



WePOWER

PROGRESS REPORT 2022



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Opening Remarks

Ms Gisu Mohadjer

Acting Regional Director, Infrastructure, South Asia Region, The World Bank

Dear WePOWER Partners,

It was wonderful to meet many of you at the 3rd WePOWER Conference in Bangkok. The World Bank has had a decades-long engagement in increasing the participation of women in economic development. The past year, 2022, marked the 10th anniversary of the World Development Report on Gender, where we made the strong case that “gender equality is smart economics.” Knowledge sharing and learning are necessary investments, as demonstrated by our strong support for WePOWER.

WePOWER Partners are leading the way by incentivizing inclusive recruitment and updating their performance management systems to change the norms regarding women’s careers and leadership. In 2022, the Partners scaled-up their school outreach activities, encouraging thousands of girls to pursue Science, Technology, Engineering and Mathematics, or STEM education-related careers. In December 2022, we successfully launched the WePOWER Internship Module. The Internship Module is an outcome of your collective effort to improve the transition of women students into energy sector professionals, and is certain to have a strong impact.

Similarly, the Partners were very successful in delivering in-person and virtual training to women practitioners. We need more qualified women engineers and leaders to accelerate the energy transition in South Asia. In 2023, we will request the Partners to collaborate with us and with each other to design and implement regional training programs for women to work on different types of energy systems and services.

I am most encouraged to see that WePOWER Partners have also expanded efforts to support the retention of women through policy initiatives and facilities for working parents, such as flex-work options and functional daycare centers. The retention of women is an issue close to my heart, and I hope you will continue to encourage women professionals in their pursuit of successful careers in energy organizations, particularly in utilities. Towards this, we will soon be launching a WePOWER Working Parents (Returning Mothers) Module to guide our Partners.

I have been with WePOWER from its very humble beginnings, when we formulated the five strategic pillars. I have also had the pleasure of attending all three regional conferences. I have interacted with many of the WePOWER Partner focal points and management. I am delighted with your progress and welcome the new Partners joining every year. I look forward to supporting WePOWER to become a truly global initiative. That this model is being replicated in other regions, such as Regional Network in Energy for Women in Middle East and North Africa (RENEW-MENA), is a testament to your success.

Going forward, I look forward to meeting even more inspirational women professionals and role models, to learn from their life-experiences, and to encourage energy organizations to increase women’s employment and leadership. We will continue to support the aspirations of brilliant women who want to use their talents and skills in the energy sector!

Congratulations again and I am looking forward to a highly successful 2023.



Abbreviations

| | |
|-----------------|--|
| ADB | Asian Development Bank |
| BHSL | Bhutan Hydropower Services limited |
| BPC | Bhutan Power Corporation |
| BPDB | Bangladesh Power Development Board |
| BREB | Bangladesh Rural Electrification Board |
| CCA | Clean Cooking Alliance |
| CEB | Ceylon Electricity Board |
| CFC | Concern for Children |
| CHP | Chhukha Hydropower Plant |
| CNC | Computer Numerical Control |
| Co-ops | Cooperatives |
| COVID-19 | Corona Virus Disease 2019 |
| CSO | Civil Society Organization |
| CSS | Control Systems Society |
| D&I | Diversity & Inclusion |
| DABS | Da Afghanistan Breshna Sherkat |
| DDL | Delhi Distribution Limited |
| DGPC | Druk Green Power Corporation |
| EESL | Energy Efficiency Services Limited |
| F2F | Face-to-Face |
| FEDCO | Feedback Energy Distribution Company |
| FS | Female Students |
| GAMS | Gender Activity Modules |
| GE | General Electric |
| GS | Grameen Shakti |
| HR | Human Resources |
| HRDC | Hydropower Research & Development Center |
| HSC | Hydropower Service Center |
| HUBCO | The Hub Power Company Limited |
| IDCOL | Infrastructure Development Company Limited |
| IEEE | Institute of Electrical and Electronics Engineers |
| IEEE BDS | Institute of Electrical and Electronics Engineers, Bangladesh Section |
| IEEE WIE | Institute of Electrical and Electronics Engineers Women in Engineering |
| IOH | Institute of Happiness |
| JV | Joint Venture |

| | |
|----------------|--|
| KE | Karachi Electric |
| LECO | Lanka Electricity Company |
| LESCO | Lahore Electric Supply Company |
| LoAs | List of Activities |
| MEPCO | Multan Electric Power Corporation |
| MoU | Memorandum of Understanding |
| NPTI | National Power Training Institute |
| NCWC | National Commission for Women and Children |
| NESPAK | National Engineering Services Pakistan (Pvt) Limited |
| NGO | Non-Governmental Organization |
| NUST | National University of Sciences and Technology |
| NY | New York |
| PBL | Project-Based Learning |
| PEDO | Pakhtunkhawa Energy Development Organization |
| Retd | Retired |
| RTE | Réseau de Transport d'Électricité |
| SAGE | South Asia Gender & Energy Facility |
| SAR | South Asia Region |
| SHE | Stronger, Healthier Everyday |
| STEM | Science, Technology, Engineering and Mathematics |
| TED | Technology, Entertainment, Design |
| USAID | United States Agency for International Development |
| WAPDA | Water and Power Development Authority |
| WB | World Bank |
| WePOWER | Women in Energy and Power Sector |
| WIE | Women in Energy |
| WoW | Women on Wheels |
| YESIST | Youth Endeavors for Social Innovation using Sustainable Technology |

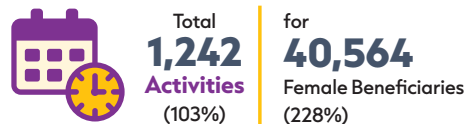
Executive summary

This has been another record year for WePOWER. In 2022, we completed 1,242 activities that reached 40,564 girls and women. Since WePOWER launched in 2019, WEPOWER Partners have cumulatively implemented over 2,700 activities that made an impact on more than 68,000 female beneficiaries including students, interns, young professionals, engineers and returning mothers in South Asia.

WePOWER Network continues to grow. SAGE II is currently engaged with over 40+ power utilities and Energy sector organizations in various stages of becoming WePOWER Partners. In 2022, seven new Partners from Pakistan, Nepal and India joined the Network:

- National Association of Community Electricity Users' Nepal (NACEUN), Nepal
- Nepal Electricity Authority (NEA), Nepal
- BSES Rajdhani Power Limited (BRPL), India
- Institute of Engineering (IOE), Nepal
- BSES Yamuna Power Limited (BYPL), India
- Multan Electric Power Company (MEPCO), Pakistan
- National Power Training Institute (NPTI), India

WePOWER 2022 Results With 30 Partners



Some Featured Activities



Job Hiring
323 women
professionals hired



Study Tours/Field Visits
818 female students
participated
30 Field Visits



STEM Outreach
18,240 female
students joined
52 Workshops



Internship
635 female
interns hired



Workshops/Trainings
14,680 women professionals
participated in 232 workshops
(Interns, professionals, engineers)



Mentorship
669 female
mentees



Women-Friendly Facilities
99 women-friendly facilities
built/services provided

WePOWER Targets 2023

Submitted in January 2023



Total 33 Partners

will implement 31,000+ Activities for
21,000+ Female Beneficiaries by the end of 2023



Some Featured Activities



WePOWER's work is inspiring women globally. WePOWER welcomed its first "sister" network - the Middle East and North Africa Regional Network in Energy for Women (RENEW-MENA).

Our results to date, from 2019 to 2022, are truly transformational.

- Partners in South Asia implemented **2,700+ activities** for approximately **68,000 female** beneficiaries/participants, including students, interns, young professionals, engineers, and returning mothers.
- **560 women professionals** hired and **1,325** female interns recruited in technical roles.
- **897 female** mentees supported by **113** mentors.
- Over **140 STEM Outreach workshops** for approximately **25,000 female** students.
- Over **600** personal and professional development workshops attended by approximately **25,000 female participants**.
- Around **350 women-friendly** facilities/services built/provided such as daycare centers and separate prayer rooms.

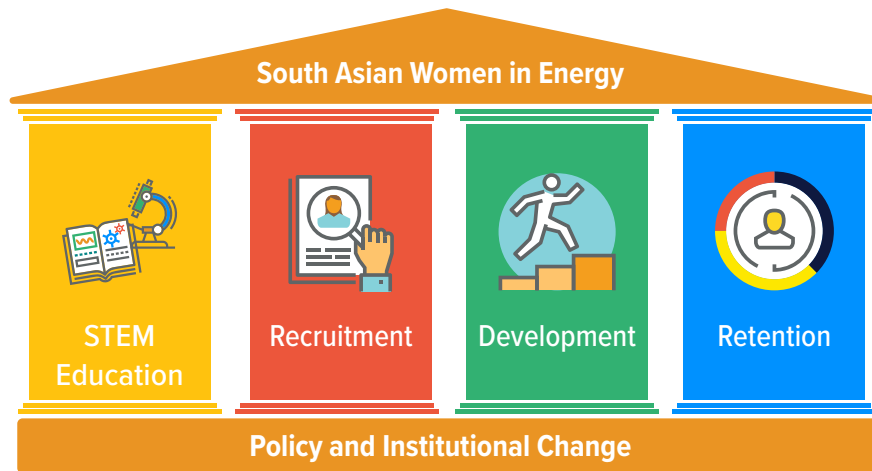


1 | About WePOWER

WePOWER Objectives, Strategic Five Pillars, and Impact Indicators

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

Figure II: WePOWER objectives, Strategic Five Pillars



STEM Education: Raising interest for STEM subjects among girls, increasing female enrolment 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 on viable jobs/opportunities in the Power sector. This will require a partnership between private sector, NGOs, academic institutions, existing local networks (if any) and Power sector organizations (utilities) to arrange job fairs and networking events.



Professional Development: Improving personal and professional development opportunities, such as mentorship programs and leadership training/coaching, are crucial to 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 are essential to improving the 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 that encourage more women to pursue STEM subjects, quotas/targets for female enrolment and hiring in the academic/Power sector and lobbying for more women in senior/board positions.

WePOWER Partners in 2022



2 | 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. 2022 has been another record year for WePOWER. We found seven new Partners and conducted 1,242 activities that reached 40,564 girls and women. Between 2019 and 2022, WePOWER Partners have implemented 2,700+ activities that have made a difference to more than 68,000 female beneficiaries including students, interns, young professionals, engineers and returning mothers in South Asia. Please see the results section for more details.

We held various convening events and trainings throughout 2022. We started the year with the conclusion of the WePOWER India Launch Forum, which helped increase the awareness of WePOWER among Indian stakeholders. SAGE II also piloted [Shoktikonna](#), an innovative hybrid training program in Bangladesh for 45 young women professionals who want to pursue careers in renewable energy. We also announced the winners of the first WePOWER Awards for 2021.

There is a growing awareness of the WePOWER brand. We have engaged with over 40 utilities and stakeholders in order to onboard more WePOWER Partners. Our social media engagement, too, has grown. Partners such as IEEE WIE regularly use WePOWER branding for events such as the annual [Returning Mothers](#) conference and [YESIST12 WePOWER Tract](#).

The Interim-Secretariat is working on initiatives to support the WePOWER Partners. We have piloted the online WePOWER Results-Sharing System with functional Partners and Admin dashboards. The automated reporting system will drastically reduce the data collection/ reporting and analysis burden for the WePOWER backbone activity (submission of the List of Activities (LoAs)). WePOWER has also strengthened its communications outreach, professionalized its external communications and branding, and improved the WePOWER website. We saw an encouraging growth in our social media engagement in 2022. For 2023, we look to your support as we continue to scale up communications efforts by highlighting Partner activities and role models.

The WePOWER Internship Module was successfully launched in 2022. This is the first of the series of gender modules for Partners as they look to establish or scale-up their gender activities and programs. A big thank you to the WePOWER Internship Working Group, comprising Grameen Shakti, DGPC, BPC, FEDCO, POWERGRID, PEDO, LESCO and WAPDA for their invaluable contribution to the module. Their expertise and inputs make the tools in the module relevant to the South Asian context. The Interim-Secretariat is already working on the next module to support returning parents (mothers). Please see Box A for more details.

WePOWER also welcomed its first "sister" network in June 2022 - the Middle East and North Africa Regional Network in Energy for Women (RENEW-MENA). RENEW-MENA is drawing knowledge from the WePOWER



experience and lessons in South Asia. We have always invited delegates from other countries to WePOWER conferences, which has inspired participants to start something similar in their countries and regions. The founding of other regional networks indicates the success of WePOWER. The WePOWER Interim-Secretariat recently became a steering committee member of RENEW-MENA.

The year was capped off with the 3rd WePOWER Conference, which drew more than 185 participants. The team is grateful for the support from the South Asia Regional Trade Facilitation Program (SARTFP) and the Energy Sector Management Assistance Program (ESMAP). In 2023, as per guidance received from Partners at business meetings, we intend to prioritize the setting up of National Chapters and organize technical training sessions for women. Please see Box A for more details. We hope you will use the learnings and resources from the Conference to push for practical, innovative and immediate solutions to improve gender diversity in your companies. We encourage you to use the internship module and implement at least one of the key attributes. And of course, we trust that you will continue to rely on and learn from the most important resource of all: each other – the WePOWER Partners.

Finally, we would like to acknowledge the excellent guidance from the WePOWER Steering Committee and the WePOWER Regional Working Groups. We hope you will leverage these partnerships and resources, and, most importantly, continue to support and learn from each other. The important reports and tools launched at the conference include the ‘Engendering Access to STEM Education and Careers in South Asia’, the WePOWER Result-Sharing System, Data for Change in the Water Sector, Gender Self-Assessment Tool for Energy Utilities’ and the ‘WePOWER Internship Module’.

The WePOWER Interim-Secretariat would like to thank the Partners for their continued support to this important goal of drawing more women to the Energy sector.

Sincerely,

WePOWER Interim-Secretariat

Welcoming our New Partners

WePOWER continues to grow. The Interim-Secretariat is currently engaged with almost 40 power utilities and energy sector organizations in various stages of becoming WePOWER Partners. In 2022, seven new Partners from Pakistan, Nepal and India joined us:

National Association of Community Electricity Users-Nepal (NACEUN), Nepal



We are pleased to welcome our first Nepali Partner: National Association of Community Electricity Users-Nepal (NACEUN). Since its establishment in 2005, NACEUN has grown into a strong network comprising over 300+ Community Rural Electricity Entities (CREEs) from 54 districts electrifying 535,000 households. NACEUN is committed to ensuring a future where every Nepali, irrespective of caste, gender or position in the community, has access to clean, affordable and reliable electricity and benefits from its productive end-use. They plan to hire 100 women as meter readers, accountants and office managers, and train 200 women entrepreneurs.

Focal point for Nepal in 2022:

Mahendra Prasad Chudal†, Program Manager

The late Mr Chudal was an Energy Expert with more than 15 years' experience in diverse sectors including program management, community electrification, renewable energy, energy management, energy efficiency, electrical safety, and gender & social inclusion. He was Program Manager at the National Association of Community Electricity Users - Nepal (NACEUN) and the designated focal person of WePOWER for NACEUN.



BSES Rajdhani Power Limited (BRPL), India



BRPL is a joint venture of Reliance Infrastructure Ltd and the Government of Delhi. BRPL has one of the most advanced distribution networks in India. It supplies energy to over 2.7 million customers across South and West Delhi. In its partnership with WePOWER, BRPL plans to conduct STEM outreach programs for 300 female students, recruit 34 female interns and 24 women employees, provide job-oriented courses to more than 600 female candidates and implement various policies to promote gender equality, diversity and inclusion.

Meet our new Focal Point:

Puneet Jain, Assistant Vice President of HR

Mr Jain is an engineering graduate and a postgraduate in Human Resources from Management Development Institute (MDI), Gurgaon. He has worked in diverse roles and has gained a 360-degree exposure to various HR functions, from talent acquisition to talent management, retention and development. He has been instrumental in framing and steering various policies such as crèche facility/ travel/ paternity leave, etc. and has also played a catalyst role in change management. He has passionately driven various OD interventions for identifying and developing high-performing talent within the organization. Recently, he has completed Gender Equity Executive Leadership Program by McDonough School of Business, Georgetown University, Washington DC. Mr Jain strongly aligns with the vision to increase women's representation in the Power sector and is deeply committed to advancing diversity and inclusion in his organization through various measurable actions.



Nepal Electricity Authority (NEA), Nepal



NEA is the national power utility of Nepal. The NEA manages the construction, operation and maintenance of all generation, transmission and distribution facilities in Nepal's power system. With the WePOWER collaboration, NEA plans to hire 50 women professionals and 100 female interns in 2022. The company intends to pilot-test, implement and provide operational guidelines on a Gender Equality and Social Inclusion (GESI) strategy.

Meet our new Focal Point:

Meeta Acharya, Assistant Manager (Environment), Social Safeguard & Environmental Management Department

Ms Acharya is the Assistant Manager (Environment) in the Social Safeguards and Environmental Management Department of NEA's Project Management Directorate (PMD) since five years. Her prime responsibility is to oversee environment and social safeguard compliance of ADB-funded projects implemented through PMD. She also provides technical backstopping to field-level safeguard officers and reviews and provides feedback on safeguard reports of projects. She is assigned as the Gender Equality and Social Inclusion focal person and involved in the implementation of GESI Strategy and Operational Guideline of NEA.



The Institute of Engineering (IOE) at Tribhuvan University, Nepal



IOE is the third Partner from Nepal. IOE was founded in 1930 as Nepal's first technical school and has produced outstanding technicians and engineers for more than 80 years. Along with WePOWER, IOE plans to conduct STEM Outreach and Jobs Outreach for more than 200 students and provide capacity-building technical training to more than 50 women professionals.

Meet our new Focal Point:

Prof Dr Sangeeta Singh, Professor in Urban planning

Prof Singh has over 26 years of teaching experience. She currently teaches Urban Planning at the Institute of Engineering. She holds a PhD in Urban Planning (specializing in eco cities). She completed an MSc in Infrastructure Planning from the University of Stuttgart, Germany. She is the board member of the University Grants Commission and the board of trustee of Gandaki University. In various positions at IOE, she has led a number of research projects related to ecological urban planning, Disaster resilience, equitable urban resilience, sustainable development, and gender mainstreaming, among others. She was also involved in several professional services in engineering design and urban planning.



BSES Yamuna Power Limited (BYPL)



A joint venture between Reliance Infrastructure Limited and the Government of Delhi, is the frontrunner in implementing power distribution reforms in Delhi. BRPL is one of the largest electrical distribution companies, supplying electricity in South and West part of Delhi and serving more than 2.8 million customers in the National Capital. It is acknowledged for its quality, reliable power supply and customer-friendly practices. With the WePOWER collaboration, BYPL seeks to ensure that women get 10 percent of the apprenticeships and technical roles. The company aims to increase the numbers over the years. The company is committed to implementing policies that promote gender equality, diversity and inclusion.



Meet our new Focal Point:

Anjali Lakra, Assistant Vice President (HR), BSES Yamuna Power Ltd. (Delhi)

Ms Lakra, a management graduate from Faculty of Management Studies, Delhi, has more than 14 years' experience as an HR professional. Her HR experience consists of varied functions such as recruitments, performance management and employee engagement. She has been working in the Power sector since 2008.

Multan Electric Power Company (MEPCO), Pakistan



MEPCO is the largest power distribution company in the country operating exclusively in 13 administrative districts of southern Punjab. The company serves approximately 34 million customers in predominantly rural areas. In partnership with WePOWER, MEPCO plans to provide internships to 85 female students, hire and promote more than 15 women professionals, provide capacity building training to more than 100 women and implement various gender-responsive policies.



Meet our new Focal Point:

Waqas Chughtai, HRM Director

Mr Chughtai is a seasoned HR practitioner with a background in business management with special emphasis on Human Resource Management (HRM) and IT. He has over 19 years' experience working in diverse organizations such as United Bank Limited, Water & Power Development Authority, National Transmission & Dispatch Company Ltd and Multan Electric Power Company Ltd (Power Utility Company) at senior-level positions in HRM.

National Power Training Institute (NPTI), Ministry of Power, India

एन पी टी आई NPTI is the National Apex body for Training and Human Resources Development in the Power sector under the Ministry of Power, Government of India. NPTI is the only institute of its kind that provides integrated power training through its 11 institutes in different zones of the country. NPTI provides training to Power sector professionals in India and South Asia – the institute has trained over 380,000 Power professionals in the last five decades.

Meet our new Focal Point:

Dr Tripta Thakur, Director General

Dr Thakur used to be Professor at the Electrical Engineering Department at the National Institute of Technology, MANIT-Bhopal, India. She is a graduate in Electrical Engineering, and has a Master's degree in Power Electronics from IIT-Kanpur. She completed her PhD from IIT-Delhi. She is the recipient of several distinctions, such as Commonwealth Research Scholar at University of Dundee (2005-2008), UK, Commonwealth Academic fellow at Durham University Business School (2014), UK, COFUND Senior researcher at Durham University Business School (2016) and Visiting Faculty at Asian Institute of Technology, Bangkok (2010). She has teaching and research experience of 28 years and has nearly 100 publications to her credit. She has also been a consultant for evolving a possible Common South Asian Electricity Market. She has also done various consultancies for distribution companies in India.





2022 WePOWER Awards

The Interim-Secretariat is proud to announce the winners of the 2nd WePOWER Annual Awards to recognize the excellent work done by our Partners over the past year. Once again, we would like to congratulate WAPDA for their excellent and diverse range of activities supporting their women employees, as well as their extensive STEM outreach activities. WAPDA-WOMEN IN POWER are active with various networking events throughout the year.

We would like to congratulate Tata Power DDL, NEA, BREB and KElectric for having the largest impact in each of the five WePOWER Pillars. BRPL and LESCO, have also been recognized their diverse gender activities which are the most improved both in terms of quality as well as quantity (targets/achievement) from the previous year. We are happy to see our new partners (NEA and BRPL) make this list.

Last but definitely not least, we would like to recognize the individuals who are not only the driving force for gender equality within their organizations, but also working tirelessly to promote WePOWER regionally. Dr Ramalatha Marimuthu (IEEE WIE), Ms Tshewang Lhamo (Druk Green Power Corporation, Bhutan), and Mr Samarjit Mohanty, (FEDCO), whom many of you may have met at the various WePOWER conferences, speakers at knowledge sharing events or even as part of our working groups.

2022 WePOWER Award Winners

| | | | |
|---|--|---|--|
| WePOWER Partner of the Year | Water and Power Development Authority, Pakistan |  WAPDA | TED-Talks, science fairs, teachers' training, field visits, certified internships, technical training, leadership and mentorship programs and conducive policies for women have made WAPDA an all-rounder in attracting and retaining women talent in the Energy sector. |
| WePOWER Highest Students Outreach Award | Tata Power DDL, India |  TATA POWER-DDL | In 2022, Tata Power DDL has reached more than 16,000 girl students in North Delhi to inspire them to apply for technical qualifications under their Soft Skills Development Program. |
| WePOWER Recruitment Award | Nepal Electricity Authority, Nepal |  | NEA recruited more than 100 women professionals and 60 female interns in both technical and non-technical roles in 2022. |
| WePOWER Professional Development Award | Bangladesh Rural Electrification Board, Bangladesh |  | BREB has conducted professional development training for more than 3,000 women professionals and provided a well-developed mentorship program to fresh female recruits. |
| WePOWER Highest Retention Award | K-Electric, Pakistan |  | KE's Pregnancy Wellness program, caregiver-at-home allowance for working mothers and well-developed pick-and-drop service contribute towards retaining working mothers and women professionals. |
| WePOWER Rising Star Award | Bses Rajdhani Power Limited, India |  BSES Rajdhani Power Ltd. | BRPL's Learning League for female students, job-oriented courses, internship program, personal and professional development workshops, leadership training and gender-friendly policies are contributing towards better women participation in the organization and the Energy sector. |
| WePOWER Individual Achievement Awards | Lanka Electricity Company Limited, Sri Lanka |  | LECO's activities, ranging from providing STEM training and site visits to female students to organizing LECO's Women Forum and Grievance Redress gatherings, have contributed in building and maintaining a talented pool of young women professionals. |
| WePOWER Individual Achievement Awards | Dr Ramalatha Marimuthu, IEEE WIE India |  | The continuous participation and efforts of these individuals for the WePOWER network and empowering women in the Energy sector is outstanding. |
| WePOWER Individual Achievement Awards | Ms Tshewang Lhamo, Druk Green Power Corporation, Bhutan |  | The continuous participation and efforts of these individuals for the WePOWER network and empowering women in the Energy sector is outstanding. |
| WePOWER Individual Achievement Awards | Mr Samarjit Mohanty, FEDCO, India |  FEDCO BUILDING STRONG CONNECTIONS | The continuous participation and efforts of these individuals for the WePOWER network and empowering women in the Energy sector is outstanding. |

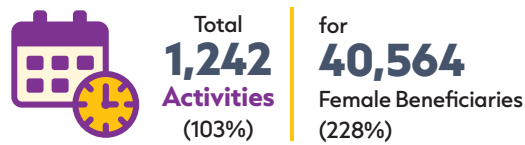


3

WePOWER 2022 Results and 2023 Targets

2022 has been another record year for WePOWER. Our 30 Partners achieved 1,242 gender activities reaching 40,564 girls and women. The Partners conducted more than 50 STEM Outreach workshops for more than 18,000 female students. Furthermore, 232 female professionals and 635 female interns were recruited in technical roles. Over 14,000 female professionals participated in 232 personal and professional development workshops held by our Partners. They also built or implemented approximately 100 female-friendly facilities/services and policies that benefited more than 2,500 employees.

WePOWER 2022 Results With 30 Partners



Some Featured Activities



Job Hiring
323 women
professionals hired



Study Tours/Field Visits
818 female students
participated
30 Field Visits



STEM Outreach
18,240 female
students joined
52 Workshops



Internship
635 female
interns hired



Workshops/Trainings
14,680 women professionals
participated in **232 workshops**
(Interns, professionals, engineers,
returning mothers, etc.)



Mentorship
669 female
mentees



Women-Friendly Facilities
99 women-friendly facilities
built/services provided

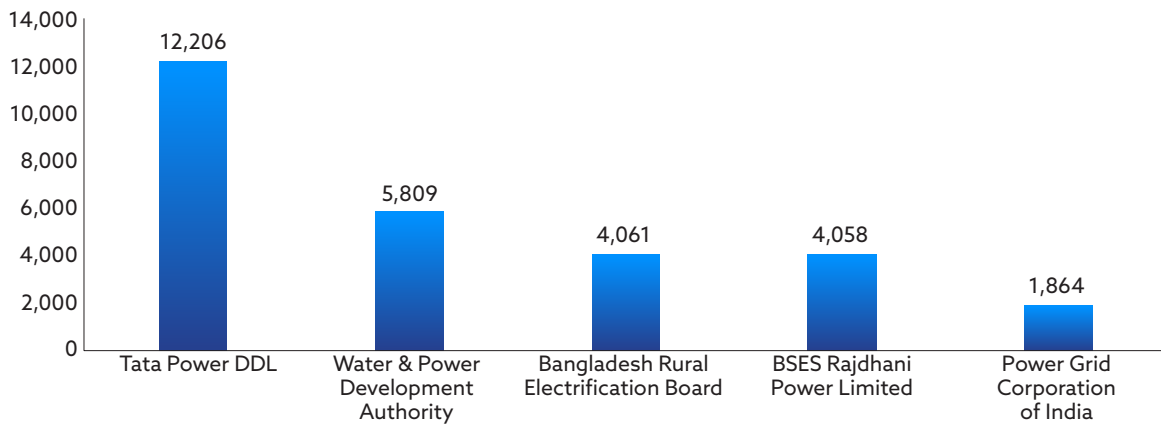
Some highlights

By # of beneficiaries

The highest number of female beneficiaries was reached by Tata Power DDL (12,206) followed by WAPDA (5,809), BREB (4,061) and BSES Rajdhani Power Ltd (4,058). Tata Power DDL (India)'s numbers were boosted by STEM Outreach workshops, which were attended by 12,000 female students.

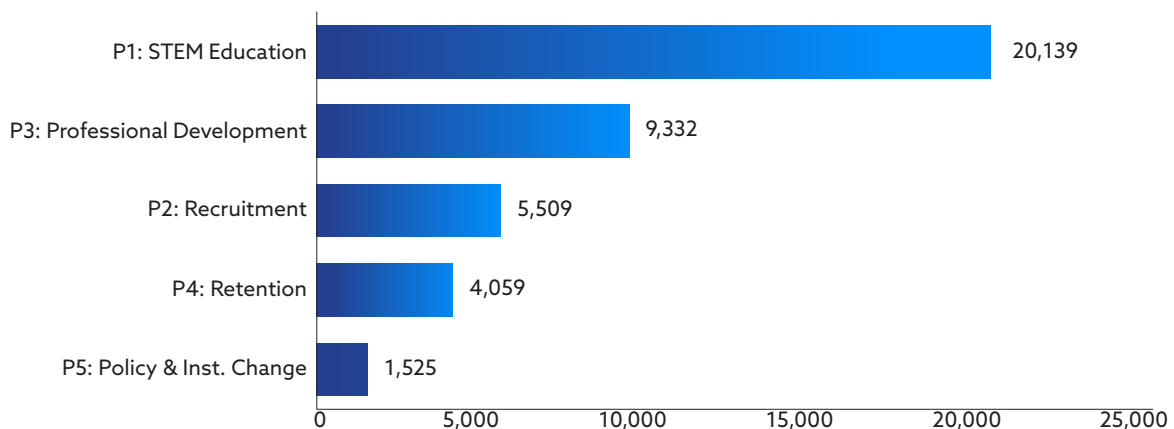
- The highest number of women professionals were recruited by NEA (102) followed by WAPDA (68) and POWERGRID (50).
- The CEB and the DGPC organized field trips for 358 and 301 female students respectively.
- WAPDA recruited the highest number of female interns (107) followed by NPTI (74) and MEPCO (68).
- BREB conducted online professional development training for approximately 3,800 women professionals.
- KE provided women-friendly services to approximately 1,500 employees.

Partners who reached the highest number of Female Beneficiaries



The total number of STEM education beneficiaries went up from 5,234 to 20,139 mainly due to the STEM education outreach by Tata POWER DDL. In a truly inspiring move, the company partnered with government schools in North Delhi to organize outreach sessions– reaching a total of 7,790 girl students.

Total Female Beneficiaries reached under each Pillar

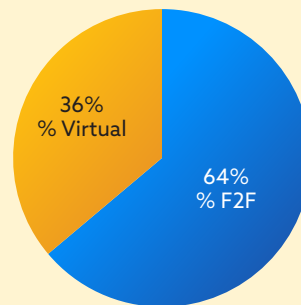




Box: F2F vs Virtual

Due to relaxation of COVID-19-related restrictions, our Partners were able to scale up F2F trainings/workshops once again. Virtual trainings only accounted for 36% of the total training and workshop participants under Pillars 2, 3 and 4. This is a big drop from the previous year where 92% of the participants took virtual training. In 2022, Partners conducted 155 F2F versus 39 virtual training/workshops. In total, 7,698 women participated in F2F workshops and training programs as compared to 4,357 women attendees of virtual training sessions.

Female Participants in F2F vs Virtual Trainings/Workshops

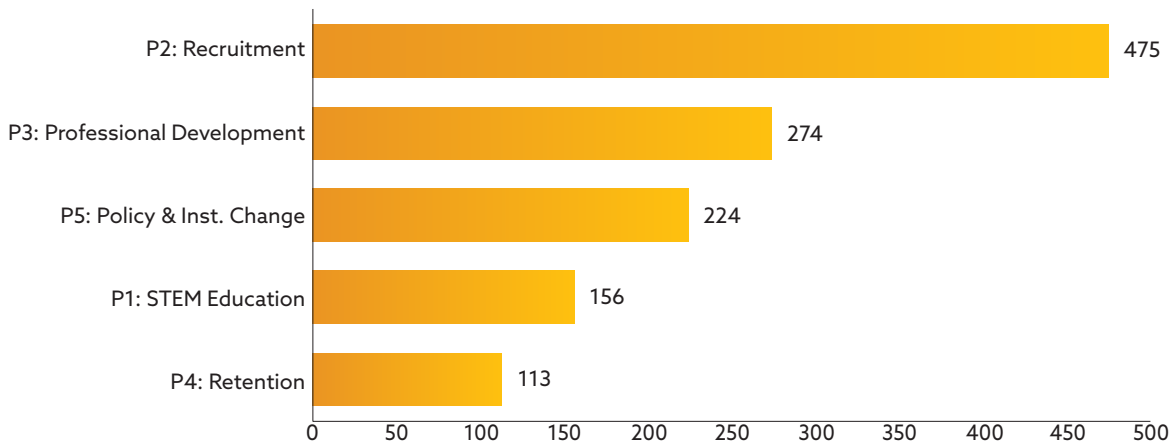


By # of Activities

The recruitment pillar had the highest number of activities (475), which is almost twice as much as the second and third pillars of professional development (274) and policy and institutional change (224) respectively. This year, WePOWER Partners recruited more women in technical roles; for example, our new Partner, Nepal Electricity Authority, recruited 102 women in various technical roles. In addition, many Partners offered higher number of internships to female students; for example, WAPDA offered internships to 107 female students and NPTI offered 74 internships to female students.

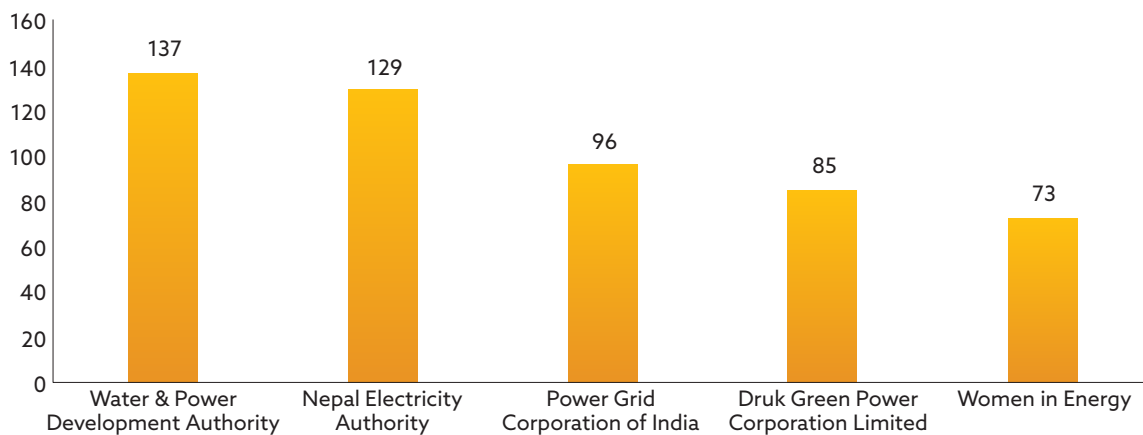
The policy and institutional pillar also jumped from 158 to 225 activities. In 2022, new Partners such as NACEUN developed and disseminated toolkits to more than 400 women energy users on electricity billing, safe and efficient use of energy at home, and health and safety aspects of distribution systems in the form and language that consumers can understand. In addition, Women in Energy Pakistan consulted with 24 industry partners to assess their respective policies for gender and female workforce participation. Moreover, Bangladesh Rural Electrification Board (BREB) and Bangladesh Power Development Board (BPDB) encouraged policies that would increase female representation in committees/boards.

Total Activities conducted under each Pillar



The highest number of activities were implemented by WAPDA (137) followed by NEA (129) and POWERGRID (96) respectively. Many of these activities consisted of workshops and training, as well as STEM outreach events for students.

Partners who conducted the highest number of activities



Featured Partner Activities

WePOWER Partners organize a wide range of innovative activities throughout the year. In the overview below we highlight 10 of WePOWER Partner's featured activities. For a more extensive overview, please see the Featured Activities section.

Table 2.1: Featured Activities of WePOWER Partners in 2022

| Partner Organization | Country | Featured Activities |
|---|------------|---|
| Bangladesh Rural Electrification Board (BREB) | Bangladesh | Bangladesh Rural Electrification Board (BREB) conducted 25 professional development training sessions for 3,092 female staff members. The training specifically focused on improving credentials for the future. BREB also provided a well-developed mentorship program for newly recruited women staff. |
| Grameen Shakti | Bangladesh | Grameen Shakti provided 30 women professionals with sales and marketing training on biogas. The training covered speech, training materials and hands-on activities. The women learned about the benefits of using biogas plant and its maintenance. |
| Bhutan Power Corporation (BPC) | Bhutan | In line with BPC's gender equality policy, BPC organized a day-long training on 'Gender equality and prevention of workplace harassment' for 140 officials, including 55 women. The training was conducted by certified trainers of the Institute of Management Studies. |
| Druk Green Power Corporation (DGPC) | Bhutan | A DGPC subsidiary, the Bhutan Hydropower Services Limited (BHSL) organized a field trip for 125 girl students. The students visited the BHSL factory where they were introduced to different types of machines, services, and hydropower components. The students were particularly motivated by the women employees working as technicians with BHSL. |
| Energy Efficiency Services Limited (EESL) | India | EESL organized a session for 102 female students on the energy generation and consumption scenario in India, the different sources of renewable energy, and the importance of adopting energy-efficient technologies. The session was meant to facilitate informed decisions by female students as present and future consumers of energy. |
| The National Power Training Institute (Power Systems Training Institute / NPTI) | India | NPTI hosted three editions of the five-day internship program 'Accounting and Personality Development' for women's colleges. 120 students learnt about women's rights, income tax, tax filing and soft-skills training. Almost 80% of the participating students come from vulnerable communities, with parents working as weavers, daily laborers, masons or tailors. These parents have committed to the continued education of their daughters. Many students left their villages for the first time, traveling by train to Bengaluru for the internship. NPTI (PSTI) wishes to support the vision of these parents and girl students by continuing the internship programs. |

| Partner Organization | Country | Featured Activities |
|---|-----------|--|
| Karachi-Electric (K-Electric) | Pakistan | K-Electric implemented the Roshni Baji Project across Karachi, in collaboration with Concern for Children (CFC), to raise awareness on electrical, fire and rain safety in high-risk communities. Sixty Roshni Bajis graduated with a Certified Electrician Course and field experience, reaching 40,000 women households in total. The women attended training on professional and personal development and established a professional network. The Roshni Baji project is a one-of- its kind program in Pakistan, providing a community women empowerment model that can help to break gender barriers and can be replicated by other industries. The graduation ceremony was a formal step in enabling the women to start a career in the power sector and secure a long-term livelihood. |
| The Water & Power Development Authority (WAPDA) | Pakistan | The WAPDA Education Team organized STEMInista Fest (science fairs) in all WAPDA schools nationwide, reaching 4,230 girl students (6,500 students in total). Students learned about the role of reservoirs and hydroelectricity in boosting the country's economy. They collected data, discussed solutions for the energy crisis, and prepared a working model under the guidance of their STEM teachers. Parents were made aware of the importance of encouraging STEM education among girls and overcoming stereotyping and discrimination. |
| Women in Energy Pakistan (WIE) with USAID Poverty & Social Impact Analysis (PSIA) | Pakistan | As part of the USAID PSIA activity, Women in Energy Pakistan (WIE) has designed a set of gender-inclusion interventions for public sector institutions in Pakistan's power sector. These include contextual analysis and needs assessment, a review of HR and organizational policies, and gender sensitization workshops. The interventions seek to improve women's participation in the power sector by making public sector offices more women-friendly and ensuring career advancement opportunities within targeted institutions. In Q2, WIE conducted training for around 130 employees from public sector institutions. |
| Institute of Electrical and Electronics Engineers Women in Engineering (IEEE WIE) Sri Lanka | Sri Lanka | The third International Women in Engineering Symposium was organized online by the IEEE WIE Sri Lanka Section. 50+ professionals and students participated and contributed to the symposium. The research presentation tracks allowed for virtual interaction, knowledge sharing and the exchange of ideas regarding developments in electronics, robotics, ICT, and power and energy. A key message was to keep building on the progress and encourage more women researchers and professionals to participate in upcoming events. |

WePOWER Targets 2023

For 2023, our 33 Partners plan to implement 1,502 activities reaching 31,321 female beneficiaries. Compared to 2022, this is 63% more activities reaching 62% more female beneficiaries.

Partners intend to:

- Conduct 120 STEM Outreach workshops for 15,000+ female beneficiaries and 244 Professional Development Workshops/Training for around 8,000 women professionals.
- Recruit 273 women professionals and 713 female interns.
- Organize 38 study tours/field trips for 544 female students.

WePOWER Targets 2023

Submitted in January 2023



Total 33 Partners

will implement 31,000+ Activities for 21,000+ Female Beneficiaries by the end of 2023



Some Featured Activities



120 STEM Awareness Outreach Sessions for **15,357 female students**



38 Study Tours and Field Trips for **544 female students**



Aiming to **Hire 273 female professionals**



Internship Opportunities for **713 female students**



244 Workshops/Training on Personal and Professional Development for **7,832 women professionals**



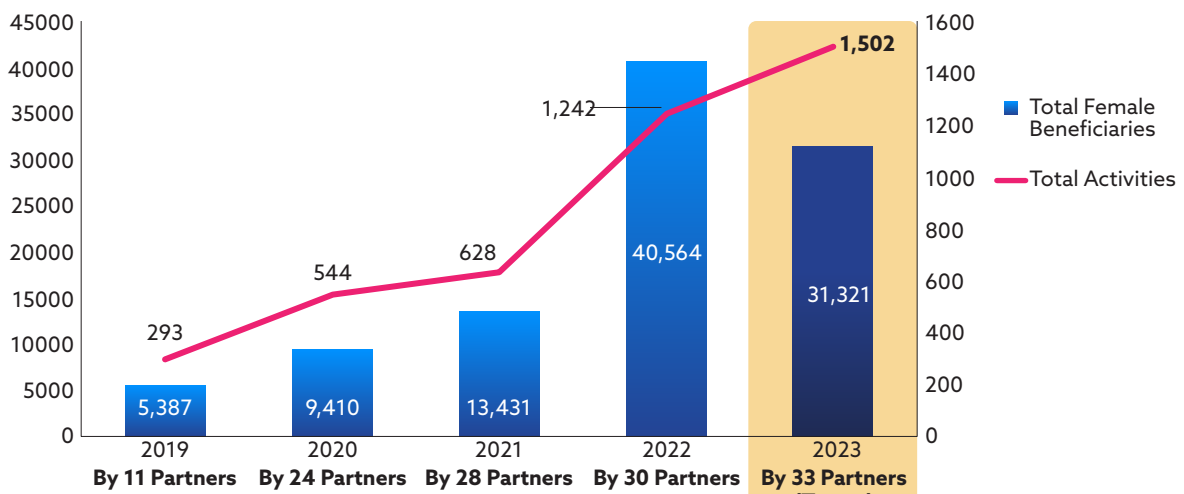
To build/provide **165 women-friendly facilities/services**





The numbers indicate that WePOWER has truly emerged from the COVID-19 pandemic. Overall, the number of targeted total activities has increased from 2022 to 2023. However the number of beneficiaries targeted has been lower than what was achieved in the previous year. This discrepancy can be attributed to the Partners exceeding their expected targets. For 2023, we anticipate that the achievements will be higher than the initial targets, especially with the onboarding of more Partners.

2019-2022 Results & 2023 Targets Comparison



WePOWER Cumulative Results 2019-2022

The results mean that cumulatively, from 2019-2022, WePOWER Partners implemented 2,700+ activities in South Asia, reaching more than 68,000 female beneficiaries including students, interns, young professionals, engineers and returning mothers.

Total WePOWER Results since 2019



Some Featured Activities



Job Hiring
560 women
hired



Study Tours/Field Visits
1,468 female
students joined
Through 58 tours



STEM Outreach
144 Workshops
with 25,877 female
student participants



Internship
1,325 Interns
female student
interns hired



Workshops/Trainings
25,836 female
professionals joined
(Interns, candidates,
engineers/employees,
returning mothers, etc.)



Mentorship
897 Mentees
by 113 mentors



Women-Friendly Facilities
332 Facilities
women friendly facilities
built/services provided

594 Workshops/Trainings

Box A: The WePOWER Internship Module

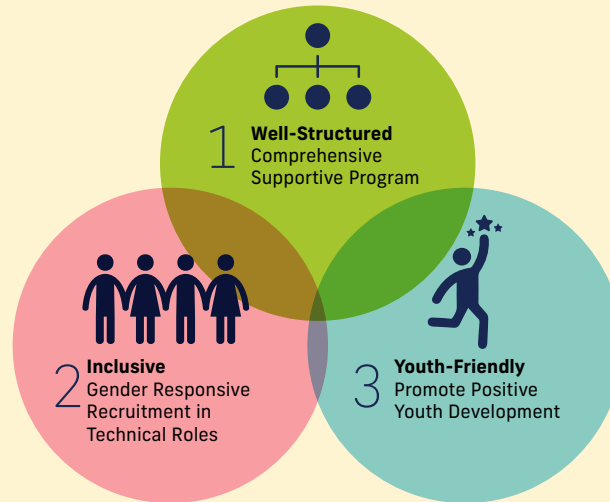
This exhaustive resource for the South Asian Energy sector was created through consultations and consensus of a Working Group of nine WePOWER Partners (formed in October 2021). In addition, the IEEE Women in Engineering (WIE) society's professors and HR experts also provided their guidance. Four consultation sessions were held to capture their experiences, challenges and expectations from the internship module, and we had several additional revision sessions.

| | Country | Organization Name | Organization Type |
|---|-------------|--|-------------------|
| 1 | Bangladesh | Grameen Shakti (GS) | NGO |
| 2 | Bhutan | Druk Green Power Corporation Limited (DGPC) | Public Utility |
| 3 | Bhutan | Bhutan Power Corporation (BPC) | Public Utility |
| 4 | India | Feedback Energy Distribution Organization Ltd. (FEDCO) | Power Company |
| 5 | India | POWERGRID | Power Company |
| 6 | Pakistan | Pakhtunkhwa Energy Development Organization (PEDO) | Public Utility |
| 7 | Pakistan | Lahore Electricity Supply Organization (LESCO) | Power Company |
| 8 | Pakistan | The Water and Power Development Authority (WAPDA) | Public Utility |
| | Afghanistan | Da Afghanistan Breshna Sherkat (DABS) * Could not join after the change of government | Public Utility |



Photo: Internship module workshop discussions during the 3rd WePOWER Conference

The WePOWER Internship Module identifies 24 key Attributes, 38 tools, and concrete Partner examples to establish a structured, gender- and youth-friendly internship program. The Working Group reviewed the documents to confirm the Module is useful in the context of the South Asian Energy sector. A workshop on the Internship Module was held at the 3rd WePOWER Conference. The tools and guidance have been positively received by the WePOWER Partners and utilities such as WAPDA, DGPC, BPC and Grameen Shakti have already adopted the Internship Module to strengthen their internship programs.



Please find more details on the Internship Module landing page [here](#) and through the links provided below:

- [Summary of findings from WePOWER South Asian Engineering Students Questionnaire on Internships](#) (539 SAR students' responses)
- [The Employers Guide](#), with 24 Attributes, 38 tools, and partners' concrete examples.
- [Its User Manual](#)
- [23 Attribute Checklist](#)
- [The Promotion Video](#) by the Working Group

List of All Attributes of the WePOWER Internship Program

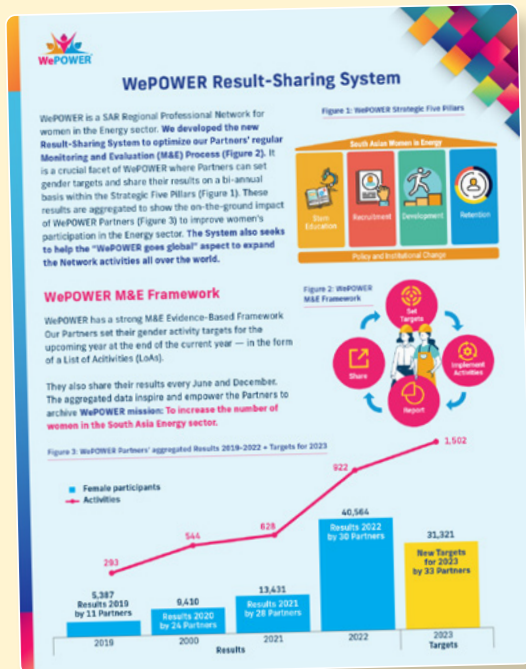
| Stages | Steps | No | List of All Attributes of WePOWER Internship Program |
|----------------|--------------------|----|--|
| I. Preparation | 1) Pre-Preparation | 1 | Confirm the best Internship Type for your Organization and develop your Organization's Internship Policy |
| | | 2 | Appoint an Internship Coordinator |
| | | 3 | Identify a Supervisor and Mentor for the Intern |
| | | 4 | Hire Interns in a Cohort – Especially Create a Women's Cohort |
| | | 5 | Decide whether the Internship Program Supports Paid or Unpaid for Interns |
| | | 6 | Define Meaningful Work Assignment for Interns which Align with Organizational Needs |

| Stages | Steps | No | List of All Attributes of WePOWER Internship Program | |
|-------------------|--------------------|--------------------------|--|--|
| I. Planning | 2) Recruitment | 7 | Write a Clear Job Description (ToR) with a Comprehensive Structured Program | |
| | | 8 | Communicate Proactively with Partners for Inclusive Recruitment Outreach | |
| | | 9 | Make the Intern Selection Process as Transparent as Possible | |
| | 3) Pre-Arrival | 10 | Sign the Internship Agreement between the Intern and the Organization | |
| | | 11 | Provide Safe Transportation and Inclusive Facilities | |
| | | 12 | Activate Anti-Sexual Harassment Measures and Intern's Multiple Response Options | |
| | | 13 | Ensure that Supervisor/Mentor Is Well Prepared to Receive Interns [The most important!] | |
| | II. Implementation | 4) Orientation | 14 | Conduct a Well-Prepared Orientation |
| | | | 15 | Develop the Intern's Workplan and Set Deliverables and Milestones with the Intern (as Per ToR) |
| | | 5) Execution the Program | 16 | Listen to the Interns and Arrange for Regular Supervisor/Mentor's Feedback |
| | | | 17 | Support Interns' Professional Networking Opportunities |
| | | | 18 | Allow Interns Access to Relevant Training for Entry-Level Staff |
| | | | 19 | Make Sure Interns Participate in Organization-Sponsored Community Service Projects |
| 20 | | | Review Intern's Performance and Deliverables (Evaluation) | |
| 21 | | | Hold a Farewell Reception (Recognition and Celebration) | |
| 6) Closing | | 21 | Hold a Farewell Reception (Recognition and Celebration) | |
| III. Post-program | | 7) Maintenance | 22 | Maintain Relationship with Interns Post-Completion |
| | 8) Analysis | 23 | Monitor and Analyze Key Indicators for Next Cohort | |

Box B: Launch of the WePOWER Result-Sharing System

The Interim-Secretariat piloted the online WePOWER Results-Sharing System with functional Partners and Admin dashboards. The automated reporting system will drastically improve the efficiency of the data collection/reporting process and improve the submission of new List of Activities (LoAs) and targets. We received an initial round of feedback from five Partners: Grameen Shakti, KElectric, DGPC, WAPDA, and POWERGRID.

Each organization’s focal point(s) will receive a secure registration link which they can follow to create their login credentials. The user will be able to see the aggregated results for their organization when complete and the system will automatically aggregate the data for all organizations. The final system will be launched in time for the first reporting cycle of 2023. To help our Partners adjust to the new system, the WePOWER team has created a [User Manual](#).



Structure of the WePOWER Result-Sharing System

The system is based on the four steps below:

- WePOWER Interim-Secretariat** registers each new WePOWER Partner.
- The registered **WePOWER Partner** sets their gender activities targets once a year.
- WePOWER Partners** share their results twice a year, including feature stories that are used by the Interim-Secretariat for WePOWER's communication channels and knowledge-sharing activities.
- The **aggregated Partners' targets** and results will be visualized and publicly shared.

Quick User Guide for WePOWER Partners

Once you become a Partner or recruiting stage Partner, the WePOWER Interim-Secretariat provides training on how to use this system.

Step 1 [Registration]: You will receive an automatic email (Figure 4) from the system to set your password when the Interim-Secretariat registers your email address. If you do not receive the mail, please contact your organization's WePOWER focal point.

Step 2-1 [Log-in]: Click 'Start now' on the system's top page.

Figure 4: The automatic email you will receive from the system

Figure 5: The system's top page

Step 4-9 [Target Setting]: Once all the organization's gender activities are added in the LoAs, click the green button 'Submit the LoA's to the secretariat'.

Please note that the LoAs cannot be revised after submission.

Figure 18: Submit the LoAs to the Secretariat

Step 4-9 [Target Setting]: Congratulations! Your LoAs has been submitted. The Secretariat will review it, so please wait a while. Please return to your organization's dashboard by clicking the blue button.

Figure 19: Submission is done

Step 5-1 [Target Setting]: Figure 20 shows what your organization dashboard looks like. When you log into the system next time, you come to this page directly.

Figure 20: Partners' dashboard

Contact Information
 WePOWER Interim-Secretariat, South Asia Gender and Energy (SAGE), World Bank
 wepower@worldbank.org

Logos: WORLD BANK GROUP, ADB, ESMAP, PARTNERSHIP FOR SOUTH ASIA, UN Women, UN Women eSolutions

Box C: Welcoming RENEW-MENA – Our Sister Network

The World Bank’s Middle East and North Africa Energy and Gender (MENAGEN) program recently launched the Middle East and North Africa Regional Network in Energy for Women (RENEW-MENA). Using lessons acquired from the WePOWER experience in South Asia, the World Bank has replicated the approach in MENA.



Photo: Colleagues from MENA joined the 3rd WePOWER Conference

The recent World Bank assessment “Toward More and Better Jobs for Women in Energy” shows that [in many MENA countries, women represent less than 10% of the energy workforce, and an average of 5% in technical fields or in management.](#) In countries like Tunisia, where 27% of the workforce are female (according to the 2014 Tunisia Labor Market Panel Survey), further digging shows that all are in clerical positions or in low-skilled services. This could be due to a combination of factors such as restrictive norms, legal barriers that reinforce gender stereotypes and occupation segregation. While the numbers seem higher in renewables, there are only slight differences. For example, in Jordan and Egypt, the difference between women in renewables vs overall energy sector is only 1%.

The main objectives of RENEW-MENA are to increase and strengthen women’s economic participation across the energy sector value chain, specifically in clean energy transition jobs.

The first RENEW-MENA Steering Committee meeting was held on December 20, 2022, in which takeaways from the WePOWER conference in Bangkok were shared and the Concept Note for the first RENEW-MENA conference was discussed. The MENA delegation, delighted to have had the opportunity to participate in the Conference, praised the quality of contents, speakers, mix of panels, interactive discussions and networking opportunities. Taking forward the message of acting on and applying what they have learned, the participants established a dedicated project team to implement initiatives related to the promotion of gender equality at the utility in Tunisia.

The next steps for the RENEW-MENA Interim-Secretariat are: (i) To continue outreach and partnership activities; (ii) outreach to MDBs for partnership/co-sponsorship; (iii) organize the first RENEW-MENA conference; and (iv) create the RENEW website.



4 | WePOWER Convening Events in 2022



ePOWER Interim-Secretariat hosted or participated in various convening events that helped to spread awareness of the gender gap issues in the energy sector and the work WePOWER Partners are doing. We capped the year off with the much awaited 3rd WePOWER Regional Conference in Bangkok.

New Frontiers: Renewable Energy by the Ministry of New & Renewable Energy, India (February 2022, India):

At the 'New frontiers: A program on Renewable Energy' event organized by the Ministry of New & Renewable Energy, India, Maria Beatriz Orlando represented WePOWER in a session on 'Women in Renewable Energy- call for action'.



Meeting with the President's Envoy in the Maldives to promote the Gender Agenda in Renewable Energy (March 2022, Maldives):

The President of Maldives's Special Envoy for Climate Change was debriefed on WePOWER's Engagement in the Maldives including the Gender Action Plans under the World Bank's Accelerating Renewable Energy Integration and Sustainable Energy (ARISE) project. The project is estimated to generate 1,000 renewable energy jobs in the area of Solar PV, Battery Storage and Electric Vehicles. As part of this engagement, the World Bank will support the Maldivian government in preparing a Gender and Energy Roadmap to inform a national strategy. The President's Office made a strong commitment towards supporting more women in the renewable energy sector.

Empowering Women in the Power and Water Sectors at India Smart Utility Week (March 2, India):

The eighth edition of the India Smart Utility Week (ISUW 2022), scheduled from March 2-4, was an International Conference and Exhibition on Smart Energy and Mobility for Smart Cities on a Digital Platform. As a part of the ISUW, WePOWER organized a session and a panel discussion on 'Empowering Women in the Power and Water Sectors' with utilities that are WePOWER Partners (CEB, BPC, Grameen Shakti, POWERGRID, and Tata Power DDL) from different South Asian countries. In addition, the session invited a Water sector organization (American Water Works Association: AWWA) which is an Equal Aqua partner to share about their gender initiatives.

IEEE WIE Returning Mothers Conference (October 28 in Singapore and November 4-5 in Odisha, India):

WePOWER is one of the supporting partners and is part of the event advisory committee. Yukari Shibuya from the SAGE II team was a virtual panel speaker at the event in India. Please find more details [here](#).



Box D: A successful 3rd WePOWER Regional Conference!

The **3rd WePOWER Regional Conference**, co-hosted by the Asian Development Bank (ADB), was held in Bangkok, Thailand, from December 6-8, 2022. The Conference brought together around 185 participants from 50+ organizations, including some WePOWER Partners and all major electricity utilities in South Asia. Energy-sector representatives from Central Asia, East Asia Pacific, and the Middle East and North Africa regions were also present at the event. The Conference participants were senior management, women professionals and human resource officials.

The goal of the Conference was to get a consensus on: (i) Scaling-up the number of WePOWER Partners and their impact; (ii) ensuring the long-term sustainability of the WePOWER network; and (iii) knowledge-sharing to promote gender diversity in the Energy sector.

“I’ve been part of all three conferences, and I love the momentum that is started, and still kept up! What I take back this time is a lot of actions, and some of the key things that we really learned this time, and that I will take with me, is: gender diversity is smart economics. And the concept of STEM++, how we take it into an organization through the transition of STEM into the workspaces. We look forward to more action-packed activities. It is wonderful to be here, thank you.”

Tamkeen Faisal (Engro Energy)

Outcomes of the Conference. The following topics were discussed and agreed to during the business meeting on the final day:

- **Promote incremental gender actions:** Conference participants deliberated on the changing nature of jobs and shared the steps they are taking to meet the workforce requirements of the energy transition. Various tools/resources were also showcased to help participants promote incremental gender actions based on evidence and consultation. The participants especially appreciated the training on unconscious bias and performance management systems.
- **Implement practical and immediate institutional solutions:** The agenda featured a workshop approach with solve-a-thon exercises to help the utilities identify and frame key challenges, and develop practical, immediate and innovative solutions to improve women’s participation in the Energy sector. The interactive approach and rich discussions resonated with the Conference participants and helped strengthen the dialogue and cross-regional knowledge sharing.
- **Establish National Chapters:** WePOWER Partners agreed to work towards operationalizing National Chapters in India, Pakistan, Nepal, Sri Lanka, Bhutan and the Maldives by International Women’s Day in March 2023. WePOWER Partners in Bangladesh will also work towards operationalizing a National Chapter.
- **Organize trainings:** SAGE II, as the Interim-Secretariat of WePOWER, will work with Regional Working Groups of the Partners to develop and implement technical and professional development training for South Asian Power sector professionals, particularly women engineers and employees in Energy-sector utilities.
- **Next Regional Conference:** ADB has announced that it will host the 4th WePOWER Conference in Sri Lanka, in early 2024.

We have updated WePOWER website with the Conference materials and outputs including:

- The [Program Booklet](#)
- The [Session Presentations and the Online poll exercise results](#)
- The [Solve-a-thon Challenges and Solutions Canvas for each group](#)
- The [Internship Module](#)



Box E: Shoktikonna Women Leaders in Renewable Energy Training Program

SAGE II supported the first pilot of Shoktikonna leadership training program this year. The four-month program started with 45 women in April 2022 – engineering students and professionals who were selected through a competitive application process. The free-of-cost training was conceptualized and implemented by a local organization, Devtale Partners and WePOWER, an initiative by the World Bank. The program leveraged the World Bank's existing knowledge resources and extensive network of experts, in order to deliver a robust curriculum through self-guided online modules and live online sessions. The unique hybrid learning experience was tailored to fill in the opportunity gaps for young female students and professionals in the evolving Energy sector.

- Participants learned both soft and relevant technical skills – on topics such as every-day leadership, unconscious bias and gender, decentralized renewable energy applications and grid integration (regional). The courses were delivered by [expert tutors](#), from the World Bank, the University of Illinois's Gies College of Business, the University of Utah's Intermountain Industrial Assessment Center, MIT, IRENA and ADB.
- Shoktikonna also provided opportunities [to network with women role models and industry experts](#) — a first for many of them – as well as visits by renewable energy project teams from GIZ, the EU, USAID and Solshare.
- A solve-a-thon Bootcamp Competition was held for participants to solve real-world challenges. The winners were felicitated at the [Shoktikonna graduation and awards ceremony](#) on August 6, in partnership with GIZ. Key guests at the event included Mr Nasrul Hamid MP, Honorable State Minister of Power, Energy and Mineral Resources, and Ms Mercy Tembon, World Bank Country Director for Bangladesh and Bhutan. The winners also participated in the 3rd WePOWER Conference.

The training was well appreciated and effective. An exit survey showed that 48% and 45% of the respondents were either very satisfied or satisfied respectively with the training program. All respondents (64% agreed and 36% strongly) said that their leadership skills had improved after the program. Similarly, 97% and 100% agreed that the training helped in improving their knowledge of the Energy sector and renewable energy. The survey also found that 88% felt their professional network had improved after the program and 85% felt encouraged to continue (or start) careers in the Energy sector.





5 | Featured Blogs



Gender-smart infrastructure improves gender equality in South Asia

GUANGZHE CHEN | MARCH 08, 2022

Removing constraints to more and better jobs for women also involves providing training in the digital and technological skills required to compete for jobs and access economic opportunities

In lower-income countries, infrastructure is rarely built with the needs of women or girls in mind. This matters because when [infrastructure is inadequate, marginalized groups such as women and girls suffer the consequences in the form of lost economic and educational opportunities and risks to their safety and well-being](#). Getting infrastructure right can make a difference. In recent years, the World Bank Group's (WBG) [Gender Strategy](#) and the [South Asia Regional Gender Action Plan](#) have guided our infrastructure engagement in South Asia to better meet the needs of women and girls by improving human endowments, increasing economic opportunities and access to jobs, enhancing women's voice and representation.

Infrastructure connectivity and design improves health outcomes for women and girls

The World Bank is working to close gender gaps in women's access to health services. For example in transport, we provided technical assistance and financing to support a program that constructed rural roads in nine Indian states. The program successfully [enhanced road connectivity](#), which improved access to health services. As a result of the program, the number of babies delivered safely in hospitals and clinics instead of at home increased sharply after rural localities were connected to all-weather roads. In a [project in Nepal](#) the average travel time to health services for pregnant women was reduced by 18%, and the average travel time to seek immunization services for children was reduced by 21%. In the Energy sector, we have supported the adoption of clean cooking appliances in Bangladesh to reduce indoor pollution and its harmful health effects. Since 2012, the [Second Rural Electrification and Renewable Energy Development Project](#) has helped to provide access to 2.3 million improved cookstoves across the country.

Improved connectivity increases economic opportunities for women

We have worked to increase women's access to non-farming jobs and economic opportunities by improving rural roads. Better roads and better transport services mean that girls can ride their bikes to school, and women can work in jobs outside their homes. For example, our support to a [State Highway project](#) in Gujarat, India helped

increase average monthly earnings of women by 64%. In Nepal, improved transport access from a [rural transport program](#) we supported increased economic opportunities for women-headed households.

[Removing constraints to more and better jobs for women also involves providing training in the digital and technological skills required to compete for jobs and access economic opportunities](#). Our engagement with the Government of Bangladesh has contributed to achieving the Government's goals to reducing gender gaps in the digital technology sector. [The Leveraging ICT project](#) improved employment opportunities for women in the Information Technology (IT) sector, provided opportunities for higher-value jobs and remuneration, and equipped women with digital skills that are highly fungible across other sectors. The project contributed significantly to increasing the percentage of women working in the IT and IT-Enabled Services (ITES) industry, up from 5% to 20%.



The right policies and interventions, coupled with gender-smart infrastructure, are key to creating opportunities and empowering women and girls.

[Access to clean energy expands opportunities for women and girls](#)

Clean, accessible energy prioritizes benefits for women and girls, for example through the provision of [solar home systems in Bangladesh](#). As Muktilia Bhromo, a female adopter of solar home systems observed; “In the past, my children would burn their hands on the kerosene lamps while I was cooking. Now, I have no such problems. Everything is so clear under the lights (powered by solar energy). The solar home system has enabled us to break out of darkness and live-in light, isn't it good for us? Now, my elder daughter can study well at school.”

[Safe and inclusive transport systems enhance women's representation](#)

[The World Bank is supporting governments to make public transit systems safer for women to enable them to work, study, and engage in community life outside their homes](#). We supported the collection and analysis of gender-disaggregated data on users and non-users of public transportation in [12 urban centers in India](#), and based on the results supported the construction of women-friendly facilities, including safe bus stops with improved visibility and ramps. Installing closed-circuit television (CCTV) cameras on buses and setting up complaint handling systems helped address safety and security concerns. Similar efforts are underway in [Karachi, Pakistan](#) where we are adopting infrastructure design features that address the needs of female users, such as separate spaces for women on buses, safe pedestrian crossings, and separate toilets in bus terminals.

[Increasing women's employment in the infrastructure sectors enhances gender equality](#)

The World Bank supports efforts to expand women's access to jobs in infrastructure sectors, which men have typically dominated. For example, World Bank electricity distribution projects in [West Bengal](#) and [Rajasthan](#) are hiring more women to modernize and digitize electricity operations. Through [WePOWER](#), we are working with partners to support increased participation of women in energy projects and utilities. And projects in India and Nepal have provided construction jobs for women and employment opportunities for [female road maintenance workers](#).

Looking ahead, the World Bank is committed to closing the gender gap in infrastructure. [The right policies and interventions, coupled with gender-smart infrastructure, are key to creating opportunities and empowering women and girls](#). We will continue working with partners on this crucial agenda in South Asia.



Women energy pioneers for a greener future

HANA BRIXIDEMETRIOS PAPATHANASIOU | MARCH 08, 2022

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This year, International Women’s Day shines a well-deserved spotlight on the women changemakers who are leading the way—every day—for a sustainable tomorrow and a more equal future. One such leader is Mariyam Hana, whom we met at a [conference in Manila](#) shortly before the pandemic.

As one of the few women executives in the energy sector in the Republic of Maldives, she was determined that other women follow in her footsteps.

“Fenaka makes a great effort to empower women, working with the government and other stakeholders, including communities, to get women at the helm,” said Hana, then a deputy director of the state-owned [Fenaka Corporation](#), which provides electricity, water, and sewage to the country’s more than 150 inhabited islands.

The initiative is paying off. As it expands [into renewable energy](#), Fenaka counts more women leaders than ever before.

The company is not alone. Across South Asia, the fast-changing energy sector is recruiting skilled women to fill jobs largely created by renewable energy technologies. Crucial to that progress is [WePOWER](#), the Women in Power Sector Professional Network, a coalition of 30 energy sector organizations and stakeholders supported by the World Bank South Asia Gender and Energy (SAGE) facility and ESMAP.

Outreach initiatives encourage girls to pursue STEM careers. Internships provide hands-on experience in the energy sector to female students. Training programs lead to the hiring of competent women workers. Mentorships boost female employees into leadership roles. And policies that create a supportive work culture -- such as anti-harassment workshops, extended paid maternity/paternity leave, and safe transportation-- keep women in their jobs. These comprehensive policies and programs help women [break barriers](#) and move into more traditionally male-dominated sectors such as energy.

[Just this past year](#), Pakistan's Water and Power Development Authority (WAPDA) hired 54 female employees. Similarly, the Pakhtunkhwa Energy Development Organization (PEDO) – which is expanding clean energy in Pakistan – hired two women candidates for senior positions and created internships for five women to enhance their technical skills in hydropower.

Another partner, the Bangladesh Rural Electrification Board (BREB), provides female employees with mentoring, daycare, and even a woman doctor if needed. In all, WePOWER's 30 partners have implemented 1,465 gender activities, benefitting more than 28,000 female professionals and students since 2019.

Gender equality is a fundamental human right. It also makes economic sense. There is a broad consensus that a shortage of skilled workers in the renewable energy sector will increase with time. Global pledges to mitigate climate change have spurred over \$400 billion in green energy technologies investments, boosting the [number of jobs](#) in the sector from 10.3 million in 2017 to an estimated 29 million by 2050.

Yet, women are an untapped resource. A [World Bank survey](#) shows women comprise 21% of the overall energy utilities workforce in Ethiopia, Kenya, and Zambia. These numbers are [much lower](#) in South Asia's energy sector with the ratio of women in technical jobs ranging from 19.5% in Bhutan to only 4.6% in Pakistan.

It's encouraging to see that the renewable energy sector already [employs more women globally at 32%](#) compared to the traditional energy sector's 22%. More jobs are being created as utilities increasingly harness clean energy solutions and adopt information and communication technologies. E-Mobility and electric vehicles will further increase the demand for sustainable electricity—and employment opportunities.

Training and education are key, as Energy Efficiency Services Limited (EESL) in India well understands. It is [transforming public lighting with LED technology](#), set out last year to provide technical training to 50 women, and ended up training 60 women, [exceeding its goals](#). In addition, EESL surveyed its women employees during the pandemic to determine how best to help them work from home, including ramping up mental health programs.

As we seek to empower more women in the energy sector, it is vital that WePOWER expands beyond South Asia to other regions. We will soon launch the Regional Network in Energy for Women (RENEW MENA) in the Middle East and North Africa, with another initiative in the works in East Asia Pacific.

Across emerging markets, we've seen growing global support for employing women. At the Manila conference, we also met Agnes Obara, Chief Planning Officer at Kenya Power ([KPLC](#)), which transmits and distributes a diversified mix of renewable energies, including geothermal and hydropower. She informed us that Kenyan utilities are constitutionally required to increase women in the workforce to at least one-third.

"We developed and started implementing our gender policy in 2010 and we now have equal opportunity for training and promotion, with the support of all our stakeholders," she said, affirming the benefit of broad-based support as the sectors move to include and promote women in their ranks.

Finally, let's remember these shared objectives benefit not only women and their employers, but also the communities they serve. We had asked Mariyam Hana at the WePOWER Manila conference why she entered the [Maldivian energy sector](#), which is working to achieve a Net Zero target by 2030. "(We) provide services to rural islands so they can have development and growth – so that's what got me interested," she said, adding that she wanted to contribute to improving lives.

Women who benefit from WePOWER initiatives are making a difference for their communities and employers while improving their own lives. Let's expand upon the success WePOWER has had in South Asia so that women across the world can fully participate in the growth of the renewable energy sector, using their talents to create a more sustainable future for us all.



Photo: Shoktikonna participants working hard during the Shoktikonna Solve-A-Thon Bootcamp

Credit: Devtale/WePOWER

Inspiring future female leaders of Bangladesh's energy sector

PRANAV VAIDYA, TANUJA BHATTACHARJEE, IRIS WEGES | NOVEMBER 01, 2022

Meet [Subah Fairouz Maisha](#), an electrical engineering graduate who works at a power plant. She is one of the many ambitious young women we met in Bangladesh who wants to thrive in the energy sector, while contributing to the country's economic growth and net-zero carbon emissions journey. Bangladesh needs more young professionals like Subah to lead the energy sector of the future.

The unique 3-month hybrid Shoktikonna or 'Power Women' leadership program, provided her with the opportunity to meet fellow female energy sector professionals and mentors – and much more. [Bangladesh is making a shift towards renewable and smart energy technologies](#). [The government plans to raise \\$127 billion in investments for the power sector over the next 20 years](#). This is a unique time for Bangladeshi women working in the energy sector to inspire the next generation. [Women make up just 6% of total technical staff and 10% of total staff](#). Among the factors holding women back is a lack of role models and mentors, limited networking opportunities and limited exposure to professional development.

A Leadership training program to "Power Women"

The first edition of Shoktikonna started with 45 women earlier this year – engineering students and professionals who were selected through a competitive application process. The training was free of cost for the participants and was conceptualized and implemented by a local organization, Devtale Partners, and WePOWER, an initiative by the World Bank. The program leveraged the World Bank's existing knowledge resources and extensive network of experts, to deliver a robust curriculum through self-guided [online modules and live online sessions](#).

The unique hybrid learning experience was tailored to fill in the opportunity gaps for young women students and professionals in the evolving energy sector. Participants learned both soft skills and relevant technical skills – on topics such as everyday leadership, unconscious bias and gender, and decentralized renewable energy applications. The courses were delivered by [expert tutors](#), including from the World Bank, the University of Illinois' Gies College of Business, University of Utah's Intermountain Industrial Assessment Center, MIT, IRENA and ADB.



Photo: Shoktikonna graduates speaking to senior management at the World Bank office in Bangladesh.

Credit: Devtale/WePOWER

Shoktikonna aims to inspire young women in Bangladesh to lead the country's renewable energy transition. It is the first such program in the country.

Shoktikonna also provided opportunities to [network with women role models and industry experts](#) -- a first for many of them – as well as visits with renewable energy project teams from GIZ, the EU, USAID, and Solshare. A Solve-a-Thon Bootcamp and Competition was held for participants to solve real-world challenges. The winners were awarded prizes at the [Shoktikonna graduation and awards ceremony](#).

[Puja Saha](#), who won the first prize at the Solve-a-thon with her 'Green E-rickshaw Battery Charging and Swapping Station' proposal, said: "Shoktikonna was truly an experience of leadership. Through different courses, sessions, and inspirational stories, Shoktikonna helped us broaden our view. Now we can say with confidence that we can tackle any problem that comes our way."

Puja's experience reflects that of the other Shoktikonna participants. But it was also a rewarding experience for the tutors – experts who volunteered their time already for future cohorts. The mix of technical and soft skills training has helped the younger participants gain confidence to succeed in a challenging sector and to rely on and learn from each other. The exposure to renewable energy concepts was also instrumental in convincing some students to enter the energy sector job market.

Building a powerful peer group

Community-building was a crucial objective of the program: Towards this, the private Facebook group for the participants provided a safe and therapeutic space for the women to share their daily experiences and support each other through fun events, like a meme competition. Indeed, the key outcome of Shoktikonna has been its success in forming a close community. The participants frequently arranged informal get-togethers to socialize in person.

Shoktikonna graduates also reap the benefits of a valuable, high-profile professional network. The tutors continue to mentor the participants with their careers. Due to positive word-of-mouth, there has been a flood of requests to start the second cohort. Recently, graduates also advised other development organizations who want to replicate their own youth development programs. Subah Fairouz Maisha said: “They mainly wanted to learn more about our Shoktikonna Leadership Cohort, which is definitely something for us to be proud of. It felt really good to share ideas with them. How amazing would it be if we can truly leverage the network we have created, for both our personal development and the development of this community?”

The World Bank is committed to replicating and scaling up this kind of leadership program in other South Asian countries. [In the years to come, we hope many more powerful women around South Asia will come forward and help bring about the transformation the region’s energy sector needs.](#)

Please see www.shoktikonna.org and www.wepowernetwork.org for more information.



Photo: The Minister of Power, Mr. Nasrul Hamid, and former World Bank Country Director, Ms. Mercy Tembon, hand awards to Solve-a-Thon winners.

Credit: Devtale/WePOWER



Shoktikonna graduates visit World Bank Bangladesh, pictured with South Asia Infrastructure Director, Mr. Guangzhe Chen

Credit: Devtale/WePOWER



Opening up Space for Women Leaders in Energy

PRIYA CHOPRA | MARCH 09, 2023

Science communication training helps scientists better engage with the public and their stakeholders. Credit: Manvi Mishra, PhD Scholar, Delhi Technological University, New Delhi

Today, STEM professionals in South Asia like Hemlata, Areesha, and Sukriti have turned calm and confident, with ardent listening and communication skills. They can effectively articulate complex energy concepts to their colleagues, students, investors, and policymakers and win their 'buy-ins.' They are leading their teams toward local energy sector goals. Thanks to the new skills they learned at the World Bank WePOWER STEM communication training, their professional careers received a shot in the arm.

[The inability to articulate STEM concepts to non-scientific audiences is a critical problem thwarting employability and economic flows, particularly in knowledge economies](#) . Also known as the “GEEK Gap,” the STEM communication gap is a global social problem with more adverse impacts on emerging economies. The results of the “[STEMcom: Powering Future Women Leaders](#)” a collaborative project of the World Bank’s Social Development and Energy teams opened the leadership space for its women participants in the energy sector and the door to other sectors. [Science communication training helps scientists better engage with the public and their stakeholders, and opens avenues for multi-sectorial dividends in education, jobs and livelihoods, among others](#) .

The STEM communication training benefited me greatly. I happened to have this training at an essential time during my career, and it helped me to build the needed confidence and leadership skills in me to enter my practical field. Now I’m working in the steel industry (cold rolling mill) as an assistant automation engineer.

Areesha Irfan

Electrical Engineer, Pakistan

Young women in South Asia take STEM courses in colleges regularly. However, they seldom get into well-placed STEM-related jobs that advance business and shape policy. Multifaceted strains such as marriage, the triple care burden of home and childcare, professional work and supporting community, and a lack of growth in a male-dominated technical workplace often thwart their career aspirations. Further, despite technical competence,

poor STEM-related communication skills contributed to dismal female labor force participation in the South Asian Energy sector. The crux of the problem: difficulty in communicating their know-how to their employers and peers.

With an aim to have more women lead the work in energy transition to renewables and move toward knowledge economies, the pilot training used the South Asia Region Gender-Energy Facility (SAGE) platform that works to foster knowledge exchange and build capacity on gender issues within the South Asian energy sector. The six-week training covered soft skills, public speaking, and leadership to augment knowledge transfer abilities in women STEM professionals in India and Pakistan. The Alan Alda Center for Communicating Sciences, Stony Brook University, and the World Bank-WePOWER team collaborated to roll out the training digitally in the summer of 2021, despite COVID constraints. About 40 young participants, primarily women, learned through exercises and detailed role play how to listen and connect more effectively with an audience and articulate their professional vision and goals vividly, confidently, and authentically. A Pre, immediate Post, and a 12-month post-training survey were conducted to examine the impact.

STEMCom gave me the confidence to complete the course while managing everything else – family responsibilities, work pressure, and long hours of studies. I came out with flying colors. STEMCom is surely a milestone in my journey, which taught me to be passionate, confident, calm and polite at the same time.

Hemlata Joshi

STEM graduate, India

Going through the course, the participants felt they better appreciated the value of their profession to society. They were more eager to contribute as knowledge workers propelling their knowledge economies. Compared to the pre-training surveys, immediate post-training results significantly improved the candidates' self-esteem and personal and career expectations. The responses showed marked differences in the candidates' ability to craft clear, succinct, and impactful messages centered on their specific audiences. Following training, the attendees also formed communities of practice (CoPs) to exchange ideas, network, support, and encourage each other through shared success stories and problem-solving. The CoP knowledge platform opened avenues to further [learning](#) and [leadership events](#) for these young STEM professionals organized by WePOWER and its network partners in South Asia.

The one-year post-training survey feedback from participants showed that the program significantly enhanced their performance as young women STEM professionals aiding knowledge transfers (from 49% to 76%). For most trainees, the needle had moved toward leadership through placements in advanced education and jobs. This social development endeavor aligns with Investing in People —through education, jobs, and skills to help develop human capital - a key driver of economic growth and ending extreme poverty, thereby creating more inclusive societies.

For us at the Bank, participants' positive testimonials on their forward strides, career growth, and confidence levels are only encouraging first steps. This women-first STEMCOM pilot training in Pakistan and India is a “push in the right direction.” These women empowered themselves by creating a successful personal brand to define and position themselves with conviction as STEM professionals eager to contribute to their societies. Evidence-based, tailored social interventions such as this will realize their full potential only when their implementation is scaled up region-wide and across continents.



Photo: World Bank

Putting women at the heart of climate action across South Asia

ANNE T. KURIAKOSETHOMAS KERR | MARCH 08, 2023

In the summer of 2022, unusually intense monsoon rains – exacerbated by climate change - caused a super flood that submerged one-third of Pakistan, affecting some 33 million people. While all four provinces were impacted to varying degrees, seven months following the catastrophe many villages across Sindh and Balochistan provinces remain remote islands, surrounded by stagnant, brackish water that stretches to the horizon.

The floods in Pakistan are the deadliest in a series of recent extreme weather events that have wreaked havoc across South Asia. There, more than half of all South Asians, or 750 million people, have been affected by one or more climate-related disasters in the past two decades. Those facing the most severe impacts are women and girls.

With less access to education, employment, financial services, and land resources, and with highly constrained roles in decision-making at all levels, women across South Asia bear the brunt of the climate crisis. In Sindh province in Pakistan, most women work in agriculture with little to no control over income or assets. In fact, almost half of women in the province lack titles to land and housing, severely undermining their economic security.

While women's opportunities for participation in formal climate planning and leadership in South Asia need to be strengthened, changes around women's participation in the public sphere are taking root. South Asia is pioneering a range of climate-smart solutions built upon women's climate leadership in coastal resilience and disaster risk reduction, skilling for the transition to renewable energy, and institutional reforms for sustainable forest management that place indigenous women at the heart of place-based solutions.

Already, gender-transformative climate initiatives across South Asia are helping drive innovative approaches to climate resilience, leading to better outcomes for all. [SAR Region's new Regional Gender Action Plan](#) (FY23-28) also places inclusive climate responses squarely at the center of its strategic efforts to improve outcomes for women in terms of skills, jobs, freedom from violence, and related focus areas.

Here's how.

In recent decades, Bangladesh has become a leader in climate adaptation and disaster management. This has been achieved, in part, by amplifying women's formal role in community-based disaster preparedness planning and implementation. The country's [Cyclone Preparedness Program \(CPP\)](#) has handpicked and trained nearly 40,000 women in disaster management. The CPP has also invested in coastal embankments, early warning systems, and newly planted forest resources. Through these innovations, the CPP has reduced cyclone-related fatalities 100-fold and lowered the ratio of female to male deaths by almost two thirds. And in Pakistan, the Sindh Resilience Project has carved out [a new non-traditional role for emergency response and rescue for women](#).

In Nepal – and across South Asia – many women depend on forests for their livelihoods and survival while also lacking secure resource rights. Their indigenous knowledge of forest resources is crucial to protect against climate shocks such as drought, food shortage, and landslides. In Nepal, the World Bank has supported the [Dedicated Grant Mechanism](#) that empowers Indigenous and Local Community Nepali women to be agents of change in sustainable forest management and community-led forest initiatives. This process, as part of the larger Forest Landscape Program for Nepal, also helps demonstrate the potential for women's climate leadership under the federalism structure and entry points around devolved climate planning and budgeting.

Energy security and sustainable routes to decarbonization are top priorities for countries around the globe. In South Asia, however, the number of women working in the energy sector is dismally low. The transition to low-carbon energy across South Asia presents an opportunity for women to deepen their sectoral skills and receive STEM education outreach and mentoring needed to access high-quality energy sector jobs. The [World Bank's Energy Global Practice, together with the Social Sustainability and Inclusion \(SSI\) Global Practice](#), under the [WePOWER Network](#) has supported 68,000 women and girls to date gain a toehold in this sector. They also help key sector employers to adopt systemic measures and good practices that will help recruit, retain, and promote women as energy sector professionals.

The program is paying dividends and changing norms around the suitability of the energy sector as an employment destination for women. Since its start in 2019, 560 women have been employed in technical positions by the partner utility companies of WePOWER. In Bangladesh, where a baseline study showed only six percent of women working in technical jobs in the energy sector, a unique '[Power Women](#)' program has helped young female energy professionals gain technical and leadership skills.

In Sindh province in Pakistan, as families wait for flood waters to recede fully, diverse design elements have been included in the Flood Emergency Housing Reconstruction project to [ensure that response efforts benefit women directly](#). For women, who generally lack land and housing title, the project is helping provide access to proper registration, land adjudication and verification processes. Community contributions to aid home reconstruction is available for labor-constrained women. Women will also be encouraged to diversify their skills through training in building household solar solutions and water harvesting.

Green, resilient and inclusive growth in the face of climate change requires placing gender at the center. As the new 'climate normal' takes hold across South Asia, women must be guaranteed a seat at the decision-making table, whether in terms of national policy, sub-national allocations, or local efforts. [Narrowing the gender gap and empowering women and girls through gender-responsive climate policies will help build a sustainable future](#). The more women and girls are engaged in climate action across South Asia, the more resilient -- and equitable -- the region, and its climate transition, will be.



6 | Featured Stories of WePOWER Partners in 2022



ePOWER Partners are helping achieve WePOWER Network's overall objectives by implementing gender-led activities under the five WePOWER Pillars: STEM Education; Recruitment; Professional Development; Retention; and Policy & Institutional Changes. Read about our Partners' activities for 2022 in the featured stories: a selection of submitted stories by WePOWER Partners.

Pillar 1: STEM Education



STEM Education Outreach by Druk Green Power Corporation (DGPC)

May 24-26, 2022 | DGPC, Bhutan | Female Beneficiaries: 95 Female Students

A Druk Green Power Corporation (DGPC) subsidiary, the Bhutan Hydropower Services Limited (BHSL) provided outreach programs for 95 female students. BHSL briefed the students on the business scope of BHSL and DGPC as a whole and created awareness on the WePOWER Network, its activities and benefits. The students, from two schools in rural areas, were excited to participate in activities that encourage women's employment and empowerment.



DGPC: Field Trip for Secondary School Female Students

June 4 & 18, 2022 | DGPC, Bhutan | Female Beneficiaries: 125 Female Students



A Druk Green Power Corporation (DGPC) subsidiary, the Bhutan Hydropower Services Limited (BHSL) organized a field trip for 41 girl students from Norbuling Central School and 84 girl students from Pelrithang Higher Secondary School in Gelephu. The students visited the BHSL factory where they were introduced to different types of machines in use and the services provided. They also got to see the hydropower components. The students were particularly surprised and motivated by the presence of women employees working as technicians with BHSL.

WAPDA: College Students' Field Trip to Learn about Solar Energy & Solar Panels

March 26, 2022 | Pakistan | Female Beneficiaries: 30 Female Interns Students



The Water & Power Development Authority (WAPDA) Women in Power team organized an Islamabad field trip for female students of the WAPDA Inter College Ghazi Barotha. The students visited famous sites, such as the “Fatimah Jinnah Park”, which was converted to solar energy in 2017 with the installation of 3,400 solar panels. This trip was part of the students’ project on renewable energy resources. A total of 30 students, 5 female teachers and 5 male teachers participated in the activity.

BPC: Awareness Program on STEM Education & Job Opportunities in the Private Sector

May- August, 2022 | Bhutan | Female Beneficiaries: 104 Female Students

A team from the Bhutan Power Corporation (BPC) visited the Dechencholing Higher Secondary School for a talk on STEM education and its relevance to emerging jobs. The idea behind the awareness campaign is to attract students to STEM education by sharing inspiring stories from people in STEM. The student welcomed the BPC team with enthusiasm and eagerly responded to questions regarding career choices. They also cheered the BPC team on as they shared experiences about finding jobs, achieving personal goals, and BPC’s internship program.



IEEE WIE Sri Lanka Women in Engineering Symposium

May 8, 2021 | Sri Lanka | Female Beneficiaries: 50+ Participants



The third International Women in Engineering Symposium ([WIESymp](#)) was organized online by the IEEE Women in Engineering (WIE) Sri Lanka Section. The organizing committee was delighted to have professionals and students participating and contributing to WISymp 2022. The research presentation tracks allowed for virtual interaction, knowledge sharing and the exchange of creative ideas regarding potential and upcoming developments in engineering disciplines such as Electronics and Telecommunications, Intelligent Systems and Robotics, Information and Communication Technology, and Power and Energy. A key message of the Symposium was to keep building on the progress and encourage more women researchers and professionals to participate in upcoming events.

EESL's end-user awareness on renewable energy and energy efficient technologies awareness session

July, 2022 | India | Female Beneficiaries: 102 Female Students



Energy Efficiency Services Limited organized a session for students. The objective of the session was to apprise students of the present energy generation and consumption scenario in India, the different sources of renewable energy and the importance of adopting energy-efficient technologies. The activity was aimed at facilitating informed decisions by female students as present and future consumers of energy.

EESL's training of Solar Mart Didi's in sale and repair of energy-efficient BLDC fans

December, 2022 | India | Female Beneficiaries: 25 Women (36 Total)

The training session included awareness raising on various topics related to renewable energy and energy-efficient technologies; such as India's energy generation and consumption scenario; renewable sources of energy; and energy conservation. The training also covered marketing skills for energy-efficient BLDC fans. Solar Mart Didis shared their success in establishing solar shops and the marketing and sale of energy-efficient cookstoves and BLDC fans.



WAPDA field trips

August 2022 | Pakistan | Female Beneficiaries: 18 Women Students (47 Total)



The accounts and finance and public relations departments of WAPDA organized a field trip for WAPDA interns (undergraduate students) to the WAPDA Administrative & Staff College, Islamabad, and the Tarbela Dam Project (TDP) Office. The interns were briefed on the working and training programs conducted at the college for WAPDA professionals. They also learned about administrative topics and received a tour of the dam site. Separately, the Power and Water wing organized a field trip for civil, geological, electrical and mechanical interns (undergraduate students) of WAPDA. The students learned about technical operations and were briefed on the operations of the powerhouse, civil and electrical technical functioning, annual budgeting, and audit and accounts maintenance.

WAPDA STEMinista Fest (science fairs) + parent teacher meeting

December, 2022 | Pakistan | Female Beneficiaries: 4230 Girl Students (6500 Total)

The WAPDA Education Team organized STEMinista Fest (science fairs) in all WAPDA schools nationwide. The objective was to provide opportunities for students to research the energy crisis in Pakistan and find suitable solutions. They also learned about the role of reservoirs and hydroelectricity in boosting the country's economy. Students collected data, found solutions, and prepared a working model under the guidance of their STEM teachers. The final group projects were shared with the school. Parents were updated on the performance of their children and made aware of the importance of encouraging STEM education among girls and overcoming stereotyping and discrimination.



DGPC's STEM outreach program

November, 2022 | Bhutan | Female Beneficiaries: 54 Girl Students (57 Total)



The Druk Green Power Corporation (DGPC) conducted a STEM outreach program at the Chhukha Hydropower Plant (CHP) with students of Wangchhu middle secondary school. Three women technical employees from CHP represented DGPC, sharing their experiences as technical professionals and encouraged the girls to pursue STEM education.

DGPC's field trip to mini hydropower plant in Gidakom

July 2022 | Bhutan | Female Beneficiaries: 16 Girl Students (33 Total)

The Druk Green Power Corporation (DPGC) organized a field trip for students of Olathang Primary School and their teachers. They visited the 5x250 kW mini hydropower plant in Gidakom, Thimphu. The site visit sought to expand students' awareness of their community while acquainting them with opportunities in STEM and hydropower.



Field trips for girl students to DGPC's power plants and project sites

September & October 2022 | Bhutan | Female Beneficiaries: 146 Girls & 10 Women Teachers (156 Total)

The Druk Green Power Corporation (DGPC) and its Subsidiaries organized field trips for girl students in the vicinity of their power plants. Girl students from three schools and their women teachers visited the Nikachhu Hydropower Project site. Apart from giving students exposure to hydropower projects, the field trips gave them the opportunity to interact with construction professionals in an actual construction environment. The interactions helped to stimulate the students' interest in pursuing STEM education and career prospects in hydropower.



USAID Engendering Industries' women-to-women awareness-raising for hydropower

October-December 2022 | Philippines | Female Beneficiaries: 8 Female Technical Staff (12 Total) + 26 Women Community Members (30 Total)



The USAID Engendering Industries' partner organization in the Philippines, LASURECO implemented a consumer education campaign across multiple municipalities. This was a women-to-women initiative where 12 technical staff traveled to different service areas to explain to customers LASURECO's energy production from hydroelectric power. The 30 women community members in the remote areas of the Philippines were also exposed to women role models working in STEM fields.

Pillar 2: Recruitment



BPC's Internship Program

January- June 2022 | Bhutan | Beneficiaries: 19 Female Interns

Over a period of six months this year, the Bhutan Power Corporation (BPC) offered internships to students from various technical institutes and schools. Most of the interns had a technical background. To encourage inclusivity and diversity, BPC provided internships to both male and female candidates. The duration of the internship program ranged from one to three months. The interns were placed at either the Department or Divisional levels attached to specific officials.



WAPDA: Internship Program and Field Trips for Interns

March-April 2022 | Pakistan | Beneficiaries: 15 Female Interns

The Water & Power Development Authority's (WAPDA) Internship Program included a field trip to the WAPDA Administrative & Staff College, Islamabad, and Tarbela Dam Project Office, to give interns insight into administrative matters. A similar field trip was arranged for the finance interns. The WAPDA Internship Section Team organized a networking iftar followed by dinner at Faletti's Hotel, Lahore, for all interns at WAPDA. During the closing ceremony, the meaningful journey of young professionals during the Internship Program was acknowledged.



Karachi Electric: KE's Apprenticeship Program

Ongoing | Pakistan | Female Beneficiaries: 12 Women Professionals



KE's Apprenticeship Program, in collaboration with STEVTA, offers young women a chance to have a career in the power sector. The two-year program provides in-house and on-site training by skilled instructors. It gives the apprentice the learning experiences they need to transform intellectually, socially and professionally. The apprentices are trained in soft skills and personal development. Successful candidates are awarded the Apprenticeship Completion Certificate endorsed by Karachi Electric and STEVTA, recognized worldwide. To date, 600 apprentices (male and female) have enrolled in the Program, and around 500 have graduated successfully. Currently, 12 female apprentices are part of the Program; 5 have graduated with distinction in the field of Grid and Transmission and 7 will graduate in Distribution by April 2023.

WAPDA: Orientation Sessions for Young STEM Professionals

February 28-March 4, 2022 | Pakistan | Total Beneficiaries: 15 Female Interns

Under its Internship Program, the Water & Power Development Authority (WAPDA) organized five department orientation sessions for young STEM professionals at the WAPDA House in Lahore. The Director Generals from Power, Water, Finance, HR&A and PR departments gave presentations on the operations and management of their respective departments. Senior WAPDA engineers shared the current situation of all projects during their visit to the rotunda. Short visits to various offices were also arranged. The HR&A department informed the interns of WAPDA rules and recruitment procedures. WAPDA also held a session on professionalism and the importance of 21st-century skills in creating a positive learning environment at the workplace.



LESCO internships

July-December 2022 | Pakistan | Female Beneficiaries: 25 Paid Women Interns, 29 Women Interns (90 Paid Interns Total)

The Lahore Electric Supply Company (LESCO) has announced their paid internship program for final-year students. The program will help students fulfil their degree completion requirements and provide them with a practical learning opportunity in a professional environment. The students are placed in various technical and non-technical departments, in accordance with their qualifications and interests. Mentors from technical, operations, HR and finance departments teach interns management and leadership skills, project operations and maintenance amongst other topics.



Workplace Gender Equality Accelerated Program by USAID Engendering Industries

November 2022 | Austria | Female Beneficiaries: 12 Women (19 Total)



Attendees from two energy utilities in India and Indonesia traveled to Vienna, Austria, to participate in the Workplace Gender Equality Accelerated Program by USAID Engendering Industries. The program covers organizational gender equality assessments, a seven-week virtual course or a six-day in-person course followed by five months of change management coaching. It is designed for managers to develop their gender equality expertise, boost their influence and spearhead change in their organization. The program focuses on developing and improving company culture, policies and practices that advance gender equality.

LESCO professional training & development activities

July-December 2022 | Pakistan | Female Beneficiaries: 68 women employees

The Lahore Electric Supply Company (LESCO) nominated 68 women employees for various professional development activities through departmental trainings, promotional trainings and soft-skills training. These initiatives play a pivotal role in enabling employees to perform their jobs effectively and efficiently. The (mandatory) promotional training also supports employees' career growth.



PEDO's Internship Program

2021-2022 | Pakistan | Female Beneficiaries: 9 Women Interns (70 Total)

The Pakhtunkhwa Energy Development Organization has an effective Internship Program that helps local young graduates/certificate-holders of professional courses in different fields to develop their intellectual skills. It provides them with experience to become contributing members of their communities, and help them get acquainted with professional work in corporate organizations and government.



Grameen Shakti hosts internship for Shoktikonna graduate

November 2022 - February 2023 | Bangladesh | Female Beneficiaries: 1 Female Intern



Mohsina Taz – an Electrical Engineering graduate from BRAC University and Shoktikonna fellow – chose Grameen Shakti for her internship. She expressed her enthusiasm to work on solar power systems and in consultation with her mentor in Grameen Shakti, she decided to gather practical knowledge and hands-on experience with the design and installation of Solar Rooftop Systems. She is helping Grameen Shakti to develop a Standard Operating Procedure (SOP) for Rooftop System installations.

Empowering Women Program by K-Electric

September–October 2022 | Pakistan | Female Beneficiaries: 10 Women Engineering Students

The Empowering Women Program seeks to attract women in the engineering field with six-week internships. Female students at engineering universities are given the opportunity to acquire technical experience as well as personal development training such as interpersonal skills and presentation skills. Students also get to work in a corporate environment and see how technical knowledge is implemented in actual situations.



K-Electric hired female Meter Data Maintenance Officers

December 2022 | Pakistan | Female Beneficiaries: 10 Women



K-Electric is on a global mission to promote STEM learning by bridging the gap between today's learners and tomorrow's careers. The company became the first energy sector company in Pakistan to hire women as Meter Readers. Ten women from the Roshni Baji Program were hired. Other partners can identify roles where women can be placed and hire multiple women at the same time, thus enabling a supportive environment.

DGPC's internship opportunities for female students

December 2022 - January 2023 | Bhutan | Female Beneficiaries: 4 Female Students

The Druk Green Power Corporation (DGPC) hosted four female interns at its electro mechanical division. They worked on the commissioning of electromechanical equipment at the project site. All interns were final-year Electrical Engineering students from the College of Science and Technology, Rinchending, Bhutan.



DGPC's hydropower internship opportunities for female students

July-August 2022| Bhutan | Female Beneficiaries: 3 Female Students



Three female students were placed under the Production Unit to learn about the machining of underwater components and the manufacture of hydro mechanical components. Since Bhutan Hydropower Services Limited (BHSL) is the sole service provider for hydro mechanical components in Bhutan, the students got the opportunity to learn about different kinds of under-water components required for generating electricity, the challenges and repair. Given Bhutan's economic reliance on hydropower, DGPC believes that youth should be provided with more opportunities to visit sites to see how electricity is generated and what components are required for power generation.

NPTI's 5-Day Internship Program

September-November 2022| India | Female Beneficiaries: 120 Women Students

The National Power Training Institute (Power Systems Training Institute) in Bengaluru hosted three editions of the five-day internship program 'Accounting and Personality Development' for women's colleges. Students learnt about women's rights – particularly in the context of the Indian society, income tax, tax filing and soft-skills training. The NPTI's approach is that women play a key role in building a nation. Almost 80% of the participating students come from vulnerable communities, with parents working as weavers, daily laborers, masons or tailors. These parents have committed to the continued education of their daughters. Many students left their villages for the first time, traveling by train to Bengaluru for the internship. They were delighted and felt secure and free at the PSTI premises. The NPTI (PSTI) wishes to support the vision of these parents and girl students by continuing the internship programs.



WAPDA's activities

Female Beneficiaries: 22 Women Interns



A special shout-out to WAPDA, because their WePOWER activities are too many to mention in detail here. Their activities under Pillar 2 include: Welcome ceremony for 14 women interns; interactive sessions with STEM professionals; WAPDA externship for three girl students; and Internship closing ceremony and networking dinner for 22 women interns.

WAPDA's orientation sessions for young STEM professionals

July – December 2022 | Pakistan | Female Beneficiaries: 37 Female Interns (96 Total)

As part of its internship program, WAPDA organized five department-level orientation sessions for young STEM professionals and students at WAPDA House Lahore. The DGs from Power, Water, Finance, HR&A and PR departments presented on the operations and management of their respective departments. Q&A sessions were held at the end of each presentation. The aim of these sessions was to share authentic information with the future leaders and guide them for further organizational research during their stay at WAPDA. The HR&A department also explained recruitment procedures at WAPDA.



WAPDA's recruitment drive for interns

June-July 2022 | Pakistan | Female Beneficiaries: 18 Female Interns (47 Total)



The WAPDA Internship Section Team has collaborated with the top STEM-based universities of the country including the University of Engineering and Technology (UET) Lahore, National University of Science and Technology (NUST), Islamabad, and Fast National University of Computer and Emerging Sciences, Lahore. The IST seeks to coordinate with the Career Department of these universities and hire undergraduates (third- and fourth-year students) for a two-month internship program during their summer break, the ideal time to train students and guide them in making decisions about their career.

Pillar 3: Professional Development



K-Electric: Roshni Bajis – Women Community Development

June 2022- Ongoing | Pakistan | Beneficiaries: 60 Female Participants

In collaboration with Concern for Children (CFC), K-Electric has launched the second phase of its Roshni Baji Project across Karachi. The project, aimed at increasing gender diversity and inclusion in the power sector, trains women as Safety Ambassadors who can counsel high-risk communities on fire safety, rain safety, power theft risks, and so on. The 60 Roshni Bajis – Safety Ambassadors – of the second phase have been trained over six months. Apart from boosting the morale of the women under training, the project gives them a chance to work on personal development and build a professional network. The project encourages the participation of single mothers and unemployed graduates, allowing flexible working hours and a safe working environment.



Karachi Electric: ‘Better Together’ Workshop on Respectful Workplace Culture

February–March 2022 | Pakistan | Beneficiaries: 81 Female Professionals

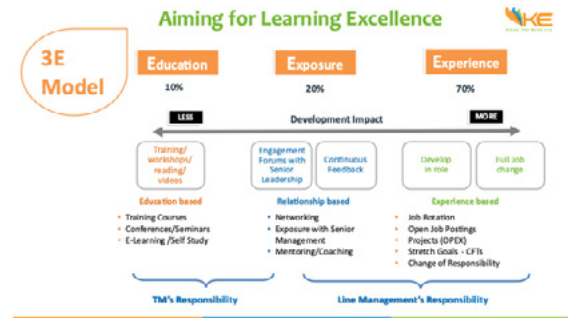


K-Electric’s (KE) in-house workshops — ‘Better Together’— provided Gender Sensitization Training to its employees, with the aim of reinforcing the importance of respect at the workplace. The workshops were a platform for employees to learn of the legal implications of the Protection Against Harassment of Women at the Workplace (Amendment) Act 2022. The sessions covered conscious and unconscious bias, traits of toxic conversations, challenging stereotypes, existing beliefs with respect to all genders, understanding the expectations and responsibilities as an employee, understanding personal traits and behaviors to monitor reactions and responses, and implementing control and empathy.

K-Electric: Learning & Development Training Programs

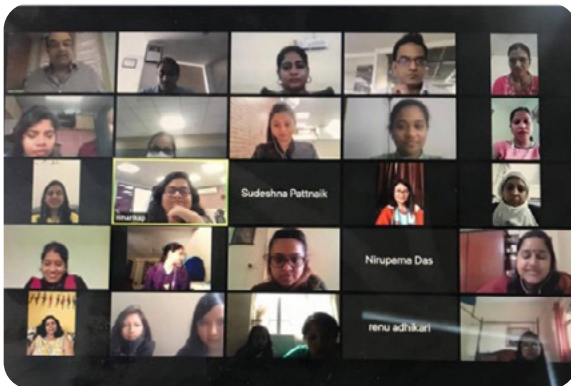
January-June 2022 | Pakistan | Female Beneficiaries: 398 Female Professionals

K-Electric's focus on Learning & Development resulted in multiple training programs for employees under the 3E Learning Philosophy — Education, Exposure and Experience. A competency-based learning framework was developed to identify functional/technical and behavioral needs of employees. A total of 398 women were nominated during the six-month duration: 271 women on behavioral aspects and 127 women on functional aspects. The women attended 23 different trainings in Leadership, Communication & Interpersonal Skills, Design Thinking, Art of Giving & Receiving Feedback, Managerial Skills, Personal Resilience, Team Management, Negotiation Skills, and Stakeholder Management.



FEDCO: Training programs on Code of Conduct, Workplace Behavior, Future of Distribution, Commercial Impact and Meter Management

January-June 2022 | India | Female Beneficiaries: 68 Female Professionals



Feedback Energy Distribution Company Limited (FEDCO) conducted various professional training programs on Code of Conduct, Workplace Behavior, Future of Distribution, Commercial Impact, and Meter Management for 168 employees – including 68 women.

CEB: Training Session for Engineers

January-May 2022 | Sri Lanka | Female Beneficiaries: 120 Female Professionals

Ceylon Electricity Board (CEB) conducted three practical training sessions with knowledge sharing for CEB female engineers about 'ABC Line Construction & Maintenance'.



USAID: Workplace Gender Equality Accelerated Program by USAID Engendering Industries

June 22, 2022 | Belgium | Female Beneficiaries: 8 Female Professionals



In June 2022, 10 people (8 women, 2 men) from four energy utilities in South Asia participated in the Workplace Gender Equality Accelerated Program, an in-person course by USAID Engendering Industries in Brussels, Belgium. The Workforce Gender Equality Accelerated Program is a six-month program that consists of organizational gender equality assessments, a seven-week virtual course or a six-day in-person course followed by at least five months of change management coaching. The Program is designed for managers who wish to develop their gender equality expertise, boost their influence and spearhead change within their organizations.

WIE: Experimentation Innovation Challenge for Young Women in Energy 2022

June-August, 2022 | Pakistan | Female Beneficiaries: 5 Female Professionals

Held in collaboration with UNDP, Women In Energy Pakistan's (WIE) Experimentation Innovation Challenge was a unique platform designed to encourage young women to engage with the country's renewable energy sector. The Challenge gave female professionals aged 15-30 a chance to share their ideas on transitioning the power sector towards a green economy – at a village, city or national level. The winning experiments were selected on the basis of originality and innovativeness, growth potential and scalability, and additional value. Five exceptional young women were selected as recipients of grants that would help in implementing the solutions over July and August 2022.



BPDB: Grid Integration for Renewable Energy: Opportunities, Challenges and Solutions for Bangladesh

June 29 & 30, 2022 | Bangladesh | Female Beneficiaries: 3 Female Professionals



Three female engineers of the Bangladesh Power Development Board (BPDB) participated in the Capacity Building Workshop on 'Grid Integration for Renewable Energy: Opportunities, Challenges and Solutions for Bangladesh'.

BREB: Training for Staff to Maintain Credentials – 3rd Phase (Virtual)

Ongoing | Bangladesh | Total Beneficiaries: 3,092 Female Professionals

Bangladesh Rural Electrification Board (BREB) conducted 25 training sessions for staff to maintain credentials. The training specifically focused on improving credentials for the future.



WIE: Women in Energy Pakistan's Collaboration with USAID Poverty & Social Impact Analysis (PSIA)

Ongoing | Pakistan | Total Beneficiaries: 130 Female Professionals



As part of the USAID PSIA activity, Women in Energy Pakistan (WIE) has designed a set of gender-inclusion interventions for public sector institutions in Pakistan's power sector. These include contextual analysis and needs assessment, a review of HR and organizational policies, and gender sensitization workshops. The interventions seek to improve women's participation in the power sector by making public sector offices more women-friendly and ensuring career advancement opportunities within targeted institutions. In Q2, WIE conducted training for around 130 employees from public sector institutions.

LESCO: Training Programs for Capacity Building & Skill Development

Ongoing | Pakistan | Total Beneficiaries: 78 Female Professionals

The Lahore Electric Supply Company (LESCO) offered 11 soft skills training sessions for almost 500 employees. The sessions covered a range of topics such as time and stress management, team building, seven habits of a highly effective manager, emotional intelligence, thinking out of the box and so on. Apart from soft skills training, a variety of technical and promotional training were imparted to 22 female employees of different cadre and scales. To date, a total of 78 female employees have been trained under various LESCO programs.



WIE: Women in Energy Pakistan's Networking Events for Women Professionals

Ongoing| Pakistan| Total Beneficiaries: Women Professionals (Total Count Varies)

Women In Energy Pakistan (WIE) hosted networking events for its members in Karachi and Lahore. They offer women professionals in the energy sector a safe and congenial space to discuss opportunities for professional advancement, share advice on career growth and more.



FEDCO's Career Growth Plan workshop

July 2022| India | Female Beneficiaries: 20 Women Beneficiaries

The Feedback Energy Distribution Company Ltd. conducted a workshop to amplify the opportunities for women employees in the distribution business. The workshop was organized for new recruits and management trainees, facilitated by the Head of HR, Regional HR and Head of Business. They discussed how to create your own career path; how to set short- and long-term goals in the Energy sector, and more. During the workshop, trainers also learnt about the recruits' unexplored talents.



Women in Engineering Track at Student/ Young Professionals/ Women in Engineering Congress

September 2022| Sri Lanka | Female Beneficiaries: 100 Women Beneficiaries



The IEEE Computer Society Student/ Young Professional Global Congress is Sri Lanka's largest youth tech conference that brings together tech intellect from all over the globe. Taking place in parallel is the IEEE Sri Lanka Section Student/ Young Professionals/ Women in Engineering Congress, marking the 11th chapter of congress history. The 2022 Congress was a three-day conference for young and enthusiastic IEEE volunteers.

K-Electric's learning & development training programs

Karachi, Pakistan | Female Beneficiaries: 124 Female Beneficiaries (2250 Total)

K-Electric runs multiple training programs under the 3E Learning Philosophy, which covers Education, Exposure and Experience for the employees. A competency-based learning framework is developed to identify functional/technical and behavioral needs of employees for targeted learning interventions for their development. One hundred and twenty-four women were nominated for the program.



Interactive HR Session with women employees at LESCO

October-December 2022| Pakistan | Female Beneficiaries: 20 Women Employees



The Lahore Electric Supply Company's (LESCO) HR Director conducted an interactive session with all women engineers and other employees working at its headquarters. This session provided the women an opportunity to directly interact with the HR Director. The HR Director issued on-the-spot instructions to address various issues and encouraged the women to openly share their day-to-day issues with her. Special attention was paid to issues related to creating a conducive work environment for women.

Technical training on biogas by Grameen Shakti

September 2022| Bangladesh | Female Beneficiaries: 30 Women

Grameen Shakti provided 30 women professionals from the Netrokona district with sales and marketing training on biogas. The training covered speech, training materials and hands-on activities. The women learned about the benefits of using biogas plant and the basic maintenance of such a plant.



K-Electric's graduation of Roshni Bajis

December 2022 | Pakistan | Female Beneficiaries: 60 Roshni Bajis/ 40,000 Women Households Total



K-Electric implemented the Roshni Baji Project across Karachi, in collaboration with Concern for Children (CFC), in order to raise awareness on safety in high-risk communities – primarily electrical safety, along with fire and rain safety. Sixty Roshni Bajis graduated with a Certified Electrician Course and field experience. The women were given the opportunity to develop themselves, attend training on professional and personal development, and establish a professional network. The program is designed to allow flexible hours and a safe working environment, making it ideal for single mothers and unemployed graduates. The Roshni Baji project is a one-of-its-kind program in Pakistan that has been widely highlighted in the CSR community and Energy sector. This program provides a community women empowerment model that can help to break gender barriers and can be easily replicated by other industries through increasing CSR outreach. The graduation ceremony (all participants graduated) was a formal step towards their empowerment, enabling the women to start a career in the power sector and securing a long-term livelihood.

Ideathon and Pitchfest by IEEE WIE India

December 2022 | India | Female Beneficiaries: 82 Women Beneficiaries (224 Total)

The WePOWER WIE India Team organized an ideathon and pitchfest during the Returning Mothers Conference (RMC) 2022. The call for ideas was published in September for which around 68 teams registered. The themes varied from environment to climate change with categories of business ranging from manufacturing to smart education. Thirty-four teams were selected and assigned mentors from the industry. Mentor sessions were organized once during RMC and subsequently online. The pitchfest was held in December 2022. The participants were given training on business model development and mentored by entrepreneurs and business management faculty. The training covered topics such as pitching ideas, financing, marketing and managing a firm. The IEEE WIE India observed that the women students displayed a positive affinity for entrepreneurship, which is something to consider for future outreach.



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



BPDB: Special Training Courses on International Women's Day 2022

March 8, 2022 | Bangladesh | Female Beneficiaries: 407 Female Participants

The Dhaka Training Centre of BPDB arranged a special training course on International Women's Day 2022 at Mukti Hall, Bidyut Bhaban, Dhaka. Rubana Huq, Vice Chancellor, Asian University for Women, was the chief guest. On the same occasion, the Chattogram Training Centre of BPDB arranged a day-long program for women at Bijoy Hall, Bidyut Bhaban, Agrabad, Chattogram. Monowara Hakim Ali, President of Chittagong Women Chamber of Commerce & Industry, was the main speaker.



LECO: Provided Personal Development Facility – Lecture organized on “Cancer Prevention”

March 8, 2022 | Sri Lanka | Female Beneficiaries: 116 Female Professionals



Sri Lanka has programs for prevention, screening & treatment for cancer. Hence this awareness program was organized on Women's Day, to educate the staff on prevention of bad habits and tips on good lifestyle. Dr. Sachini Malaviarachchi Rasnayake (Consultant Clinical Oncologist and Senior Lecturer, Department of Clinical Science, Faculty of Medicine, Kotalawala Defense University, SL) delivered a session on 'Lifestyle Tips for Cancer Prevention'.

DGPC: Break the Bias: International Women's Day Celebration

March 8, 2022 | Bhutan | Female Beneficiaries: 101 Female Professionals

The Druk Green Power Corporation's (DGPC) Chhukha Hydropower Plant observed International Women's Day with a cake-cutting ceremony. The day was marked by appreciation for every woman employee's service to the Royal Government of Bhutan and their contribution to DGPC's success. Women representatives made a presentation on sexual harassment and other issues crucial to the lives of women at the workplace. Similar celebrations were held at DGPC's Tala Hydropower Plant on the theme of 'Break the Bias'. As a token of appreciation for breaking gender stereotypes, the company presented traditional white scarves to three women employees who work as drivers.



POWERGRID Celebrates International Women's Day

March 8, 2022 | India | Female Beneficiaries: 3,000 Female Participants



POWERGRID celebrated International Women's Day with a day-long program that included the premiere of a short film, a slogan competition for 'Brand POWERGRID', a business/general awareness quiz, an inspirational lecture from the Director of Operations and a workshop on women leadership. The event was held at the POWERGRID Academy of Leadership, Manesar, in the presence of the Chairman, Directors, dignitaries and women achievers/winners of various competitions.

EESL: Celebrates International Women's Day 2022

March 8, 2022 | India | Total Beneficiaries: 50 Female Professionals

The focus area of Energy Efficiency Services Limited or EESL's International Women's Day 2022 celebrations was mental health and wellness. An elaborative session on mental health was organized to encourage women to assess their mental health and take necessary actions for betterment. This was followed by fun and engaging activities.



BPC: Re-orientation Session for Returning Mothers

June 22, 2022 | Bhutan | Female Beneficiaries: 8 Returning Mothers



Bhutan Power Corporation (BPC) conducted a reboarding session for returnees. The session was organized to familiarize the eight officials with BPC's current work environment and help them with a smooth transition upon their return. The officials expressed heartfelt appreciation to BPC for providing unconditional support, assistance and cooperation.

BPC: Training on Gender Equality and Workplace Sexual Harassment

May-June 2022 | Bhutan | Total Beneficiaries: 55 Female Professionals

In line with Bhutan Power Corporation's (BPC) gender equality policy, BPC organized a day-long training on 'Gender equality and prevention of workplace harassment' for 140 officials, including 55 women. The training was conducted by certified trainers of the Institute of Management Studies, Serbathang, Thimphu. BPC will train more than 1,000 employees by the end of this year.



WAPDA's orientation sessions for young STEM professionals

July – December 2022 | Pakistan | Female Beneficiaries: 37 Female Interns (96 Total)



As part of its internship program, WAPDA organized five department-level orientation sessions for young STEM professionals and students at WAPDA House Lahore. The DGs from Power, Water, Finance, HR and PR departments presented on the operations and management of their respective departments and held Q&A sessions. The aim of the sessions was to share authentic information with the future leaders and guide them for further organizational research during their internship.

Training for women counselors and creating awareness on workplace harassment at CHP

November 2022 | Bhutan | Female Beneficiaries: 49 Women Employees

Women employees of the Chhukha Hydropower Plant – a DGPC Subsidiary – received training from the Sr HRO and Women Counsellor of CHP. The session covered topics of workplace discrimination, workplace harassment and sexual harassment. The women learned about rules, regulations and policies regarding harassment; gained awareness on discrimination and workplace harassment, and the confidence to exercise their rights.



Pillar 5: Policy & Institutional Change



Male engagement – Train the Trainer Workshop for advancing gender equality

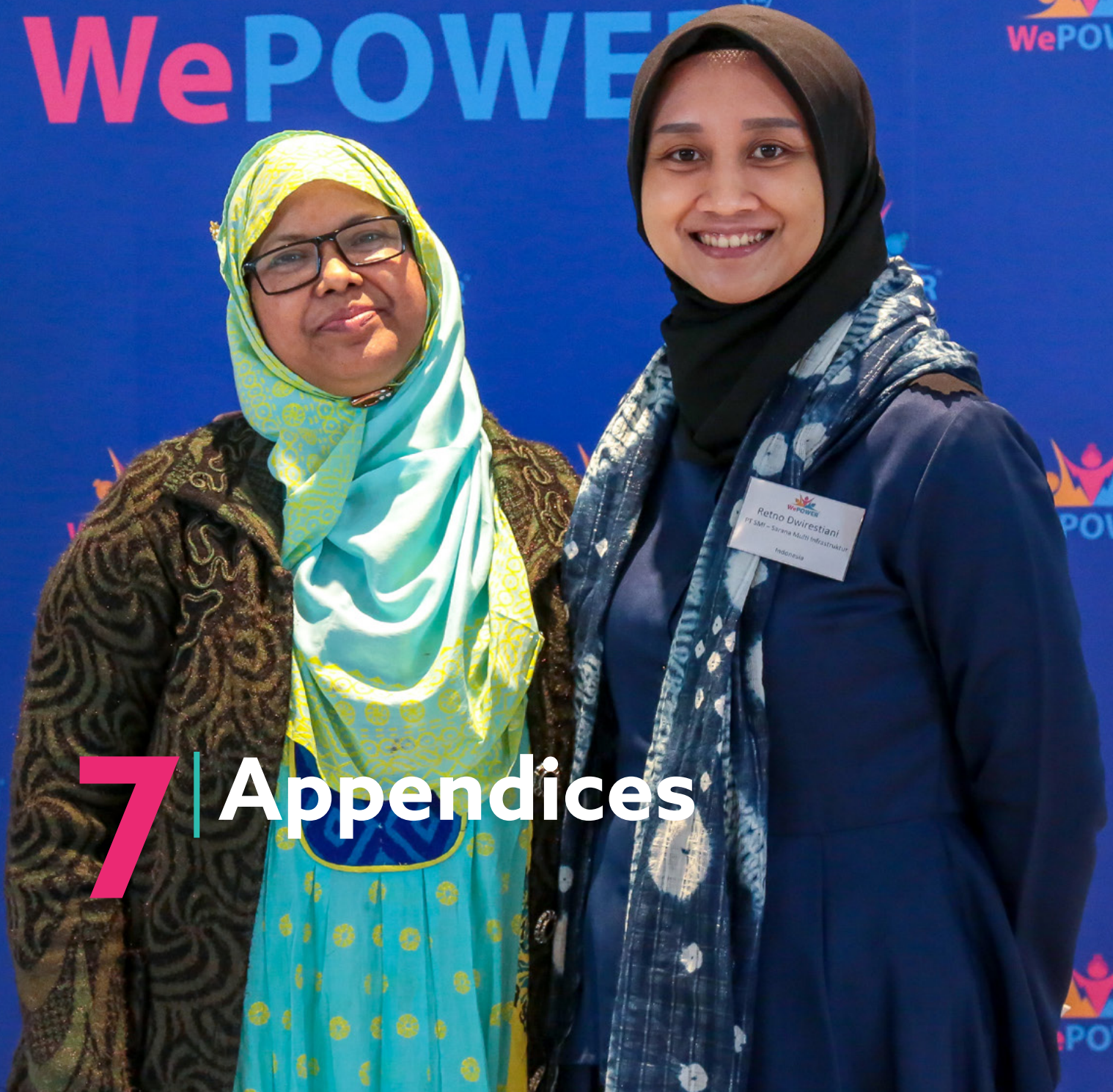
September 2022 | India | Female Beneficiaries: 8 Female Employees (28 Total)

BSES Rajdhani Power Limited, in partnership with USAID's Engendering Industries and Equimudo, hosted a six-day workshop to start a dialogue on the various facets around the issue of gender equality. Through group activities and individual reflection, they promoted changes in knowledge, attitudes, and practices to build an equitable, respectful and collaborative corporate culture. Post-completion of the training, 28 participants are acting as the Brand Ambassador and engaging with colleagues to spearhead gender inclusivity. This will help in creating awareness and promoting culture of gender equality, focusing on BRPL being an "Equal Opportunity Employer". An example is encouraging male employees to become mentors, allies, change agents, ambassadors and sponsors with active roles and responsibilities, and: creating a safe space for men to talk about the negative impacts of patriarchy and toxic masculinity on men while identifying opportunities to step out of traditional roles and patterns that don't serve them. BSES' vision is that in a male dominated industry, it is important to have change agents who understand and are aligned with the concept of Gender Equality – people who walk-the-talk. For female employees, this provides the opportunity to move from Women Empowerment to Women-Led Empowerment initiatives.





WePOWER



7 | Appendices

A. WePOWER Organizational Chart, List of Steering Committee Members

Figure I: WePOWER Organizational Chart 2019-22

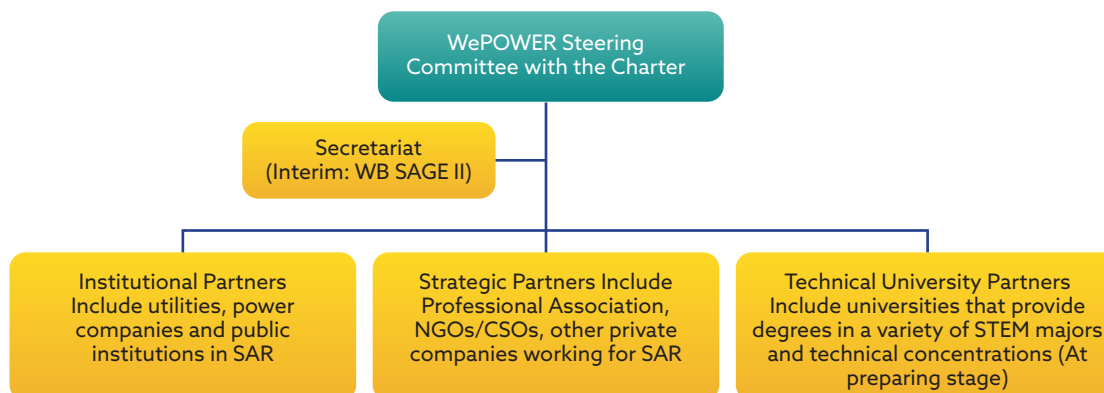


Table I: Composition of the 1st WePOWER Steering Committee in 2022 (alphabetical order)

| 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 | Professional Association | Global |
| 2 | Mr | Francesco Tornieri | Principal Social Development Specialist (GAD) | Asian Development Bank | Regional Development Bank | Global |
| 3 | Ms | Kiran Gupta | Head, Customer Service | CEO & ED Powerlinks Transmission Limited | Energy Sector Institution | India |
| 4 | Mr | Shoab Taqi | General Manager (LA&R/HRD) | WAPDA (The Water and Power Development Authority) | Energy Sector Institution | Pakistan |
| 5 | Mr | Sohel Ahmed | Managing Director | Grameen Shakti | Energy-Sector Institution and Civil Society Organization | Bangladesh |
| 6 | | World Bank – South Asia Gender and Energy Facility II (SAGE II) as the Interim Secretariat | | | International Development Bank | Global |

B. List of all WePOWER Partners in 2022

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

| 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. Stantec | Global (Nepal and Pakistan) | Stantec Agreement (LoA 2021-22) |
| 8. 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) |

*Our current engagement in Afghanistan is on hold.

Table 3: 2nd Group Partners: 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 4: 3rd Group Partners: 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 2020-21) FENAKA Agreement (LoA 2022-23) |
| 24. Feedback Energy Distribution Co. Ltd. (FEDCO) | India | FEDCO Agreement (LoA 2020-21) FEDCO Agreement (LoA 2022-23) |

Table 5: 4th Group Partners: 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) |

Table 6: 5th Group Partners: Joined from 2022

| Organization Name | Country | LoAs Download |
|---|----------|--|
| 31. National Association of Community Electricity Users' Nepal (NACEUN) | Nepal | NACEUN Agreement (LoA 2022-23) |
| 32. Nepal Electricity Authority (NEA) | Nepal | NEA Agreement (LoA 2022-23) |
| 33. BSES Rajdhani Power Limited (BRPL) | India | BRPL Agreement (LoA 2022-23) |
| 34. Institute of Engineering (IOE) | Nepal | IOE Agreement (LoA 2022-23) |
| 35. BSES Yamuna Power Limited (BYPL) | India | BYPL Agreement (LoA 2022-23) |
| 36. Multan Electric Power Company (MEPCO) | Pakistan | MEPCO Agreement (LoA 2022-23) |

C. 2022 Partners - Detailed Breakdown

Figure 2: WePOWER Partners in 2022 by Country

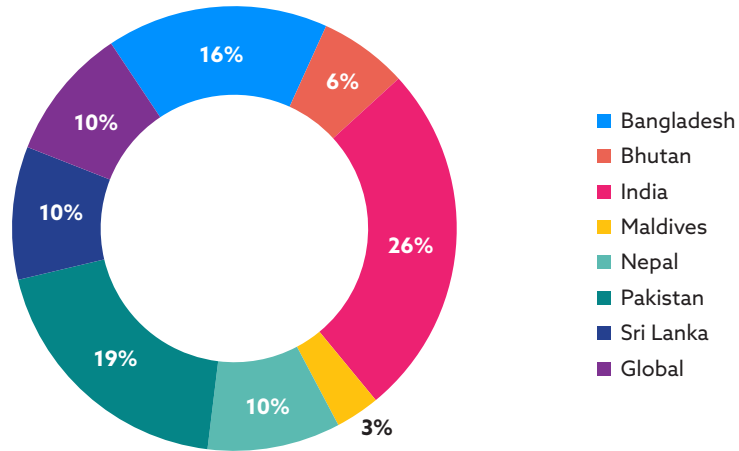
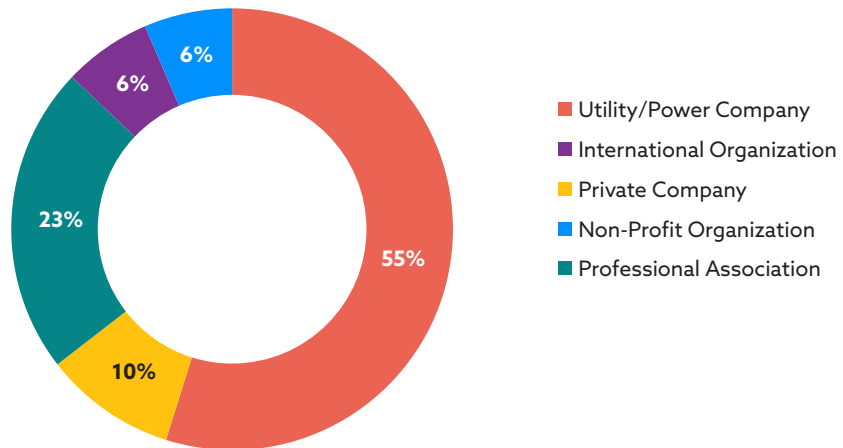


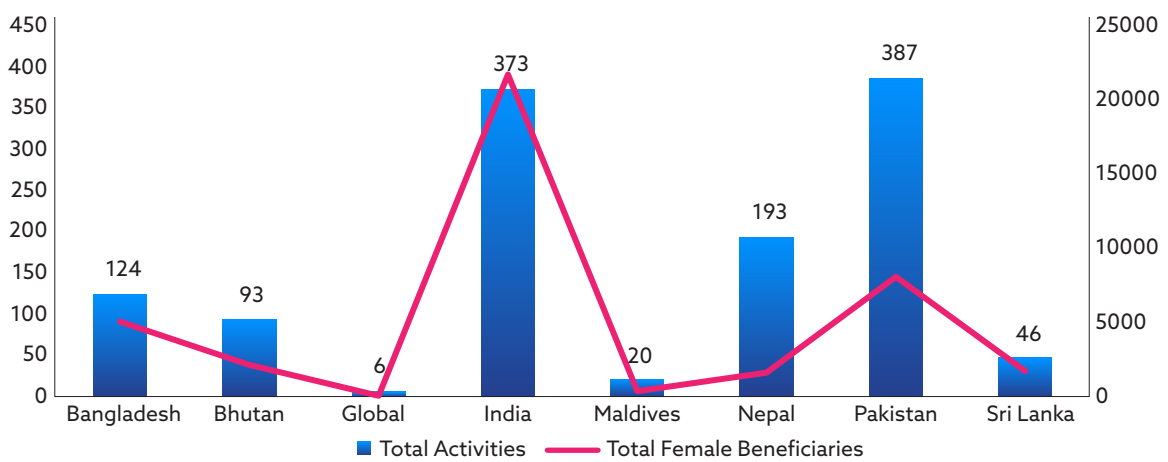
Figure 3: WePOWER Partners in 2022 by Institution Type





D. Detailed Aggregated Results 2022 by Country

Figure 4. WePOWER Total Activities and Total Female Beneficiaries in 2022 by Country



E. Detailed Results by Activity Types

| Row Labels | Total Target Activities | Total Actual Activities | Total Target Participants | Total Actual Participants | % Activities Implemented | % Female Beneficiaries |
|--|-------------------------|-------------------------|---------------------------|---------------------------|--------------------------|------------------------|
| 1-1b. Role Models for Female Students: # of Female Role Models, # of Female Students | 3 | 11 | 25 | 0 | 367% | 0% |
| 1-3. Study Tours/Field Visits: # of Sessions, # of Female Students | 36 | 30 | 474 | 818 | 83% | 173% |
| 1-4. Scholarship: # of Scholarships, # of Female Student Recipients | 30 | 51 | 38 | 49 | 170% | 129% |
| 1-5. Workshops/Training - STEM Education Awareness: # of Sessions, # Female Students | 77 | 52 | 3765 | 18240 | 68% | 484% |
| 1-6. Mentorship for Female Students: # of Mentors, # of Female Mentees | 5 | 3 | 500 | 171 | 60% | 34% |
| 1-7. STEM Prizes/Awards – STEM: # of Prizes/Awards opportunities, # of Female Student Recipients | 41 | 4 | 704 | 380 | 10% | 54% |
| 1-8. Chapters/Networks: # of Chapters/Networks, # of Female Student Members | 2 | 2 | 30 | 51 | 100% | 170% |
| 1-9. Workshops/Training for School Teachers - STEM Education Awareness: # of Sessions, # Teachers | 1 | 3 | 350 | 430 | 300% | 123% |
| 2-1. Career Counseling: # of Sessions, # of Female Participants | 11 | 5 | 170 | 113 | 45% | 66% |
| 2-10. Job Hiring: # of Vacancies, # of Women Hired | 289 | 323 | 289 | 323 | 112% | 112% |
| 2-11. Women Recruitment/ Job Placement Service for Organizations: # of Organizations; # of Female Applicants | 1 | 2 | 0 | 0 | 200% | 0% |

| Row Labels | Total Target Activities | Total Actual Activities | Total Target Participants | Total Actual Participants | % Activities Implemented | % Female Beneficiaries |
|--|-------------------------|-------------------------|---------------------------|---------------------------|--------------------------|------------------------|
| 2-13. Job Promotion: # of Opportunities, # of women promoted | 11 | 11 | 11 | 11 | 100% | 100% |
| 2-2. University Recruitment Sessions by Company: # of Sessions, # of Female Participants | 2 | 1 | 300 | 15 | 50% | 5% |
| 2-3. Job Fair: # of Events, # of Female Participants | 6 | 2 | 270 | 102 | 33% | 38% |
| 2-5. Internship Program: # of Internship Opportunities, # of Female Interns | 71 | 111 | 766 | 635 | 156% | 83% |
| 2-7. Workshops/Training - Professional Development: # of Sessions, # of Female Candidate Participants | 12 | 12 | 700 | 3940 | 100% | 563% |
| 2-8. Workshops/Training - Professional Dev. [On-line]: # of Sessions, # of Female Candidate Participants | 2 | 8 | 75 | 370 | 400% | 493% |
| 3-10. Send Practitioners/ Engineers as Speaker: # of Events, # Female Speakers | 13 | 9 | 69 | 27 | 69% | 39% |
| 3-11. Call for Papers/ Proposals: # of Opportunities, # of Female Submissions | 2 | 0 | 20 | 0 | 0% | 0% |
| 3-13. Analytical Work/ Research about Female Entrepreneurs: # of Outputs; # of Beneficiaries | 8 | 20 | 0 | 300 | 250% | 0% |
| 3-14. Dialogue with Executives to share their Concerns: # of Sessions, # of Female Participants | 1 | 0 | 80 | 0 | 0% | 0% |
| 3-2. Workshops/Training - Professional Development for Entrepreneurs: # of Sessions, # of Female Entrepreneurs | 10 | 3 | 245 | 152 | 30% | 62% |

| Row Labels | Total Target Activities | Total Actual Activities | Total Target Participants | Total Actual Participants | % Activities Implemented | % Female Beneficiaries |
|---|-------------------------|-------------------------|---------------------------|---------------------------|--------------------------|------------------------|
| 3-3. Role Models for Female Professionals: # of Sessions, # of Female Professionals | 2 | 0 | 45 | 0 | 0% | 0% |
| 3-4. Representation in Technical Projects: # of Opportunities / # of Female Professionals | 8 | 8 | 8 | 8 | 100% | 100% |
| 3-5. Workshops/Training - Personal Dev. for Female Professionals: # of Sessions, # of Female Participants | 6 | 6 | 62 | 140 | 100% | 226% |
| 3-6. Workshops/Training - Professional Dev. for Female Professionals: # of Sessions, # of Female Participants | 146 | 142 | 2976 | 3713 | 97% | 125% |
| 3-7. Workshops/Training - Professional Dev. [Online] for Female Professionals: # of Sessions / # of Female Participants | 9 | 29 | 400 | 3975 | 322% | 994% |
| 3-8. Mentorship Program: # of Mentors, # of Female Mentees | 19 | 8 | 165 | 498 | 42% | 302% |
| 3-9. Chapters/Networks for Female Professionals: # of Chapters/Networks, # of Female Members | 10 | 39 | 730 | 399 | 390% | 55% |
| 4-10. Operation of Women Friendly Facilities: # of Women Friendly Facilities Available or Built, # of Actual Female Beneficiaries (Users) | 52 | 34 | 215 | 217 | 65% | 101% |
| 4-11. Operation of Women Friendly Services: # of Services Available or Provided, # of Actual Female Beneficiaries (Users) | 71 | 65 | 1429 | 2419 | 92% | 169% |
| 4-1a. Role Models for Retention Issues (incl. post-maternity): # of Sessions, # of Female Participants | 2 | 0 | 10 | 0 | 0% | 0% |

| Row Labels | Total Target Activities | Total Actual Activities | Total Target Participants | Total Actual Participants | % Activities Implemented | % Female Beneficiaries |
|---|-------------------------|-------------------------|---------------------------|---------------------------|--------------------------|------------------------|
| 4-4. Workshops/Training - Personal Dev.: # of Sessions, # of Female Participants | 8 | 6 | 504 | 1196 | 75% | 237% |
| 4-5. Workshops/Training - Professional Dev.: # of Sessions, # of Female Participants | 5 | 1 | 156 | 45 | 20% | 29% |
| 4-6. Workshops/Training - Professional Dev. [On-line]: # of Sessions, # of Female Participants | 3 | 2 | 17 | 12 | 67% | 71% |
| 4-7. Workplace Harassment Training: # of Sessions, # of Female Participants | 8 | 1 | 430 | 150 | 13% | 35% |
| 4-8. Annual Health Check-up: # of Opportunities, # of Female Participants | 1 | 4 | 20 | 20 | 400% | 100% |
| 5-1. Female Representation in Committees/Boards, etc.: # of Opportunities (or Total Members), # of Female Representatives | 49 | 36 | 101 | 80 | 73% | 79% |
| 5-10. Recreation Policy Adopted: Yes-1, No-0 | 3 | 3 | 0 | 0 | 100% | 0% |
| 5-11. Other Women-Friendly Policy Adopted: Yes-1, No-0 | 4 | 4 | 0 | 0 | 100% | 0% |
| 5-12. Gender Toolkits/ Resources/Guides/Analytical Works Created: # of Outputs, # of Beneficiaries (Downloads/Users) | 25 | 34 | 901 | 713 | 136% | 79% |
| 5-15. Lobbying/Advice for Policy Change: # of Opportunities (or Companies) | 7 | 25 | 0 | 0 | 357% | 0% |
| 5-17. Workshops/Training related to Institutional Policy Changes - Professional Dev.: # of Sessions, # of Female Participants | 26 | 20 | 457 | 707 | 77% | 155% |

| Row Labels | Total Target Activities | Total Actual Activities | Total Target Participants | Total Actual Participants | % Activities Implemented | % Female Beneficiaries |
|---|-------------------------|-------------------------|---------------------------|---------------------------|--------------------------|------------------------|
| 5-2. Corporate Gender Strategy Adopted: Yes-1, No-0 | 15 | 32 | 20 | 0 | 213% | 0% |
| 5-3. Sexual Harassment Policy Adopted: Yes-1, No-0 | 9 | 7 | 0 | 0 | 78% | 0% |
| 5-4. Equal Career Opportunities Policy Adopted: Yes-1, No-0 | 22 | 16 | 0 | 25 | 73% | 0% |
| 5-5. Maternity Leave Policy Adopted: Yes-1, No-0 | 15 | 13 | 0 | 0 | 87% | 0% |
| 5-6. Paternity Leave Policy Adopted: Yes-1, No-0 | 4 | 4 | 0 | 0 | 100% | 0% |
| 5-7. Childcare/Family Leave Policy Adopted: Yes-1, No-0 | 14 | 12 | 0 | 0 | 86% | 0% |
| 5-8. Flexible Work Policy Adopted: Yes-1, No-0 | 13 | 13 | 0 | 0 | 100% | 0% |
| 5-9. Health Policy Adopted: Yes-1, No-0 | 3 | 3 | 0 | 0 | 100% | 0% |
| 5-99. Another Activity Type | 4 | 2 | 0 | 0 | 50% | 0% |
| Other* | 10 | 10 | 250 | 120 | 100% | 0% |
| Grand Total | 1207 | 1242 | 17777 | 40564 | 103% | 228% |

*Other is for NACEUN's training for women electricity users. We will look to create a new category for trainings benefiting beneficiaries after next year.

F. Glossary of Key Gender Definitions and Terms from the 3rd WePOWER Conference

Key HR Terms

Care-giver Leave: Paid and/or unpaid leave granted to all employees to care for family members. The family members covered under this policy may be determined by the company and generally include children, adoption of child, parents, spouse, domestic partner and siblings.

Disparate Impact: Disparate impact, also called adverse impact, occurs when a decision, practice or policy has a disproportionately negative effect on a specific group, even though the impact may be unintentional.

Disparate Treatment: Disparate treatment is intentional discrimination that occurs when rules or policies are applied inconsistently to one group of people over another.

Employee Resource Groups (ERGs) Employee resource groups (ERGs), also called affinity groups, are employee groups that come together either voluntarily, based on a common interest or background, or at the request of a company. Examples of common ERGs are those formed around race, ethnicity, gender, disability, sexual orientation, parental status, national origin, religion or belief, or generation.

Flex Time: Flex time has multiple modalities. The company sets forth a policy specifying parameters for working outside of set arrival and departure times. Flex time is often linked to telecommuting/remote work. Flex-work options should encompass how, where and when.

Gender-based Violence: any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, [whether occurring in public or private life](#).

Gender Blind Hiring: process by which all personal identifiers are removed from CVs/Resumes. A numeric identifier is assigned instead. CV/Resume reviewers see only qualifications such as work history and education.

Gender Wage Gap A gender wage or pay gap refers to the difference in pay between female and male employees who are performing the same or comparable jobs.

Harassment: unwelcome conduct that is based on race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information. Harassment becomes unlawful where 1) enduring the offensive conduct becomes a condition of continued employment, or 2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

Hostile Work Environment: A hostile work environment is created when harassing or discriminatory conduct is so severe and pervasive it interferes with an individual's ability to perform their job; creates an intimidating, offensive, threatening or humiliating work environment; or causes a situation where a person's psychological well-being is adversely affected.

Implicit Bias: Implicit bias is a person's unconscious prejudice, attitude or opinion about others.

Job Sharing: Two or more people perform a single job. Hours and tasks are pre-arranged with management. This arrangement has been used successfully retain women in the workforce by reducing the hours each works.

Parental leave: paid and unpaid time off granted by law plus additional time and benefits the company may choose to grant to mothers and fathers upon the birth and/or adoption of a child(children).

Pay Equity: Pay equity is the practice of ensuring fair and equal pay practices for all employees regardless of gender, race, age or other protected characteristics.

Quid Pro Quo Harassment: Quid pro quo (this for that) harassment occurs when someone in a position of authority over another (i.e., a manager or supervisor) directly or indirectly demands sexual favors in exchange for some benefit (a promotion, pay increase, etc.) or to avoid some detriment (termination, demotion, etc.) in the workplace.

Remote work/Telecommuting: employment arrangement where individuals work outside of a traditional office, such as at their home or other location. They use technology to conduct work and stay connected to managers and co-workers.

Unconscious gender bias: unintentional and automatic mental associations based on gender, stemming from traditions, norms, values, culture and/or experience. Automatic associations feed into decision-making, enabling a quick assessment of an individual according to gender and gender stereotypes.

Workplace equity: fairness of organizational systems and the absence of systematic and persistent disparities in the opportunities and resources available to employees, regardless of their demographic and social identities.

Workplace equity systems:

- Job structures.
- Recruitment and hiring.
- Compensation and benefits.
- Orientation and onboarding.
- Supervision and mentoring.
- Training and career development.
- Performance assessment and feedback.
- Employee resources and support.
- Promotions.
- Separations.

Work-life balance: The term “work–life balance” refers not only to caring for dependent relatives, but also to “extracurricular” responsibilities or important life priorities. Work arrangements should be sufficiently flexible to enable workers of both sexes to undertake lifelong learning activities and further professional and personal development, not necessarily directly related to the worker’s job. The objective should be to also promote more equal sharing between men and women of responsibilities in the family and household as well as in the workplace.

Key Concepts

Gender vs Sex: Gender is the socially constructed roles, behaviors, activities and attributes that a given society considers appropriate for individuals based on the sex they were assigned at birth – usually assigned at birth based on biological attributes, including appearance.

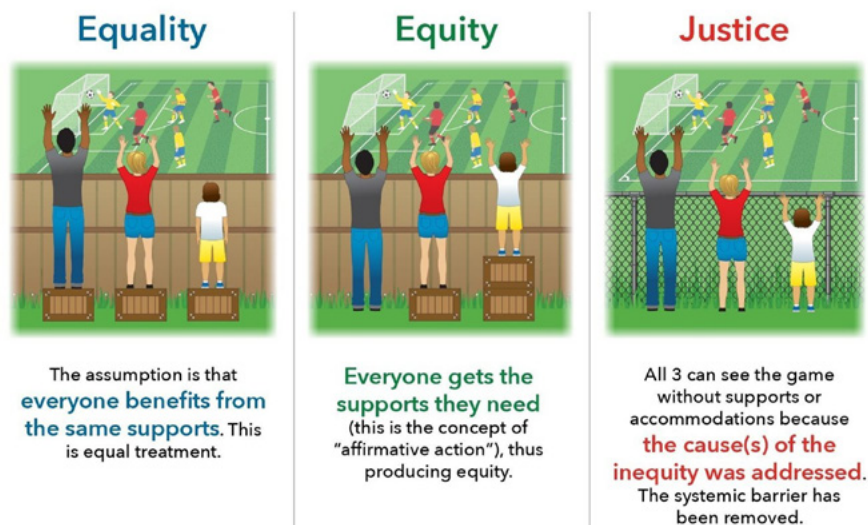
Gender norms: Gender norms are deeply entrenched, widely held, learned beliefs on gender roles and expectations that govern human behaviors and practices within a particular social context and at a particular point in time. Gender norms give expression to and reinforce the power dynamics inherent in a society's valuation of gender roles, therefore, often amplifying male privilege and aggravating discriminatory treatment of girls and women. Gender norms are not static and transforming them requires change at all levels (individual, family, community, systems and services, and policy).

- A recent global study of 1,069 leading firms across 35 countries and 24 industries found that gender diversity relates to more productive companies, as measured by market value and revenue, only in contexts where gender diversity is viewed as “normatively” accepted. In short, countries and industries that view gender diversity as important capture benefits from it. Diversity was a driver for these companies' success.¹

Diversity vs Inclusion: Diversity is about the what – it focuses on the makeup of your workforce. Inclusion, on the other hand, is about the how – the creation of a work environment and culture that enables all employees to participate and thrive.

- Diversity includes many characteristics that may be visible, and it also includes less obvious characteristics like personality style, ethnicity, disability, education, religion, job function, life experience, lifestyle, migration status, geography, regional differences, work experience, and family situation that make us similar to and different from one another

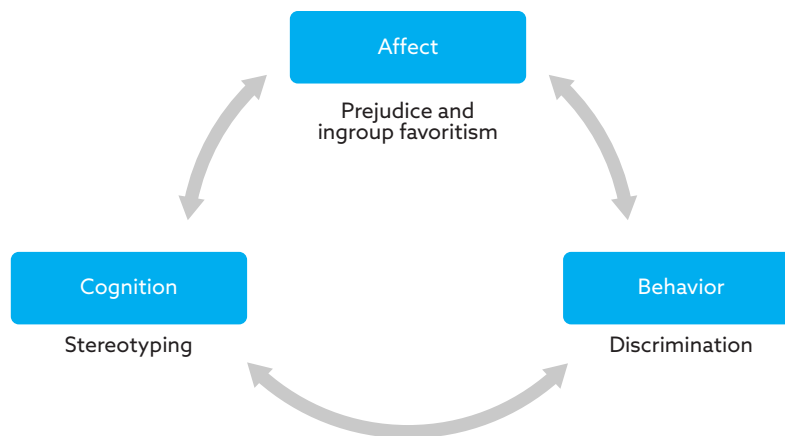
Gender Equality vs Equity: Gender equity is the process of being fair to all genders. To ensure fairness, strategies and measures must often be available to compensate for women's historical and social disadvantages that prevent women and men from otherwise operating on a level playing field. Gender equality means equal rights, responsibilities and opportunities for all individuals regardless of gender. It requires equal enjoyment by women and men of socially-valued goods, opportunities, resources and rewards. Equity leads to equality. Equity is a means; equality is the result.



1 [Research: When Gender Diversity Makes Firms More Productive \(hbr.org\)](https://hbr.org)

Bias vs Stereotypes: The difference between bias and stereotype is that a bias is a personal preference, like or dislike, especially when the tendency interferes with the ability to be impartial, unprejudiced, or objective. On the other hand, a stereotype is a preconceived idea that attributes certain characteristics (in general) to all the members of class or set. If you think that all Asians are smart, or white men can't dance, that is a stereotype. But if you hire an Asian for a job that also has an equally qualified black applicant because you think blacks are not as smart as Asians, you are biased.

- **Implicit Bias (or unconscious bias):** Prejudice or unsupported judgments in favor of or against one thing, person, or group as compared to another, in a way that is usually considered unfair. Many researchers suggest that unconscious bias occurs automatically as the brain makes quick judgments based on past experiences and background. As a result of unconscious biases, certain people benefit, and other people are penalized. In contrast, deliberate prejudices are defined as conscious bias (or explicit bias).



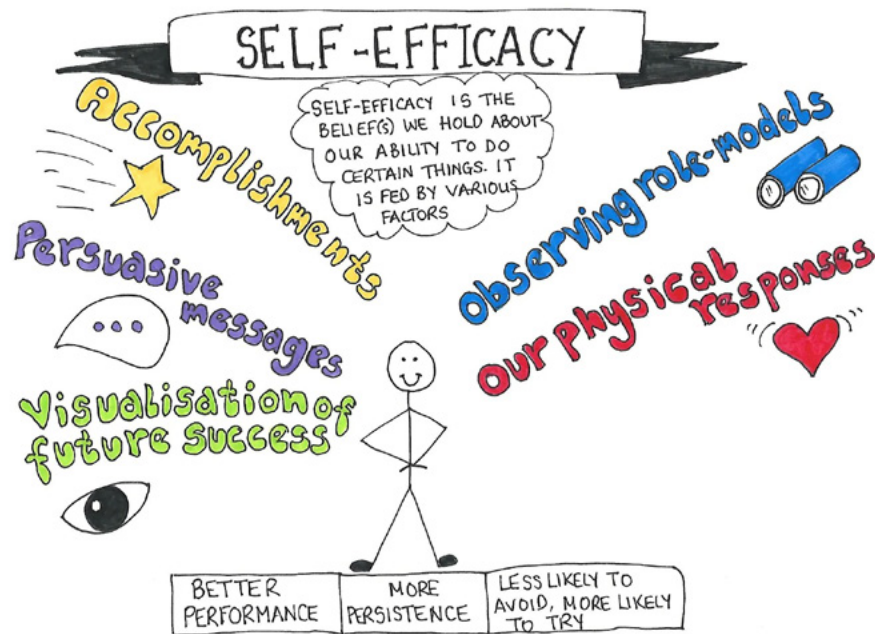
Self-Efficacy and Perceived Competence: Self-efficacy is a person's judgement of his or her capabilities to organize and execute courses of actions required to attain designated types of performance. Perceived competence is the extent to which a person feels he or she has the necessary attributes (capability and abilities) in order to succeed. Perceived competence is important as it provides one of the best perspectives for helping people understand and change their behaviors, it is a central construct in teaching. For the organization, this means workers who are better performance and more persistence.

- A learner's perceived competence in a given task can be a vital moderating factor. Individuals with low self-esteem or self-efficacy are more likely to feel threatened when receiving negative feedback and try to avoid it (Kluger and DeNisi, 1996). Conversely, highly self-efficacious individuals tend to view negative feedback as valuable information for improving their performance and are likely to persevere (Audia and Locke, 2003; Lee et al., 2020).²
- Research shows that women were 1.4 times more likely to receive critical subjective feedback during annual reviews, compared to their male counterparts. This indicates that women's contributions to the overall company performance may be undervalued.³

² [Role of Perceived Competence and Task Interest in Learning From Negative Feedback \(frontiersin.org\)](https://doi.org/10.3389/fpsyg.2019.01681)

³ [How Gender Bias Corrupts Performance Reviews, and What to Do About It \(hbr.org\)](https://www.hbr.org/2019/07/gender-bias-performance-reviews)

- Faces that are seen as competent are also perceived as more masculine, according to research published in *Psychological Science*, a journal of the Association for Psychological Science. “Our research sheds light on the pernicious gender bias in how we perceive others — we judge masculine looking people as competent, a judgment that can affect our leadership choices,” explains psychology researcher DongWon Oh of Princeton University, first author on the research. These findings suggest that the main components of competence impressions are attractiveness, confidence, and masculinity, and they reveal gender biases in how we form important impressions of other people.⁴



Source: [Dr Hayley Lewis \(@Haypsych, Twitter\)](#)

Motherhood Penalty Fatherhood Bonus/Premium: When a couple has a child, the woman’s earnings tend to decrease, while the man’s increase. This is known as the “motherhood penalty” and “fatherhood premium.” [Economists](#) have pegged the resulting gap at about 20 percent of earnings over the long run, due to changes in labor-force participation, hours of work, and wage rates.⁵ From a HR perspective, **Motherhood Penalty means Losing the Best Talent to Caregiving.**⁶

- In India, the motherhood penalty has been documented by Das and Zumbyte (2017) using regression analysis to establish an increasingly negative relationship between the probability of Indian women getting employed and the presence of a young child in their households. Bedi et al (2018) conducted a field experiment in India, under which they sent fake CVs for service-sector jobs with some selected at random to include mothers and found a motherhood penalty evident in the callback rates.⁷ In November 2015, the McKinsey Global Institute found that women in India do 10 times as much unpaid care work than men, far above the global average of three times.^{8,9}

4 [Gender bias sways how we perceive competence in faces \(sciencedaily.com\)](#)

5 New Study Dispels Misconceptions About “Motherhood Penalty” and “Fatherhood Premium” (heritage.org)

6 The Wage Gap Is Wider for Working Mothers (shrm.com)

7 [The motherhood penalty that employers must eliminate \(livemint.com\)](#)

8 [Motherhood Is Kicking Indian Women Out of Work \(foreignpolicy.com\)](#)

9 [The motherhood penalty: It's not fair to punish women professionals for having a baby \(economictimes.indiatimes.com\)](#)

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