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FROM THE AMERICAN PEOPLE

# Reducing Gender Barriers and Advancing Policies to Expand Women's Opportunities in the Workforce

June 17, 2021

Women's Economic Empowerment Community of Practice

# Agenda

1. Welcome
2. Community of Practice (CoP) Updates
3. Presentation One: Jacob Mathew, Producer-Owned Women's Enterprises (POWER)
4. Presentation Two: Jessica Menon, Engendering Utilities
5. Q&A Breakout Sessions
6. Wrap-Up

## Learning Block

- Learning Question Five:
  - **Women's Economic Empowerment and Legal Systems, Employer Practices, and Social Norms Barriers, including Gender-Based Violence**
    - **shift social norms** to support and increase women's economic power and gender equality;
    - build capacity to develop, reform, implement, and enforce governmental policies, **laws, and regulations; and internal organizational and business policies** to increase women's economic power and gender equality;

## CoP Expansion to Additional Tiers

Tier Group	Audience
Tier One	USAID Staff or Implementing Partner receiving direct women's economic empowerment funding from the Gender Equality and Women's Empowerment (GenDev) Hub
Tier Two	USAID HQ and Mission/OU staff implementing activities that increase women's economic empowerment development outcomes but do not receive funding from GenDev
Tier Three	Private sector and industry partners, existing networks and associations, and the wider donor and development community working on women's economic empowerment



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# Producer Owned Women Enterprises (POWER) - India

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Jacob Mathew, Chief of Party

## About Producer Owned Women Enterprises (POWER)

Industree Foundation creates for rural women:

- Economic opportunities
- Social empowerment
- Implements Industree's 6C enabling ecosystem Framework of Construct, Capacity, Capital, Channel, Create, Connect.

Three integrated natural resource value chains:

- Natural fibers using banana bark
- Bamboo
- NTFP-biodegradable leaf plate

**In 3 years, 6,800 women producers in 28 self-owned women enterprises connected to modern national and international market players like IKEA.**



## POWER – Gender Training and Sensitization

- Gender sensitization workshops for the organization’s Board of Trustees and employees, including the senior management and the Professional Management team.
- Gender sensitization training of all 6,800 women producers.
- Gender Resource Pool at each production unit of producer members.
- Families, men, and community-at-large to be sensitized through digital tools and events.
- Impact assessment and social audits help us evaluate progress.



Photo: Industree Foundation

## Training on the Ground

### The training methodology

- Identification and selection of trainers
- Orientation of project
- Conducting Training of Trainers (ToT)
- Using digital platforms like Zoom and Google Meet to conduct virtual training

### Sessions comprised of:

- Ice breakers
- Case Studies
- Storytelling
- Group Discussions
- Testimonials
- Roleplay, Skits and Tableaus
- Games



Photo: Industree Foundation



## Redressing Gender Imbalance

### Entrepreneurship and Financial Intelligence

- Women producers making financial decisions at work and gain the respect and confidence to extend it at home
- Women Learn to use digital transactions and ATM cards

### Understand social, cultural, institutional constructs of gender to break stereotypes:

- Women held discriminatory beliefs toward their sons or daughters
- Boys get bigger, better portions of food
- Females (including daughters) eat after males
- Violence is considered normal

- **70% of women were not employed previously**, as working outside of the home was not considered appropriate for women, and many work opportunities were too distant
- With POWER, women started by working in units near their homes, and now many are allowed to travel to neighboring units
- Green shoots of progress:
  - Eating hot food for the first time
  - Making food she loves
  - Beatings ceasing after standing up against normative violence
  - Girls have potential, not just as wives and homemakers
  - A woman from a conservative Muslim family now travels across villages as a gender trainer

## Redressing Gender Imbalance

### **Freedom of mobility ownership:**

- In rural areas, women owning or using mobilized transportation is uncommon
- Purchase of motor scooters



Photo: Industree Foundation

### **Demanding men to be gender sensitized:**

- Women producers have asked that training be extended to the men and boys in the community.

### **Gender Sensitization for men:**

- Creating awareness videos and animations.
- Helps develop understanding for gender equality to support women producers.
- Open houses at units for men and the community to see the accomplishments that women have made.





## Growing Gender Resource Pool

- With every round of training at the unit, some members support their workmates, which adds to the pool of mentors through additional capacity building
- Assist the trainers by conducting short sessions on gender awareness
- Resource pool members undergo capacity building training to further enhance their skills and knowledge of basic counselling methods. Some are trained to be trainers.




Photo: Industree Foundation

# COVID-19 Response Wave One and Two

	<b>1st WEEK</b>	<b>2nd WEEK</b>	<b>3rd WEEK</b>	<b>4th &amp; 5th WEEK</b> (GK & Ekta)	<b>6th - 9th WEEK</b> (GK & Ekta)	<b>10th WEEK</b> (GK & Ekta)	<b>11th WEEK</b> (GK & Ekta)
	<b>269</b> Artisans reached	<b>402</b> Artisans reached	<b>486</b> Artisans reached	<b>649</b> Artisans reached (514 & 135)	<b>700</b> Artisans reached (514 & 186)	<b>700</b> Artisans reached (514 & 186)	<b>700</b> Artisans reached (514 & 186)
	<b>16</b> Staff assisted for artisans calling	<b>12</b> Staff assisted for artisans calling	<b>11</b> Staff assisted for artisans calling	<b>28</b> Staff assisted for artisans calling (11 & 17)	<b>18</b> Staff assisted for artisans calling (9 GK staff, 5 artisans & 4 Ekta)	<b>18</b> Staff assisted for artisans calling (9 GK staff, 5 artisans & 4 Ekta)	<b>18</b> Staff assisted for artisans calling (9 GK staff, 5 artisans & 4 Ekta)
	<ol style="list-style-type: none"> <li>How is she?</li> <li>How is her family?</li> </ol>	<ol style="list-style-type: none"> <li>How is she?</li> <li>How is her family?</li> </ol>	14 Awareness tips on staying home & going outside for essentials	Make Your Own Mask Activity Improvisation on Make Your Own Mask Activity	WFH – Mask Activity Completed With 20 Artisans. Reopening of production units	WFH – Collection Of Mask Completed From Artisans • Reopening of production units	WFH – Collection Of Pending Mask Completed From Artisans.  Production update units WFH culture under IKEA guidelines.

  
Till date processed stipend of 42 lacs to artisans and salaries of 8 lacs for Professional Management

  
Conducted mass awareness on COVID

  
Educational campaign on Make Your Own Mask to safeguard their family

  
Regular touch over call on health updates

  
Dedicated members to report on issues & situation

  
Facilitated training with simple & easy steps on making mask

**Colive: Covid Livelihoods Coalition**  
Resilient, sustainable Communities

78 livelihood organisations  
150 Million people reach  
How might people thrive through Waves of crisis  
How might livelihoods be truly regenerative

**CoLive**

**NCC**  
National Covid Care Corps

# Knowledge Product

Curriculum Folder

## — Q&A

### **Contact Information POWER Activity**

- Jacob Mathew, Chief of Party

[jacobmathew@power.org.in](mailto:jacobmathew@power.org.in)

- Neelam Chhiber, Co-Founder and Managing Trustee of Industree Foundation

[neelam@industree.org](mailto:neelam@industree.org)



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# Engendering Utilities

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Jessica Menon, Gender Advisor

## Engendering Utilities Approach and Results



Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries



Gender Equity Executive Leadership Program



Tailored Change Management Coaching

Empowered  
Women

Improved Gender  
Equality

Strengthened  
Company  
Performance

Strengthened,  
Resilient Industries



## Focus on Employee Life Cycle

### Societal and Sectoral Context

- National and legal policy framework
- Gender Norms and Values
- Economic Environment and attractiveness of market
- Quality of education system
- Services and infrastructure to enable workforce participation
- Monitoring and regulatory organizations



# ENGENDERING UTILITIES

works with 29+ partners across 21 countries

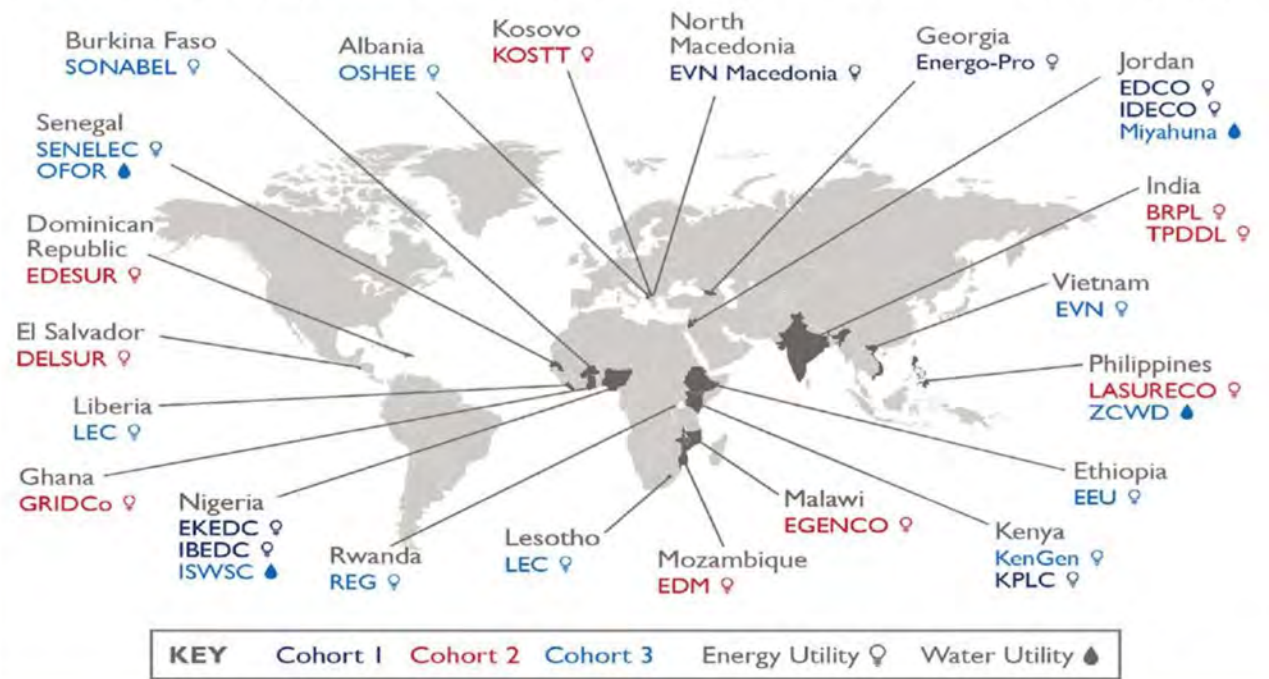


Photo: Ryan Kilpatrick for USAID



Photo: EVN Macedonia

## ENGENDERING UTILITIES PARTNER UTILITY MAP



## Engendering Utilities' Gender Equality Results from 2017- 2020

443

Gender equality and women's empowerment activities over the LOP across the 12 ELC phases

57

Policies related to gender equality created

6,105

Women trained on technical and soft skills to advance their careers

220

Girls enrolled in internships and trainee programs

1,115

New women hired; 7% into leadership roles and 22% into technical roles

955

Women promoted; 28% into leadership positions and 29% into technical positions

2,066

Female learners and job seekers reached through school outreach and recruitment events

\$1.15

Million in direct and in-kind funding from utilities to implement gender equality initiatives

# Engendering Utilities' Business Performance Results 2017- 2020

11

Partner utilities report tangible increases in employee retention, attributed directly to coaching

5

Utility partners explicitly linked increased gender equality to decreased revenue loss

3

Utilities attribute improvements in image and reputation to gender equality initiatives



Photo: Ryan Kilpatrick for USAID

## Accelerated Program Goals- 6 Month Version of the Intensive

### Supports development of skills and implementation of tools to increase gender equality

- Mid- to senior-level managers—women and men from male-dominated industries
- Post-course virtual coaching supports practical application of developed action plan
- Curriculum based on Engendering Utilities Best Practices Framework
- Designed to scale the program to a broader audience globally and target participants outside of our Engendering Utilities partners



# BSES Rajdhani Power Limited (BRPL), India

## Policies & Grievance Mechanisms

- Implemented Work from Home Policy in response to COVID-19.
- Adopted and implemented paternity leave policy

## Corporate Communication & Branding

- Developed and launched a gender equality brand
- Introduced gender topics into all CEO communication

## Attraction & Talent Outreach

- 334 female and 160 male job seekers and learners reached

## Onboarding & Training

- 304 women participated in vocational training
- 563 employees trained in Prevention of Sexual Harassment
- 120 women and 339 men attended unconscious bias and gender equality training

## Talent & Leadership development

- Leadership training with a gender lens conducted for high potential employees
- Introduced mentoring and on-the-job learning opportunities to prepare women for operations roles

## Business Performance Improvement:

Women-designed and led community-outreach strategies resulted in connection of over 200 new households to the grid in high-loss slum areas of Delhi, enabling the utility to recover 100 percent of billed revenue from these homes.



Photo: BRPL India

# EDESUR, Dominican Republic

## Recruitment, Hiring, Succession Planning, Promotion

- 223 women hired and 224 women promoted in F19-FY20

## Onboarding & Training

- 50 department heads trained in a “Gender-Inclusive Language Workshop”
- 2,237 women upskilled on technical and soft skills for career advancement (FY19-20)

## Performance Management, Compensation, & Benefits

- Hired female medical doctor and psychologist to support employees during COVID-19
- Ran “Work-Life Balance” workshop, sensitizing staff on need to share domestic and care work during COVID-19.

## Corporate Culture & Leadership

- 21 influential male company leaders committed to becoming ambassadors for gender equality at EDESUR after attending male engagement workshops

## Policies & Grievance Management

- Created and adopted Anti-Discrimination, Gender Equity, EEO, Paternity Leave, Sexual Harassment.

## Business Performance Improvement:

- Decreased revenue loss from 28% in FY 2019 to 22% in FY 2020 due to improved service quality and company image after female manager took over Communications Department; increased retention rate to 95% of women and 92% of men.



# The Engendering Utilities Best Practices Framework

- The Best Practices Framework provides:
  - Tools and resources to implement **gender equality interventions** throughout the employee lifecycle
  - Global best practices
  - Practical resources to identify gaps, define objectives, and establish a road map for progress
- Designed for decision makers in organizations, development practitioners, gender experts, and technical advisors in male-dominated sectors.



**DELIVERING GENDER EQUALITY:  
A BEST PRACTICES FRAMEWORK FOR  
MALE-DOMINATED INDUSTRIES**

PRESENTED BY ENGENDERING UTILITIES



## Knowledge Products

Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries

Coaching Guide

Developing a Business Case

Integrating Gender Equality into Workplace Policies

Organizational Goal Setting for Gender Equality

Setting Strategic Gender Equality Targets

Case Study: Paternity leave beneficial for business at Indian utility

Case Study: Female perspectives raise revenue for Indian power utility

## — Q&A

### **Contact Information WAGE Team**

- Adrienne Raphael, Chief of Party,  
[araphael@wageproject.org](mailto:araphael@wageproject.org)
- Jessica Menon, Gender Advisor,  
[jmenon@wageproject.org](mailto:jmenon@wageproject.org)
- Corinne Hart, Senior Gender Advisor, Energy & Environment, USAID,  
[corinne.hart@usaid.gov](mailto:corinne.hart@usaid.gov)

## Question and Answer Breakout Sessions

1. Select a breakout room
2. You may enter a new breakout room at any time

POWER with Jacob Mathew	Malini Patel
POWER with Neelam Chhiber	Jennifer Hansel
Engendering Utilities with Jessica Menon	Adam Bramm
Engendering Utilities with Corinne Hart	Sara Seavey

# Stay in Touch

- Join the CoP LinkedIn Group
- Host a Coffee Chat or Learning Event
- Monthly Member Spotlight
  
- Women's Economic Empowerment CoP Team
  - Jennifer Hansel
  - Banyan Global [fundcop@banyanglobal.com](mailto:fundcop@banyanglobal.com)