (India) and 20 (Pakistan) Female Professional Candidates



WePOWER STEM Communications training is being piloted by the [Alan Alda Center](#) (Stony Brook University, NY) for select cohorts in India for women STEM graduates and young professionals in the energy sector. The course provides skills to articulate critical ideas related to STEM, focusing on energy transition and sustainable energy, to technical and non-technical audiences. The training uses evidence-based science communication techniques to empower the participants as effective knowledge workers in today's knowledge economy. Going beyond increasing women's employability, this course prepares women for future leadership roles in

STEM-related fields. For the India cohort, 20 participants, mostly women, were selected for the training from a wide range of energy networks, universities, and institutions. The women ranged from final year engineering students to early and mid-career energy professionals. The training was replicated in Pakistan from June - August 2021.

Female Engineers at WAPDA

September 2, 2021 | WAPDA, Pakistan | Female Beneficiaries: 6 Engineers

Several female electrical, mechanical, and civil engineers are working at different powerhouses of the Tarbela Dam in operation and maintenance departments. These women maintenance engineers are effectively managing the operation and control department of the power station, which demands morning, evening, and night shifts. The engineers are providing their expertise in Protection and Instrumentation, SCADA, mechanical maintenance, and inspection sections. The young engineers are also directly involved in the mega activities like the upgrade of the 220KV switchyard, rewinding of stators of Unit 9 & 10, and upcoming runner replacement of Unit 5.



Internship: STEM Fields Interconnection in Energy Sector by (WAPDA)

September-October 2021 | WAPDA, Pakistan | Total Beneficiaries: 1 Student



WAPDA provided an internship opportunity to a young female student, Shaher Bano, from TNS Beaconhouse, Lahore. The intern interviewed several female officers about their professional experience, studied WAPDA's organizational structure, learned about WAPDA's rules & policies, and explored professional opportunities for women in the energy sector. Upon completion, GM (LA&R/HRD) Brig. R Shoaib Taqi awarded a certificate to the intern at WAPDA House, Lahore. WAPDA intends to expand this tailored and supportive approach to internships to more female students in the future.

Female Engineers at WAPDA

November 17, 2021 | WAPDA, Pakistan | Female Beneficiaries: 80

WAPDA in collaboration with the National University of Sciences and Technology (NUST), Islamabad, organized an informative seminar for technical students with the aim to introduce the organizational structure, recruitment rules and policy, career, and internship opportunities at WAPDA. Chairman WAPDA, Lieutenant General Muzammil Hussain (Retd) chaired the session – interacted with young students and assured safe and healthy working environment for all, especially females. He exclusively talked about the WAPDA Internship Program, an opportunity for young professionals to get the experience of professional life at WAPDA. WAPDA HR team high-lighted their recruitment policy and the guideline to join WAPDA as a professional.



Pillar 3: Professional Development

Women on Wheels (WoW) Project by Karachi Electric (KE)

March 2021 | KE, Pakistan | Beneficiaries: 25 Female Employees

KE is breaking gender stereotypes through its “Women on Wheels” (WoW) training initiative. The goal is to create opportunities for women in all areas by providing the freedom of mobility. The program, sponsored by KE and the Salman Sufi Foundation, will train participants on how to ride a motorbike. Moreover, KE is also deliberating on microfinance deals to help its women employees to purchase their own motorbikes in the future. The WoW program will be open to all female employees of KE. In the first phase, 25 applicants out of a pool of 100 candidates have become part of the WoW training batch.



Effective Writing Workshop by Da Afghanistan Breshna Sherkat (DABS)

April 21, 2021 | DABS, Afghanistan | Beneficiaries: 25 Female Employees

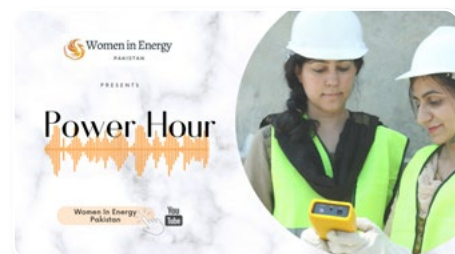
This unique course was designed for female employees of DABS to help them write effective business emails in English. The women gained foundational knowledge on the key elements of writing professional email messages. Improving their communications skills will help to enhance their career success.



Power Hour 2021 by Women in Energy Pakistan

April 2021 | WIE, Pakistan | Beneficiaries: 344 Viewers

Women in Energy recently launched a bimonthly podcast-style show, Power Hour 2021 series. The storytelling format features women in the energy sector who shed light on their career journeys, work-life balance, and their passion for working in the energy sector.



Adaptive Leadership Training by DGPC

June-August 2021 | DGPC, Bhutan | Female Beneficiaries: 29 Employees

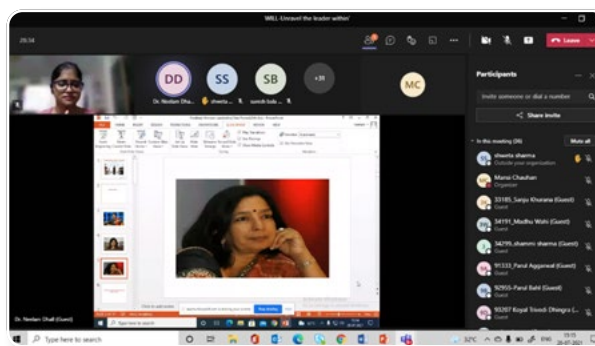


This training sought to enhance the leadership skills of the participants and help employees and organizations adapt and thrive in the face of challenges and changes. It was provided by the Institute of Happiness (IOH), a thought center for Bhutanese Gross National Happiness experience across DGPC.

Online Training: WILL- Unravel the Leader Within by TATA Power - DDL

July 20 & 23, 2021 | TATA Power – DDL, India | Female Beneficiaries: 39 Employees

An interactive online session WILL - Unravel the Leader Within, was organized as part of the women development initiatives. There were two hours of sessions on each day for female employees at the manager level and focused on creating a motivational climate and context for the success of female employees and enhancing their leadership potential. Dr. Neelam Dhall, Professor and Dean (Research & Development.) at Jagan Institute of Management Studies (JIMS, Rohini Sector-5) delivered the sessions.



Refresher Course (Pre-Promotion) for Senior Engineers (Civil) at WAPDA

August 2-27, 2021 | WAPDA, Pakistan | Female Beneficiaries: 2 Engineers



The primary goal of this course was to refresh the senior engineers' knowledge of civil engineering and WAPDA rules and regulations. This four-week course provided an overview of WAPDA's structure and major departments, as well as instilling skills like discipline, critical thinking, and teamwork.

Training Program by LESCO

July-September 2021 | LESCO, Pakistan | Female Beneficiaries: 50 Employees

LESCO trained 50 female employees in various training programs. Out of them, 11 females were nominated in induction course, 2 were nominated for junior and middle management course, 28 females were nominated for soft skills training and 9 were nominated for promotional training in 2021.



Certified Internship Program by Lahore Electric Supply Company (LESCO)

July-September 2021 | LESCO, Pakistan | Female Beneficiaries: 55 Students Interns

LESCO offered an extensive certified internship program to female students, thus enabling them to work in technical and non-technical departments, based on their skills and education. LESCO plans to increase the internship and job opportunities for female professionals in 2022.



Scholarships for the Workforce Gender Equality Accelerated Program by USAID Engendering Industries

September 21 – October 28, 2021 | USAID, Global | Female Beneficiaries: 10 (13 Total)

USAID and WePOWER provided scholarships to BPC, DGPC, EESL, FENAKA and WAPDA to participate in [The Workforce Gender Equality Accelerated Program](#). The six-month virtual program that consists of organizational gender equality assessments and prepares managers to become agents of change within their organizations. This program focused on developing and improving company culture, policies, and practices that advance gender equality. The training was hosted by the Fulbright University, Vietnam. Operations leaders and HR managers from WePOWER Partners were able to interact with and learn from utilities in the East-Asia Pacific region. CEB and DABS were also accepted.



Training on Transmission Planning Study upto 2041

Oct 13-21, 2021 | BPDB, Bangladesh | Female Beneficiaries: 2

A training was held on Transmission Planning Study upto 2041 at PGCIL Headquarter, Gurgaon, India where the participants learned about the generation and distribution plan to conduct the transmission plan upto 2041 and about how to make plan of the transmission system by PSSE software.



Roshni Bajis - Women Community Safety Ambassador Project by Karachi Electric

Oct 21 – Nov 24, 2021 | KE, Pakistan | Female Beneficiaries: 40,000 women households

KE has implemented Roshni Baji Project across Karachi to raise awareness on safety in high-risk communities, primarily electrical safety along with fire safety and rain safety. This project is implemented by Concern for Children (CFC) who has 15+ years of experience in community-based interventions. Currently, 100 women are on-boarded, of which 11 are now part of KE as female meter readers. The 2nd phase of this project was launched in October 2021 with 60 newly recruited Roshni Bajis (40 Roshni Bajis completed phase 1).



WAPDA Representation at 1000 Girls, 1000 Futures Program by NYAS

October 2021 – April 2022 | WAPDA, Pakistan | Female Beneficiaries: 15

Ms. Mariam Sibtain, Education Specialist – WAPDA, was selected as a STEM Mentor at the prestigious New York Academy of Sciences (NYAS) for its 1000 Girls, 1000 Futures Program. This is her consecutive second year with the academy. The unique online program aims to provide a structured Project-Based guideline to young female students via STEM mentors, globally.



WAPDA's Representation at International Conference on Hydropower in Pakistan

October 27, 2021 | WAPDA, Pakistan | Female Beneficiaries: 1 female speaker

Energy Update and Private Power & Infrastructure Board organized the remarkable International Conference on Hydropower in Pakistan 2021. As a speaker, Mr. Shahid Hameed, Advisor to WAPDA, explained in detail the available water resources of Pakistan, Hydropower, and Water storage projects being implemented under WAPDA and in the planning stage. Ms. Asma Iftikhar, Senior Engineer Civil - Tarbela 4th



Extension Hydropower Project, participated in the Panel in which panelists/experts from private and public energy sector like The Hub Power Company Limited (HUBCO), National Engineering Services

Pakistan (Pvt) Limited (NESPAK), etc., were present to discuss the planning, design, construction, and operation stages of a hydropower project. Ms. Asma shared that female engineer are working in design, hydro resources management, contract management, administration, finance, and even power stations in Pakistan.

Complete Project Cycle Management Training at Pakistan Planning and Management Institute

November 21-26, 2021 | WAPDA, Pakistan | Female Beneficiaries: 2

Two female officers from WAPDA availed training on Complete Project Cycle Management arranged at Pakistan Planning and Management Institute. The training was based on the overview of Project Management Cycle, project documents preparation of PC-I and PC-II, project appraisal and approval, introduction to project appraisal concepts, tools, and techniques, etc.



Scaling Up Demand-Side Energy Efficiency Sector Project

November 2021 | EESL, India | Female Beneficiaries: 200

This project focuses on improving affordability and acceptance of e-vehicles leading to net environmental and economic benefits, complemented by an affirmative gender action for training of 200 women (age group: 18 – 35 years with minimum education level of class 8th pass) as commercial drivers to facilitate their mainstreaming in the Energy Efficiency sector in association with Azad Foundation with preference to be given to candidates from poor (Below Poverty Line) and disadvantaged groups. Holistic training focusing on technical, self-development and employability skills will be provided. The training program will be completed by December 2023.



Pillar 4: Retention (Returning Mothers, Female Friendly Facilities, Etc.)

Power Talk Series by Tata Power Delhi Distribution Ltd. (DDL)

Feb 8, 2021 | TATA Power – DDL, India | Beneficiaries: 192 Female Employees

Tata Power-DDL invited eminent leaders from industries across the globe to share their business strategies and leadership experiences with its female employees. These interactive virtual sessions were open to all employees across the organization. One of the sessions was with Ms. Anuranjita Kumar (entrepreneur and author of *Can I Have it All?*) and was attended by around 192 Tata Power-DDL female employees. She motivated the women employees and discussed strategies to help address challenges that they may face in their careers.



Women in Leadership League (WILL) Initiative by Tata Power-DDL

March 2021 | TATA Power – DDL, India | Beneficiaries: 41 Female Employees



Tata Power-DDL's WILL initiative empowers female employees and prepares them to take on challenging roles and responsibilities through an exclusive series of programs. It focuses on women's leadership development, self-empowerment & career development, strategies to deal with workplace challenges, creating a personal brand, and an opportunity to learn from the inspirational women leaders in the sector.

Health Awareness Series by Bangladesh Power Development Board (BPDB)

April 4-13, 2021 | BPDB, Bangladesh | Beneficiaries: 100 Female Employees

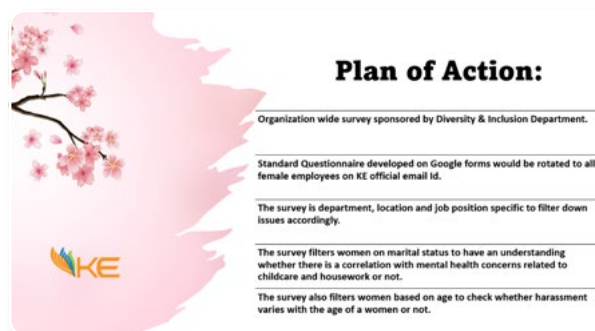
BPDB organized virtual health awareness sessions to support its female employees during the pandemic. Renowned physicians and health experts conducted four daily sessions on a variety of topics including women's health care. They highlighted the importance of preventative habits including maintaining a healthy diet & lifestyle and physical fitness. About 100 participants attended the sessions every day.



The Women Workforce Audit Survey by K-Electric

August 23 – September 3, 2021 | KE, Pakistan | Beneficiaries: 386 Female Employees

The Women Workforce Audit Survey was conducted to get an insight into the workplace environment at KE; to identify development areas and based on the findings, make the working environment better. The survey covered specific areas of Workplace wellness and mental health, health and safety awareness and harassment at work. The beneficiaries learned that KE, as an employer is concerned about their wellbeing and is constantly striving to provide them with a better working environment. A total of 244 (63% of KE Women) responded to the survey and shared their feedback. Our findings are that majority of our Women are happy with their current role. Also, they do not feel that their gender is in any way a hindrance in their progression.



Returning Mothers Conference by IEEE WIE India

August 28-30, 2021 | IEEE WIE India, India | Female Beneficiaries: 400

With a motto to help women scientists and engineers who want to come back to professional life, the conference deliberated on providing an interface with the industry that is willing to hire women to join or rejoin the national/international workforce. The objectives included creating awareness on Intellectual Property Rights, International and Indian Patents and the patenting process. The activities for this track focused on providing training on patent applications, following up and the Intellectual Property Rights. The two days of the conference also deliberated on providing Entrepreneurship-Training and setting up new business end to end. The event had around 50 speakers, 456 participants from 47 countries and 35 jury, evaluators and mentors with more than 150 volunteers from all over the world. The inaugural sessions, “Diversity and Inclusion Policies in the Workplace” included WePOWER Partners from the region including Faiza Savul (K-Electric), Harlene Sachdeva (EESL), Sangay Tenzin, (BPC), and Dr. Bozena Pasik Duncan (IEEE Global).



KE Returnship Program - Recharge by K-Electric

September 6, 2021 | KE, Pakistan | Female Beneficiaries: Open to All Returning Employees

KE is taking steps to support experienced women professionals who have taken an extended career break (at least one year) due to personal reasons. Women professionals who are keen to re-charge their careers are re-integrated in a phased manner can join the Returnship Program with contractual employment for six to 12 months maximum. It pertains to any department/function with flexible working hours.



Awareness Session on Workplace Harassment by DGPC

September 21, 2021 | DGPC, Bhutan | Female Beneficiaries: 17

An awareness session was provided on Workplace Harassment to the female staff of Bhutan Hydropower Services Limited) which included lessons on the availability of policy against workplace harassment, the difference between workplace harassment and flirtation and laws and regulations on workplace harassment.



A Course on Breast Cancer Awareness and Screening by BPDB

October 24, 2021 | BPDB, Bangladesh | Female Beneficiaries: 331

A Course on Breast Cancer Awareness and Screening was held on October 24, 2021 at Mukti Hall, Bidyut Bhaban, Dhaka. Engineer Md Belayet Hossain, Chairman, BPDB was the chief guest and Mr. Md. Sayed Kutub, Member Admin, BPDB presided over the Seminar. A total of 331 female participants (officers and staff) were nominated.



Programme on Women Empowerment: SHE (Stronger, Healthier Everyday) by POWERGRID

November 17 – 21, 2021 | POWERGRID, India | Female Beneficiaries: 30 women employees

The programme on Women Empowerment SHE (Stronger, Healthier Everyday) was aimed to help female employees understand how to stay healthy during three important phases of their life – Puberty, Pregnancy and Post-Menopause. 30 women executives from all regions and corporate centers attended the programme. This program has been highly appreciated by all the attendees with excellent feedback.



Pillar 5: Policy & Institutional Changes

Counseling, Psychological First Aid and Workplace Harassment Training by Druk Green Power Corporation (DGPC)

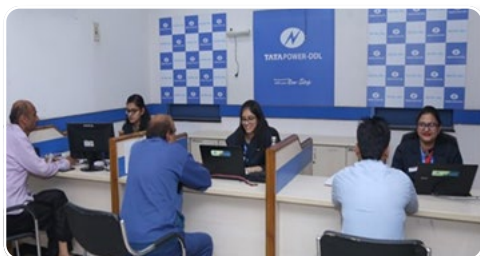
Feb to April 2021 | DGPC, Bhutan | Beneficiaries: 51 Female Employees

To promote the welfare and safety of women in the workplace, a two-day virtual training program was conducted by the National Commission for Women and Children (NCWC) for the relevant officers of DGPC including participants from the DGPC powerplants. The objective of this program was to familiarize newly appointed employees with relevant policies and basic counseling etiquette on workplace harassment. Following the training, the counselors, focal and legal officers in all the departments of DGPC were given the awareness trainings.



Tata Power Delhi Distribution Ltd. “Breaking the Barrier” Reward

March 2020 | TATA Power – DDL, India | Beneficiaries: Female Employees in Technical Roles

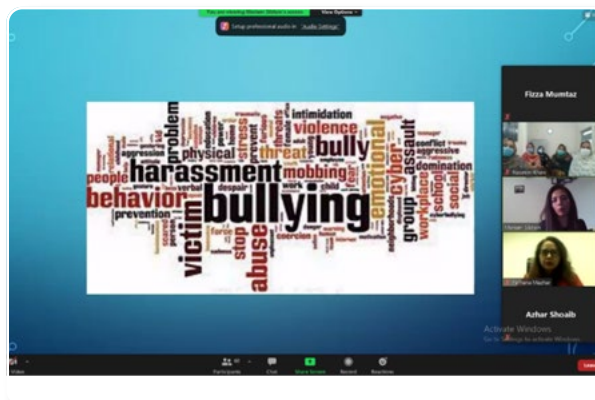


To recognize its female employees in technical roles, TATA Power-DDL announced a new reward, “Breaking the Barrier.” This reward is introduced exclusively to encourage women employees to take up technical roles. Employees will be rewarded by the end of FY.

Protection Against Workplace Harassment for Women Professionals by WAPDA

March 25, 2021 | WAPDA, Pakistan | Beneficiaries: 185 Female Officers

Water and Power Development Authority (WAPDA) organized an online seminar to raise awareness on protecting female employees from workplace harassment. Ms. Farhana Mazhar, a gender specialist at WAPDA, was the keynote speaker. She specifically highlighted WAPDA rules & policies against harassment to protect and retain women in the workplace.



Workshop on Gender Equity in the Energy Sector by WIEP and WAPDA

August 2, 2021 | WAPDA, Pakistan | Female Beneficiaries: 28 Participants

The workshop centered on a Policy Brief on Gender Equity and Energy Access that identified the key areas of improvement, mainly: lack of gender-disaggregated data and the absence of women in decisional areas of policymaking and fieldwork in the energy sector. This workshop invited stakeholders from across Pakistan's energy sector.



Awareness on Workplace Harassment by DGPC

August 28, 2021, | DGPC, Bhutan | Female Beneficiaries: 49 Employees



The women counselors of Chhukha Hydropower Plant (CHP) provided an awareness program on Discrimination & Workplace Harassment policies to the female staff of CHP and Bhutan Automation, a Subsidiary Company of DGPC. This training helped to promote women's welfare and safety in the workplace.

K-Electric's New Diversity & Inclusion Policy

KE has been working towards building a diverse and engaged workforce supported by an inclusive culture with equal access to opportunities that can drive greater business results. To achieve this vision and its commitment to WePOWER's pillars, the diversity team at KE has drafted a D&I policy that sets out collective understandings and commitments to gender equality and people with different abilities. The policy also emphasizes the importance of maintaining a respectful relationship with external stakeholders and safeguarding their interests. The team expects to make the policy document available on KE platforms and the WePOWER website after the Board of Directors' approval.



New Gender Assessment by Bangladesh Rural Electrification Board (BREB)

BREB is undertaking a comprehensive Gender Assessment as part of its gender commitment under the World Bank's Electricity Distribution Modernization Project. Using the WePOWER HR and Employee Surveys, BREB has collected detailed HR information for over 40,000 employees in its 80 PBSs (Co-ops). In addition, over 1000 employees have filled out surveys outlining their work and home-related experiences and concerns. BREB will analyze the collected data to help improve conditions for its women employees.





7. Appendices

A. WePOWER Organizational Chart, List of Steering Committee Members, and List of All Partners in 2021

Figure A.1: WePOWER Organizational Chart 2019-22

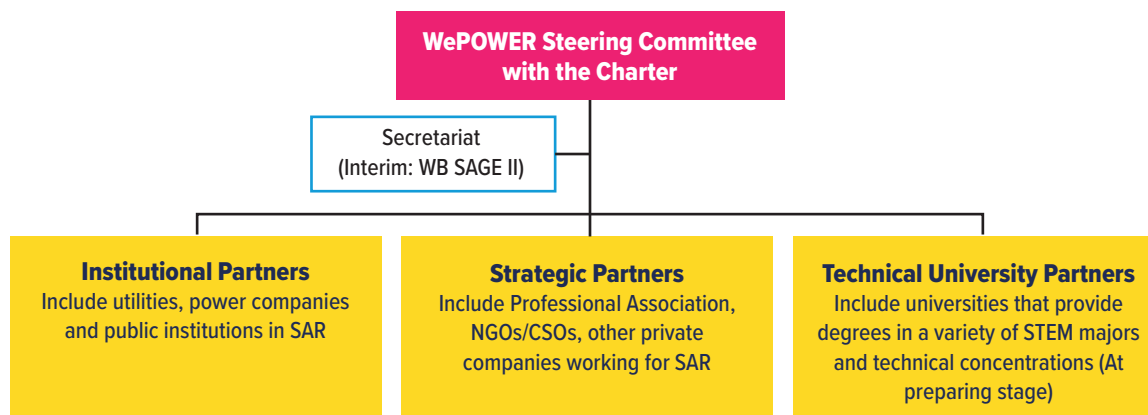


Table A.1: Composition of the 1st WePOWER Steering Committee (alphabetic order)

No.	Title	Name of participant	Designation	Name of the organization	Type	Country
1	Dr	Bozenna Pasik-Duncan	Institute of Electrical and Electronics Engineers, Women in Engineering (IEEE WIE) Chair/ Charmain Williams, IEEE WIE Senior Manager, Professor, University of Kansas, Mathematics Department	Institute of Electrical and Electronics Engineers, Women in Engineering	Industrial Network	Global
2	Mr	Francesco Tornieri	Principal Social Development Specialist (GAD)	Asian Development Bank	Regional Development Bank	Global
3	Ms	Kiran Gupta	CEO & ED	Powerlinks Transmission Ltd	Energy Sector Institution	India
4	Ms	Ramla Qureshi	CEO and Founder	Women Engineers Pakistan (WEP)	Private Sector Organization	Pakistan
5	Ms	Sandra Schuster	Vice President, Business	Stantec	Private Sector Organization	Global
6	Mr	Shoab Taqi	General Manager (LA&R/HRD)	WAPDA (The Water and Power Development Authority)	Energy Sector Institution	Pakistan

No.	Title	Name of participant	Designation	Name of the organization	Type	Country
7	Mr	Sohel Ahmed	Managing Director	Grameen Shakti	Energy-Sector Institution and Civil Society Organization	Bangladesh
	Ms.	Anne T. Kuriakose	Senior Social Development Specialist			
	Ms	Gisu Mohadjer	Operations Advisor			
	Mr	Gunjan Gautam	Senior Energy Specialist			
	Ms	Maria Beatriz Orlando	Lead Social, Sustainability, and Inclusion Specialist			
8	Ms	Maira Zamir	Social, Sustainability and Inclusion Consultant	World Bank – South Asia Gender and Energy Facility II	International Development Bank	Global
	Mr	Pranav Vaidya	Senior Social, Sustainability and Inclusion Consultant			
	Ms	Tanuja Bhattacharjee	Energy Specialist - Bangladesh			
	Ms	Tehreem Saifey	Communication Consultant			
	Ms	Yukari Shibuya	Senior Social, Sustainability and Inclusion Consultant			
	Ms	Tanushree Bhowmik	WePOWER India Partnership Coordinator - Consultant			

List of all WePOWER Partners in 2021

Table A.2: 1st Group Partners (11): Joined from WePOWER Launch in Nepal Conference (Feb. 2019) (link)

Organization Name	Country	LoAs Download
1. Da Afghanistan Breshna Sherkat (DABS)*	Afghanistan	DABS Agreement (LoA 2021-22)
2. Grameen Shakti (GS)	Bangladesh	GS Agreement (LoA 2021-22)
3. Institute of Electrical and Electronics Engineers, Bangladesh Section (IEEE-BDS)	Bangladesh	IEEE-BDS Agreement (LoA 2021-22)
4. Institute of Electrical and Electronics Engineers, Women in Engineering in India (IEEE WIE-India)	India	IEEE WIE-India Agreement (LoA 2021-22)
5. Women Engineers Pakistan (WEP)	Pakistan	WEP Agreement (LoA 2021-22)
6. Women in Energy Pakistan (WIE)	Pakistan	WIE Agreement (LoA 2021-22)
7. Clean Cookstove Alliance (CCA) <i>* Joined as a partner until the end of 2020</i>	Global (Bangladesh, Nepal, and India)	
8. Stantec	Global (Nepal and Pakistan)	Stantec Agreement (LoA 2021-22)
9. Institute of Electrical and Electronics Engineers, Women in Engineering (IEEE-WIE) Central	Global (Bangladesh, India, and Sri Lanka)	IEEE WIE Central Agreement (LoA 2021-22)
10. Institute of Electrical and Electronics Engineers, Power and Energy Society (IEEE PES WiP) <i>* Joined as a partner until the end of 2020</i>	Global (Bangladesh)	
11. Réseau de Transport d'Électricité (RTE)	International	

*Our current engagement in Afghanistan is on hold.

Table A.3: 2nd Group Partners (10): Joined from Manila Conference (Nov. 2019)

Organization Name	Country	LoAs Download
12. Infrastructure Development Company Limited (IDCOL)	Bangladesh	IDCOL Agreement (LoA 2021-22)
13. Bangladesh Power Development Board (BPDB)	Bangladesh	BPDP Agreement (LoA 2021-22)
14. Bhutan Power Corporation (BPC)	Bhutan	BPC Agreement (LoA 2021-22)
15. Druk Green Power Corporation Limited (DGPC)	Bhutan	DGPC Agreement (LoA 2021-22)
16. Tata Power DDL	India	TATA Power Agreement (LoA 2021-22)
17. Energy Efficiency Services Limited (EESL)	India	EESL Agreement (LoA 2021-22)
18. Karachi Electric (KE)	Pakistan	KE Agreement (LoA 2021-22)
19. The Water and Power Development Authority commonly (WAPDA)	Pakistan	WAPDA Agreement (LoA 2021-22)
20. Ceylon Electricity Board (CEB)	Sri Lanka	CEB Agreement (LoA 2021-22)
21. United States Agency for International Development (USAID)	Global	USAID Agreement (LoA 2021-22)

Table A.4: 3rd Group Partners (3): Joined from 2020

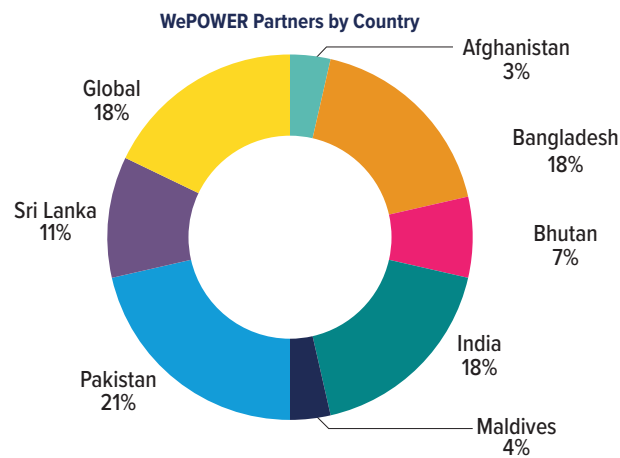
Organization Name	Country	LoAs Download
22. Bangladesh Rural Electrification Board (BREB)	Bangladesh	BREB Agreement (LoA 2020-21) BREB Agreement (LoA 2022-23)
23. Fenaka Corporation Limited (FENAKA)	Maldives	FENAKA Agreement (LoA 20-21) FENAKA Agreement (LoA 2022-23)
24. Feedback Energy Distribution Co. Ltd. (FEDCO)	India	FEDCO Agreement (LoA 2020-21) FEDCO Agreement (LoA 2022-23)

Table A.5: 4th Group Partners (4): Joined from 2021

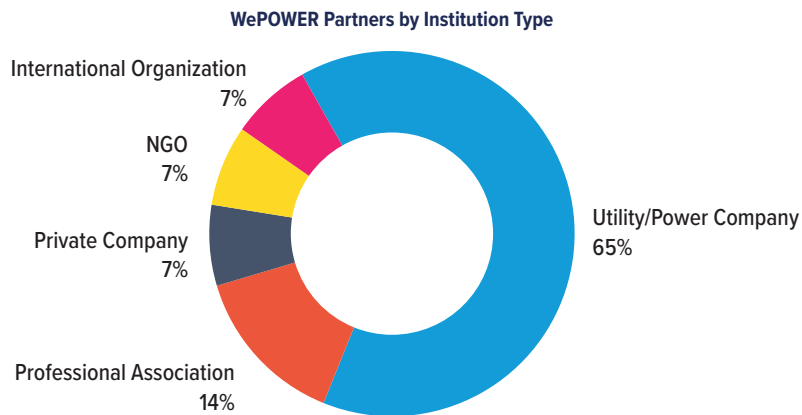
Organization Name	Country	LoAs Download
25. Power Grid Corporation of India (POWERGRID)	India	POWERGRID Agreement (LoA 2021-22)
26. Lanka Electricity Company Pvt. Ltd. (LECO)	Sri Lanka	LECO Agreement (LoA 2021-22)
27. Institute of Electrical and Electronics Engineers, Women in Engineering in Sri Lanka (IEEE WIE-Sri Lanka)	Sri Lanka	IEEE WIE Sri Lanka (LoA 2021-22)
28. Pakhtunkhwa Energy Development Organization (PEDO)	Pakistan	PEDO Agreement (LoA 2021-22)
29. Lahore Electric Supply Company (LESCO)	Pakistan	LESCO Agreement (LoA 2021-22)

B. 2021 Partners - Detailed Breakdown

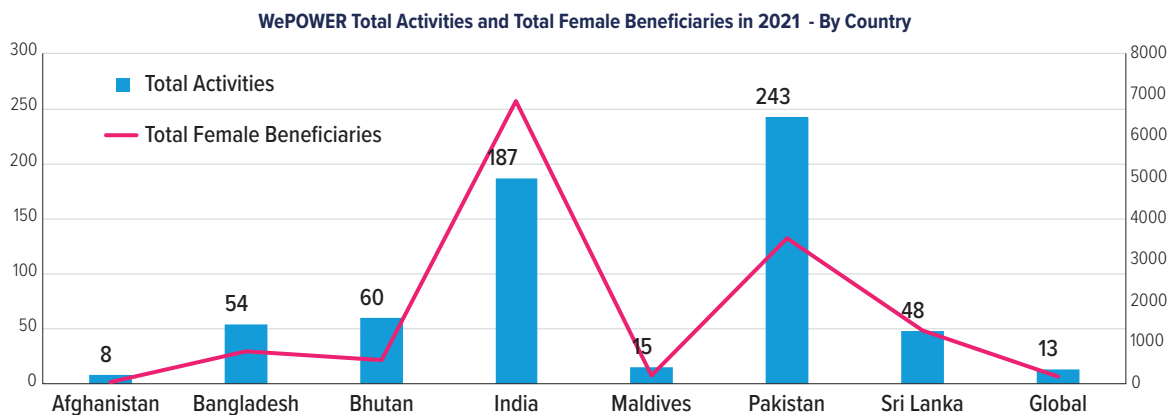
WePOWER Partners in 2021 by Country



WePOWER Partners in 2021 by Institution Type



C. Detailed Aggregated Results 2021 by Country



D. Detailed Results by Activity Types

WePOWER Activity Types	Total Activities (Target)	Total Beneficiaries (Target)	Total Activities (Result)	Total Beneficiaries (Result)	Total % Activities	Total % Beneficiaries
1-1b. Role Models for Female Students: # of Female Role Models, # of Female Students	7	0	15	0	214%	0
1-3. Study Tours/Field Visits: # of Sessions, # of Female Students	22	313	10	246	45%	79%
1-4. Scholarship: # of Scholarships, # of Female Student Recipients	67	31	44	56	66%	181%
1-5. Workshops/Training - STEM Education Awareness: # of Sessions, # Female Students	59	1779	31	3972	53%	223%
1-6. Mentorship for Female Students: # of Mentors, # of Female Mentees	4	400	4	400	100%	100%
1-7. STEM Prizes/Awards – STEM: # of Prizes/Awards opportunities, # of Female Student Recipients	1	150	6	390	600%	260%
1-8. Chapters/Networks: # of Chapters/Networks, # of Female Student Members	4	60	1	50	25%	83%
1-9. Workshops/Training for School Teachers - STEM Education Awareness: # of Sessions, # Teachers	1	350	5	120	500%	34%
2-1. Career Counseling: # of Sessions, # of Female Participants	6	185	3	80	50%	43%
2-10. Job Hiring: # of Vacancies, # of Women Hired	130	185	64	122	49%	66%
2-11. Women Recruitment/Job Placement Service for Organizations: # of Organizations; # of Female Applicants	6	0	3	0	50%	0
2-2. University Recruitment Sessions by Company: # of Sessions, # of Female Participants	1	250	1	80	100%	32%

WePOWER Activity Types	Total Activities (Target)	Total Beneficiaries (Target)	Total Activities (Result)	Total Beneficiaries (Result)	Total % Activities	Total % Beneficiaries
2-3. Job Fair: # of Events, # of Female Participants	5	730	2	62	40%	8%
2-5. Internship Program: # of Internship Opportunities, # of Female Interns	68	547	59	372	87%	68%
2-7. Workshops/Training - Professional Development: # of Sessions, # of Female Candidate Participants	15	104	22	332	147%	319%
2-8. Workshops/Training - Professional Dev. [On-line]: # of Sessions, # of Female Candidate Participants	9	69	4	48	44%	70%
3-10. Send Practitioners/Engineers as Speaker: # of Events, # Female Speakers	19	134	14	89	74%	66%
3-11. Call for Papers/Proposals: # of Opportunities, # of Female Submissions	21	20	0	0	0%	0%
3-13. Analytical Work/Research about Female Entrepreneurs: # of Outputs; # of Beneficiaries	1	0	1	0	100%	0
3-14. Dialogue with Executives to share their Concerns: # of Sessions, # of Female Participants	1	80	1	158	100%	198%
3-2. Workshops/Training - Professional Development for Entrepreneurs: # of Sessions, # of Female Entrepreneurs	3	90	2	80	67%	89%
3-3. Role Models for Female Professionals: # of Sessions, # of Female Professionals	2	45	0	0	0%	0%
3-4. Representation in Technical Projects: # of Opportunities / # of Female Professionals	2	2	0	2	0%	100%
3-5. Workshops/Training - Personal Dev. for Female Professionals: # of Sessions, # of Female Participants	5	94	5	60	100%	64%
3-6. Workshops/Training - Professional Dev. for Female Professionals: # of Sessions, # of Female Participants	93	1077	117	2259	126%	210%

WePOWER Activity Types	Total Activities (Target)	Total Beneficiaries (Target)	Total Activities (Result)	Total Beneficiaries (Result)	Total % Activities	Total % Beneficiaries
3-7. Workshops/Training - Professional Dev. [Online] for Female Professionals: # of Sessions / # of Female Participants	13	470	8	950	62%	202%
3-8. Mentorship Program: # of Mentors, # of Female Mentees	33	107	33	143	100%	134%
3-9. Chapters/Networks for Female Professionals: # of Chapters/Networks, # of Female Members	57	880	11	795	19%	90%
4-10. Operation of Women Friendly Facilities: # of Women Friendly Facilities Available or Built, # of Actual Female Beneficiaries (Users)	18	147	16	86	89%	59%
4-11. Operation of Women Friendly Services: # of Services Available or Provided, # of Actual Female Beneficiaries (Users)	64	914	52	639	81%	70%
4-1a. Role Models for Retention Issues (incl. post-maternity): # of Sessions, # of Female Participants	2	10	0	0	0%	0%
4-4. Workshops/Training - Personal Dev.: # of Sessions, # of Female Participants	4	111	2	110	50%	99%
4-5. Workshops/Training - Professional Dev: # of Sessions, # of Female Participants	3	128	2	400	67%	313%
4-6. Workshops/Training - Professional Dev. [Online]: # of Sessions, # of Female Participants	4	60	0	0	0%	0%
4-7. Workplace Harassment Training: # of Sessions, # of Female Participants	23	395	4	394	17%	100%
4-8. Annual Health Check-up: # of Opportunities, # of Female Participants	1	20	1	5	100%	25%
5-1. Female Representation in Committees/ Boards, etc.: # of Opportunities (or Total Members), # of Female Representatives	19	88	21	110	111%	125%
5-10. Recreation Policy Adopted: Yes-1, No-0	3	0	3	0	100%	0

WePOWER Activity Types	Total Activities (Target)	Total Beneficiaries (Target)	Total Activities (Result)	Total Beneficiaries (Result)	Total % Activities	Total % Beneficiaries
5-11. Other Women-Friendly Policy Adopted: Yes-1, No-0	4	0	4	0	100%	0
5-12. Gender Toolkits/Resources/Guides/Analytical Works Created: # of Outputs, # of Beneficiaries (Downloads/Users)	6	911	4	401	67%	44%
5-15. Lobbying/Advice for Policy Change: # of Opportunities (or Companies)	5	0	5	0	100%	0
5-17. Workshops/Training related to Institutional Policy Changes - Professional Dev.: # of Sessions, # of Female Participants	14	300	7	420	50%	140%
5-2. Corporate Gender Strategy Adopted: Yes-1, No-0	6	0	6	0	100%	0
5-3. Sexual Harassment Policy Adopted: Yes-1, No-0	1	0	1	0	100%	0
5-4. Equal Career Opportunities Policy Adopted: Yes-1, No-0	7	0	7	0	100%	0
5-5. Maternity Leave Policy Adopted: Yes-1, No-0	10	0	8	0	80%	0
5-7. Childcare/Family Leave Policy Adopted: Yes-1, No-0	6	0	6	0	100%	0
5-8. Flexible Work Policy Adopted: Yes-1, No-0	12	0	10	0	83%	0
5-9. Health Policy Adopted: Yes-1, No-0	3	0	3	0	100%	0
Grand Total	870	11236	628	13431	72%	120%



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