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FY 2021 Q1 QUARTERLY REPORT

AUGUST 12 – DECEMBER 31, 2020

USAID/RDMA Enhancing Equality in Energy for Southeast Asia (EEE for SEA) Activity

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ACRONYMS AND ABBREVIATIONS

Asia EDGE	Asia Enhancing Development and Growth through Energy
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
DCOP	Deputy Chief of Party
EDGE	Enhancing Development and Growth through Energy
EEE for SEA	Enhancing Equality in Energy for Southeast Asia
FGD	Focus group discussion
FY	Fiscal Year
GBV	Gender Based Violence
GESI	Gender Equality and Social Inclusion
GIDAP	Gender and Inclusive Development Action Plan
GW	Giga Watt
IDI	In-depth interview
IR	Intermediate Result
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MOU	Memorandum of Understanding
PWS	Performance Work Statement
Q	Quarter
RDMA	Regional Development Mission in Asia
REO	Regional Environment Office
RF	Results Framework
SEA	Southeast Asia

STEM	Science, Technology, Engineering and Mathematics
STTA	Short-Term Technical Assistance
TCA	Thai Counterpart Agency
TICA	Thai International Cooperation Agency
TO	Task Order
TOCOR	Task Order Contracting Officer's Representative
ToC	Theory of Change
ToT	Training of Trainers
TU	Thammasat University
USAID	United States Agency for International Development
USG	United States Government

EXECUTIVE SUMMARY

CORE International was awarded the contract for the Enhancing Equality in Energy for Southeast Asia (EEE for SEA) Activity on August 12, 2020. The Activity is aimed to enhance USAID's energy outcomes by improving gender equality in the Southeast Asia energy sector workforce, which supports both a sustainable and secure energy sector and overall women's empowerment. This Activity is part of Asia Enhancing Development and Growth through Energy (Asia EDGE), a U.S. government-wide initiative launched in July 2018 as a key component of the Administration's Indo-Pacific strategy. The primary and initial countries of focus for this Activity are Burma, Cambodia, Indonesia, Lao PDR, the Philippines, Thailand, and Vietnam.

ACTIVITY FOCUS ACTIONS

In accordance with USAID instructions, this Quarterly Report I covers a summary of all activities completed during the period August 12, 2020 – December 31, 2020. Throughout this reporting period, CORE focused on the following key activities:

- Field office mobilization in Bangkok, Thailand
- Staff recruitment and onboarding of staff in Thailand
- Preparation and submission of all contractual deliverables
- Planning and preparations for Activity implementation

SIGNIFICANT ACHIEVEMENTS DURING THE REPORTING PERIOD

Table I provides a summary of all key actions during the reporting period

TABLE I: EEE FOR SEA CONTRACTUAL PRODUCTS SUBMITTED IN FY21 Q1

NAME OF ACTIVITY AND RODUCT	STATUS
1. MOU WITH THAMMASAT UNIVERSITY TO BE CORE'S TCA	MOU between Thammasat University and CORE signed on December 18, 2020 for TU to be CORE's TCA. Under this arrangement, TU will approve the scope of work for the expat experts and assist with the facilitation of the TICA process.
2. DELIVERABLES REQUIRED UNDER THE CONTRACT	
Branding Implementation and Marking Plan	Submitted with the proposal, revised during contract discussions and approved by RDMA/USAID as part of the contract
Rapid Mobilization Plan	Submitted on September 10, 2020 (on schedule) and approved by RDMA/USAID on October 27, 2020
Communications and Outreach Plan	Draft submitted on October 10, 2020 (on schedule). Final submitted on November 16, 2020. Approved by RDMA/USAID on November 20, 2020
EEE for SEA Fact Sheet	Draft submitted on November 03, 2020. Approval received on November 13, 2020. Revised Final submitted on December 06, 2020
First year Work Plan	Draft submitted on October 09, 2020. Revised Plan submitted on December 15, 2020. Awaiting RDMA/USAID approval.

Monitoring, Evaluation & Learning (MEL) Plan	Draft MEL Plan and PITTs submitted on October 09, 2020 (on schedule). Various rounds of partial deliverables have been submitted. Discussions and coordination with RDMA ongoing. Awaiting approval
GESI Analysis	Draft GESI Analysis submitted to RDMA/USAID on November 08, 2020 (on schedule). Comments from RDMA received on November 24, 2020. Final GESI submitted to RDMA on November 30, 2020 RDMA approval received on December 10, 2020
GIDAP	Draft GIDAP submitted on November 08, 2020 (on schedule). Comments received from Khun Natt at REO/RDMA on December 23, 2020. Additional revisions are underway.
Quarterly Performance Report I	This report is Quarterly Performance report I covering the period August 12, 2020 – December 31, 2020.
Quarterly Financial Report I	A separate Quarterly Financial Report I is submitted in parallel with the Quarterly Financial Report I.
3. STAFF RECRUITMENT AND ONBOARDING	
Staff already recruited and onboarded	As of the preparation of this Quarterly Report, seven (7) of nine (9) full-time staff proposed for the Bangkok Office are already on board and working on the Activity.
Staff being actively recruited	Active recruitment for the COP and the Learning and Training Specialist for the Bangkok Office is underway.
4. OTHER MOBILIZATION ACTIVITIES	
Registration of CORE as a company in Thailand	CORE International Asia Limited is the name of the company registered in Thailand under Thai business laws exclusively for the implementation of the EEE for SEA Activity.
Recruitment of Thai accountant	A Thai accountant has been recruited and retained to assist with payroll, withholdings, and tax filing consistent with and in compliance of Thai tax and labor laws.
Recruitment of Thai lawyer	A Thai Law firm has been recruited and retained to provide advice on all legal matters including reviewing Thai employment contracts, office space lease documents, and other local contracts.
Selection of space for Bangkok office location	After looking at 4 different spaces in different buildings and reviewing the terms and conditions, CORE has selected a suitable space in the Sivatel Building. Our lawyer is negotiating the lease with the plan to conclude all negotiation and get the possession of the space by mid-January, 2021.
Procurement of office equipment (computers, printers, scanner, software, etc.)	USAID has cleared CORE's request (including a procurement request from Tetra Tech, Core's Subcontractor for their two employees who will be part of our Bangkok-based team) for equipment purchase. The procurement and delivery of the equipment is underway.
Procurement of furniture for the Bangkok Office	CORE's representatives are seeking quotes from both new and used furniture suppliers and will soon submit a procurement request for RDMA approval.

PROGRESS TOWARDS IMPLEMENTATION OF ACTIVITY OBJECTIVES

Under Objective 1: Identify Core Challenges to Gender Equality in the Energy Sector in Southeast Asia in our PWS, there are three specific interventions. The first intervention – Intervention 1.1: Collect Country-Specific data has been completed. Based on the work done under this intervention, CORE submitted a comprehensive Gender Equality and Social Inclusion (GESI) Analysis and a Gender and Inclusive Development Action Plan (GIDAP). Both documents covered all seven (7) focus countries – Burma, Cambodia, Indonesia, Lao PDR, the Philippines, Thailand, and Vietnam. As mentioned earlier, the GESI Analysis has been approved by RDMA and final revisions are being made to the GIDAP based on RDMA comments.

In addition, during the reporting period, we have begun tasks related to Intervention 1.2: Map Existing Programs and Document Key Challenges and Lessons Learned from USAID and Other Donor Programs and Intervention 1.3: Engage Energy Stakeholders to Document Core Challenges in Advancing Women's Engagement and Leadership. Specifically, we are conducting the following tasks:

- Collaborate with various USAID programs
- Developing stakeholder maps
- Creating standardized guides for interviews and focus group discussions
- Organizing virtual country-level consultations
- Developing the tools for a baseline citizen survey

These activities will result in an assessment report which, together with, the various guides and tools will pave the way for the implementation Objectives 2, 3, and 4. More details about our approach to specific tasks for Activity implementation are provided in our Annual Year 1 Work Plan submitted separately.

PLANNED ACTIVITIES FOR THE NEXT QUARTER

During the next Quarter (Quarter 2 of FY 21), we plan to continue tasks under Interventions 1.2 and 1.3 under Objective 1 and implementing focus groups and surveys. In parallel, where opportunities present, we will continue to identify universities and energy employers to be engaged during Objectives 2, 3, and 4. Our detailed tasks and approaches for activities to be conducted during Quarter 2 of FY 21, including performance results (outputs) and deliverables, are described in detail in the Annual Year 1 Work Plan.

Annex A of this Quarterly Report provides details of our proposed indicators for measuring Intermediate Results (IRs) and the Activity Outcomes and goal.

Annex B provides details of the Activity budget, expenditure-to-date, and any anticipated waivers/approvals that may be required.

INTRODUCTION

SOUTHEAST ASIA AND ENERGY SECTOR

Energy is an essential input to sustain economic growth, and, in turn, demand is driven by growing economies. Throughout Southeast Asia, primary energy demand is projected to grow 2.1 percent per annum until 2040, which is higher than the world average. This will require large investments in new power generation capacity and in the systems that sustain this growth. Analysts estimate that the power generating capacity in SEA will need to double by 2035 to accommodate the growing demand; it will require an addition of 270 gigawatts (GW) of additional capacity and an investment of \$500 billion.¹ According to the IEA Southeast Asia Energy Outlook 2017, the cumulative energy investment needed (in energy supply and efficiency) to sustain growth to 2040 ranges from \$2.7 trillion to \$2.9 trillion depending on the policy scenario.

Functioning utilities are the backbone of national security and economic growth. Unfortunately, in SEA, many utilities are not financially viable and suffer from mismanagement, tariffs are not cost reflective, and there are high levels of both technical and commercial losses.² These factors make it increasingly challenging for SEA utilities to attract additional private sector investment, leaving critical infrastructure even more vulnerable to unsustainable forms of investment, including high interest loans from China.

There is a growing body of evidence that correlates the increased representation of women in corporate leadership roles with stronger business outcomes. Companies with more women on their boards perform better with regards to their return on investment, sales and equity, and performance during times of crisis or volatility. Globally, women comprise only five percent of executive board members in power companies and only 14 percent of senior management leadership teams.³ Increased gender equality can improve business performance and help energy agencies meet their bottom-line goals by improving employee retention rates, increasing productivity, and enhancing financial returns.⁴ Moreover, well-functioning energy agencies create stronger and more resilient national energy sectors that are critical for economic growth and setting a path to self-reliance. Increasing the number of women working in the energy sector also provides a significant opportunity to improve gender outcomes within developing economies. Expanding women's participation in the traditionally male-dominated energy sector leads to tangible economic empowerment outcomes for women, such as increased opportunities for formal employment and higher income.

¹ Wood Mackenzie, <https://www.woodmac.com/news/opinion/southeast-asia-Ing-power/>

² World Bank, Financial Viability of the Electricity Sector in Developing Countries.

http://ieg.worldbankgroup.org/sites/default/files/Data/Evaluation/files/lp_financial_viability_electricity_sector.pdf

³ BMO Financial Group. "Report: The Bottom Line: Connecting Corporate Performance and Gender Diversity." *Catalyst*. January 2004. <https://www.catalyst.org/research/the-bottom-line-connecting-corporate-performance-and-gender-diversity/>

⁴ EY.COM "Talent at the Table Women in Power and Utilities Index." 2016. [https://www.ey.com/Publication/vwLUAssets/ey-talent-at-the-table-women-in-power-and-utilities-index-2016/\\$FILE/ey-talent-at-the-table-women-in-power-and-utilities-index-2016.pdf](https://www.ey.com/Publication/vwLUAssets/ey-talent-at-the-table-women-in-power-and-utilities-index-2016/$FILE/ey-talent-at-the-table-women-in-power-and-utilities-index-2016.pdf)

ENHANCING EQUALITY IN ENERGY FOR SOUTHEAST ASIA (EEE FOR SEA) ACTIVITY

In Southeast Asia, gender inequality is a critical consideration when maximizing opportunities to achieve critical development outcomes. In general, gender disparities throughout Southeast Asian countries are quite prominent. Each country in Southeast Asia has its own unique challenges associated with establishing more gender-equitable socio-economic structures; however, many countries face similar challenges within the energy sector that are applicable region-wide.

Gender imbalance in the energy sector stems mostly from two related faces: women's unequal social position and the overall male-dominated character of energy institutions. Despite overall gender equality advances across Southeast Asia over the past several years, women's access to and control over assets and resources—and control over their own lives—remains weaker than those of men. Men tend to hold decision-making power within households and also in community institutions. This trend holds true for the energy sector, which is a male-dominated space. This reality is in part due to the energy industries' demand for heavy physical labor and manual work, including operation of heavy machinery, work in shifts and demanding hours, geographical isolation, and relocation/migration that takes a household member away from the family. Understanding and addressing gender inequality and social exclusion will be essential for developing a sustainable energy sector in Southeast Asia.

In the energy sector, there are many underlying factors that cause gender imbalance and lead to more men being employed in lucrative technical and leadership positions. Globally, women are more likely than men to be responsible for unpaid care work, such as cooking, cleaning, caring for children and elders, and collecting clean water. These practices often prevent women from obtaining education, training, and skills needed to enter into higher-wage, high-growth occupations, such as science, technology, engineering, and mathematics (STEM). Even with education, women face multiple barriers when attempting to enter the workforce, including bias in recruiting and hiring. Companies lack gender specific data to assess the impacts of their recruitments and hiring practices. Once in the workforce, women face overt discrimination, bias in promotions, unequal pay and benefits, and lack of additional education and training opportunities.

To better understand the gender challenges in the SEA region and address the challenges through targeted interventions to enable a more gender equitable and inclusive energy sector workplace environment, the U.S. Agency for International Development Regional Development Mission for Asia (USAID/RDMA) launched Enhancing Equality in Energy for Southeast Asia (EEE for SEA) in 2020 as an Activity aimed to enhance USAID's energy outcomes by improving gender equality in the Southeast Asia energy sector workforce, which supports both a sustainable and secure energy sector and overall women's empowerment. This Activity is part of Asia Enhancing Development and Growth through Energy (Asia EDGE), a U.S. government-wide initiative launched in July 2018 as a key component of the Administration's Indo-Pacific strategy.

EEE for SEA plans to enhance USAID's energy outcomes by improving gender equality in the Southeast Asia energy sector workforce. EEE for SEA envisions a unified regional intervention that includes all USAID-supported countries within Southeast Asia and the Pacific region. The primary and initial countries will be Burma, Cambodia, Indonesia, Lao PDR, the Philippines, Thailand, and Vietnam.

THEORY OF CHANGE AND RESULTS FRAMEWORK

The Theory of Change (ToC) is a logical representation behind how this Activity will bring about its projected results and meet the Activity goal. The USAID/RDMA EEE for SEA Activity's goal is to improve gender equality in the energy sector, which supports both a sustainable and secure energy sector and overall women's empowerment.

In summary, the Activity development hypothesis is as follows:

- *If* diversity of the energy sector workplace is increased, including an increased pipeline of women and girls with energy sector relevant education and recruitment into energy sector institutions;
- *If* energy sector workplace environments are inclusive, including through the development of workplace policies that are gender equitable, and management that is adaptive;
- *If* women have equitable promotion and leadership opportunities, including access to these opportunities through training, mentorship, and unbiased promotion; and

Then gender equality in the energy sector will be improved.

RESULTS FRAMEWORK

Figure I presents the Results Framework (RF) for the Activity based on extensive discussions with the COR and Khun Ke, Program Management and Operation Team Lead at the RDMA, who provides substantial guidance in the finalization of the RF.

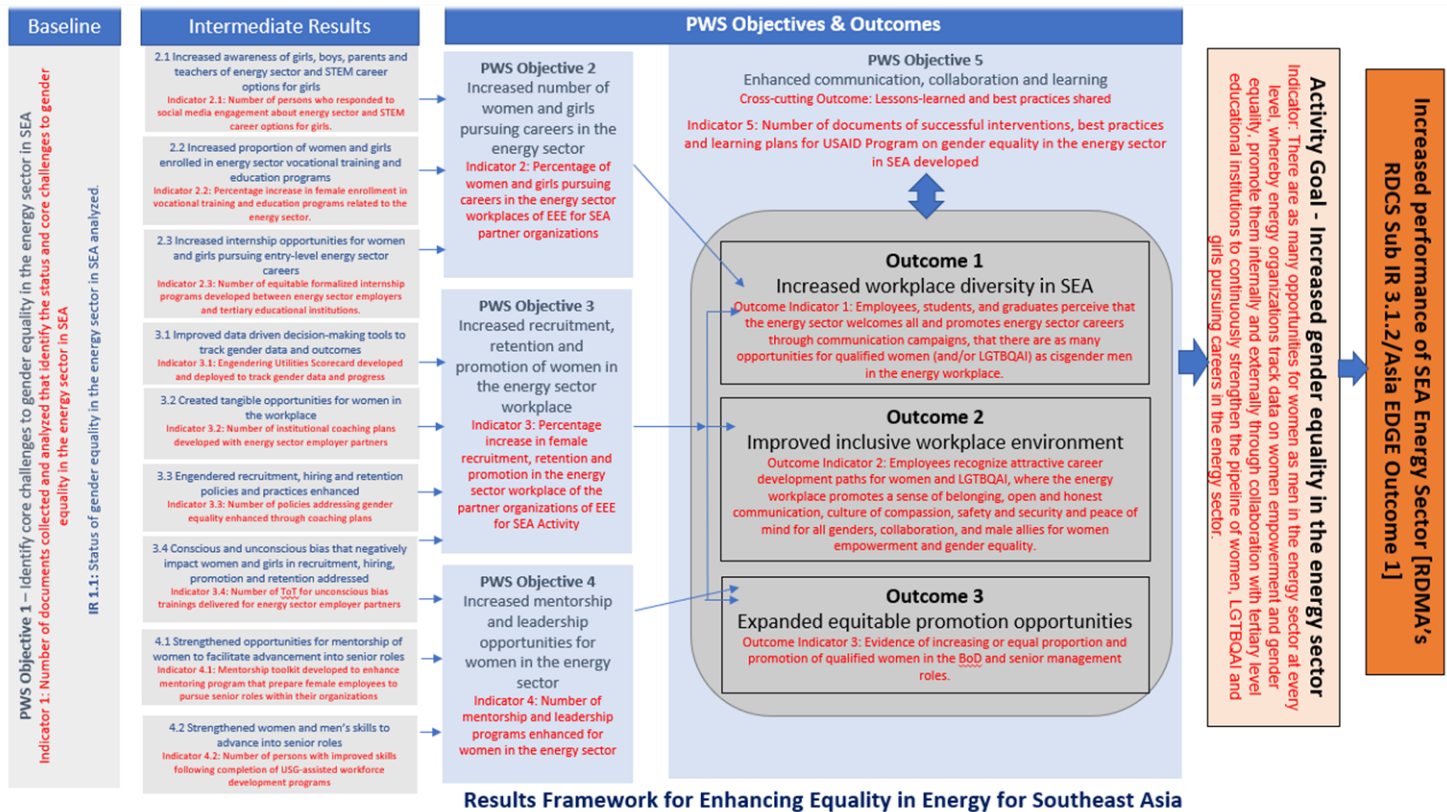
PERFORMANCE WORK STATEMENT (PWS)

As part of the solicitation process CORE, as required under the solicitation, developed and submitted a Performance Work Statement (PWS) to USAID. This PWS is part of CORE's contract and provides the details of the interventions and tasks to be completed to achieve the Activity "Objectives" and "Outcomes". The PWS includes the following five "Objectives" that need to be implemented to achieve the three Activity "Outcomes".

1. **Objective 1:** Identify core challenges to gender equality in the energy sector in Southeast Asia
2. **Objective 2:** Increase the number of women and girls pursuing careers in the energy sector
3. **Objective 3:** Increase the recruitment, retention, and promotion of women in the energy sector workplace
4. **Objective 4:** Increase mentorship and leadership opportunities for women in the energy sector
5. **Objective 5:** Enhance communication, collaboration, and learning

The PWS includes (i) interventions for implementing each of the five Objectives, (ii) expected results, (iii) performance standards (outputs), (iv) acceptable quality standards, and (v) yearly targets. For the three-year Activity.

Figure 1. Results Framework (RF) – EEE for SEA Activity



SUMMARY OF OUR APPROACH TO ACHIEVE THE OUTCOMES

Our approach for Activity implementation is informed by the following assumptions:

- Increasing the diversity of the energy sector workplace is enabled by an increased pipeline of women and girls with energy sector relevant education, that are recruited into energy sector employers. Transforming attitudes and removing biases are key to strengthen this pipeline.
- Energy sector employers are defined as energy sector public and private employers including government ministries, utilities, regulators, educational institutions with energy programs, rural electrification entities, energy project developers, energy goods and services providers, and the broader civil society organizations involved in energy sector activities.
- Female and male employees in the energy sector increasingly share a common understanding about the status of gender diversity in their institutions, and are increasingly likely to believe that promoting gender equality does not come at the expense of meritocracy and/or wider inclusion (race, ethnicity, age, and others).
- Energy employers and leaders are increasingly aware of the need for an inclusive workplace environment, although it may vary by institution.

- An inclusive workplace environment is enabled by gender equitable workplace policies which requires management to be receptive to adopting and promoting an equitable workplace. To cultivate workplaces that attract and retain women, there needs to be openness and willingness to make organizational change, leadership development, personal agency, and male engagement.
- Equitable access to promotion and leader opportunities requires access to high quality leadership and management training, mentorship, unbiased promotion opportunities, professional networks, external leadership, and speaking opportunities.
- There are inherent negative cultural perceptions held by girls and families of girls that prevent girls from applying to jobs in the energy sector.

The Activity goal will be achieved through the effective implementation of evidence-based gender equity practices and policies within partner organizations. The CORE Team will start working with partner organizations to identify core challenges to gender equality to inform implementation and decision making (under Performance Work Statement Objective I – Identify core challenges to gender equality in the energy sector in Southeast Asia) as well as utilize best practices from established frameworks throughout the life cycle of the Activity, and consider relevant assumptions, as outlined above.

As part of start-up under Objective I, the CORE Team has completed and submitted to USAID/RDMA (i) Gender Equality and Social Inclusion (GESI) Analysis and (ii) Gender and Inclusive Development Action Plan (GIDAP) based on literature search. Both the GESI and GIDAP will be updated based on in-country data collection in the focus countries as part of the second phase of Objective I implementation. The second phase of Objective I includes Interventions 1.2 and 1.3.

The Activity goal “Improved gender equality in the energy sector” can be achieved if three key outcomes, as described below, are achieved.

Outcome 1: Increased workplace diversity

To increase workplace diversity, it is important to increase the pipeline of women and girls with relevant energy education. This can be achieved through the implementation of interventions under PWS Objective 2: Increasing the number of women and girls pursuing careers in the energy sector. It is expected that the Activity team will work with stakeholders including target beneficiaries to reduce their negative perceptions about women and girls in energy sector jobs; support the enabling environment in vocational schools and academic institutions; and seek ways to increase internship and mentorship opportunities for women and girls pursuing entry-level energy sector careers. As the Activity progresses, it is expected that these interventions will lead to the intermediate results of increasing the awareness of girls, boys, parents, and teachers of career opportunities in the energy sector and in STEM, and increasing the proportion of women and girls enrolled in vocational training, education programs, or internship programs related to the energy sector. A detailed approach to implementing the interventions under Objective 2 is provided in the Year 1 Annual Work Plan for the Activity submitted to USAID/RDMA separately.

Outcome 2: Improved inclusive workplace environment

To improve inclusivity in the workplace environment in Southeast Asia, the Activity will work to identify the core challenges to gender equity in region (PWS Objective 1) and increase recruitment, retention, and promotion of women in the energy sector workplace (PWS Objective 3).

To achieve Objective 1, USAID will work with partner organizations to collect country-specific data; map existing energy and gender in energy programs; document key challenges and lessons learned in bilateral and regional USAID programs; and engage energy stakeholders to specifically document core challenges in advancing women's engagement and leadership. In the medium-term, these interventions are expected to lead to an increased understanding of the status of women's participation in the energy sector.

To achieve Objective 3, USAID will work with partners and stakeholders to improve data-driven decision-making tools to track gender data and outcomes; create tangible opportunities for women in the workplace through policies and gender equality interventions; and systematically address conscious and unconscious bias that negatively impacts women and girls in recruitment, hiring, promotion, and retention. Intermediate results expected from these interventions includes increased recruitment, hiring, promotion, and retention of women into technical and managerial roles and an enhanced, inclusive workplace environment, for non-utility, private or public sector energy institutions. A detailed approach to implementing the interventions under Objective 3 is provided in the Year 1 Annual Work Plan for the Activity submitted to USAID/RDMA separately.

Outcome 3: Expanded equitable promotion opportunities

To expand equitable promotion opportunities in the workplace environment in Southeast Asia, the Activity team will work to increase mentorship and leadership opportunities for women in the energy sector (PWS Objective 4) and enhance communication, collaboration, and learning in the sector (PWS Objective 5). Interventions under Objective 4 will include strengthening opportunities for mentorship of women to facilitate advancement into senior roles, and improving women's and men's skills to advance to these roles. CORE expects that in the medium-term, these interventions will help increase continuing education opportunities to prepare women for management and leadership positions in the sector. It is also expected that these interventions will lead to increased mentorship of managers and human resources (HR) professionals to promote gender equality in the energy sector workplace.

To achieve Objective 5, the Activity team will develop an evidence base for linking gender and business outcomes; increase collaboration and coordination on gender equality topics; and increase the capacity of USAID and implementing partners to incorporate gender equality considerations into energy programs. Expected intermediate results under Objective 5 include increased collaboration on gender equality and women's empowerment programming in the energy sector; and increased capacity of USAID and implementing partners in region to incorporate gender into energy programs.

Our Year 1 Annual Work Plan provides a detailed discussion of our approach to implementing the interventions under the PWS Objectives 4 and 5.

This quarterly report highlights program activities implemented during Year 1 Quarter 1 (August 12 – December 31, 2020). It also highlights issues/challenges posed by the persistence of COVID-19 and proposed solutions, and plans for the next quarter. Given the most recent surge in COVID-19 cases

worldwide and in Thailand, it is anticipated that COVID-19 challenges and related travel restrictions may increase along with further extension in remote working. This situation makes it very difficult for travel in and out of Bangkok to Activity focus countries. We anticipate continued remote work and virtual meetings throughout the next Quarter – Quarter 2 of FY 21.

CONTRACTUAL REQUIREMENTS FOR THE QUARTERLY PERFORMANCE REPORT

CORE International's contract with USAID specifies that the Contractor shall submit a Quarterly Report for each Quarter of each Fiscal Year (FY) except for the fourth Quarter which will be replaced by the Annual Report for the FY. Specifically, the contract requires the following:⁵

The Contractor will submit brief quarterly performance reports and financial allocation summaries to USAID to reflect progress and activities of the preceding quarter. The report shall describe the tasks completed in the last quarter relative to what was anticipated by the approved work plan, and will assess overall project impact to date relative to the performance indicator targets.

The quarterly reports will highlight any issues or problems affecting the schedule or impact of services provided by the Contractor. The reports will include financial information on the expenses incurred, available funding for the remainder of the activity and any variances from planned expenditures. All data and output reporting will disaggregate data, at a minimum, by sex. The format for these reports will be established between the Contractor and the TOCOR. The reports must be presented in English. Quarterly performance reports will present progress on all Activity interventions and will include the following:

1. Brief outline of activity purpose and activity approach;
2. Overall status of activity progress towards objectives (narrative);
3. Status of overall activity progress per the approved indicators as defined in the MEL Plan, and if relevant the targets set out for the reporting quarter;
4. Summary of completed interventions and progress towards results under this award during the timeframe of the report;
5. Status of progress in implementation of the GIDAP and the Communications and Outreach Plan;
6. List of reports/deliverables completed in the reporting period;
7. Explanation of quantifiable outputs of the tasks, if appropriate and applicable;
8. Reasons why established targets were not met, if applicable;
9. Description of any short-term consultants' progress and observations, identifying any significant issues, and a description of follow-on interventions;
10. Status of budget expenditures and analysis of any cost overruns or high unit costs (the Contractor must immediately notify USAID of developments that have a significant impact on award-supported interventions);
11. Identification of problems, delays or adverse conditions that impair the ability to meet the objectives of the award, including a statement of the action taken or contemplated, and any assistance needed to resolve the situation;
12. Description of progress towards removing gender-related constraints and new

⁵ This text is taken directly from CORE's contract for the EEE for SEA Activity.

- opportunities pursued to create greater gender equity;
- 13. List of major interventions planned for the next quarter;
- 14. Projected USAID approvals, waivers or deviation requests anticipated during the next quarter;
- 15. The status of required audit processes including for sub-awardees, if applicable;
- 16. Success stories (if available) in the proper USAID format and a brief analysis on the general economic context;
- 17. Status of implementing the conditions of the IEE.

ORGANIZATION OF THE QUARTERLY PERFORMANCE REPORT

Recognizing that this is our Quarter I since the start of the Activity, some of the topics mentioned above are not applicable as many interventions remain yet to be implemented during subsequent quarters, we have developed the structure of our Quarterly Report I – FY 2021 that includes all applicable topics from the above list of requirements. The following is the structure of our Quarterly Report I – FY 2021:

Section 1: Executive Summary

Section 2: Introduction

Section 3: Summary of General Operations

Section 4: Activity Progress Towards Objectives

Section 5: Completed Interventions and Progress Towards Results

Section 6: Issues and Proposed Solutions

Section 7: Planned Interventions for Next Quarter

Annex A: Indicators at the Outcome, Objective, and Intermediate Result (IR) Levels

Annex B: Other Issues Related to General Operations

SUMMARY OF OPERATIONS AND START-UP ACTIVITIES

Immediately after contract award and post-award briefing (a series of meetings between RDMA officials and CORE) we began a host of start-up activities and the preparation of foundational deliverables required under our contract with USAID. The main activities during this period were mobilization, preparation and submission of activity plans and fundamental documents, as well as coordination with USAID to align EEE for SEA to the specific technical needs of USAID.

All of the activities are being managed by the Interim COP (Lois Varrick, based in the US) and the Deputy COP (Prae Piromya, based in Bangkok). All technical oversight and the management of the preparation and delivery of foundational document is provided by the Senior Activity Advisor (Vinod Shrivastava, based in the US).

COORDINATION AND MOBILIZATION

The discussion below provides a summary of all key activities completed during the reporting period (August 12, 2020 – December 31, 2020).

WEEKLY INTERNAL COORDINATION MEETINGS WITHIN THE CORE TEAM

Given the COVID-19 challenges, one of the first key activities that we instituted, and which continues, is a Weekly Virtual Meeting of our entire team. During this meeting, we discuss the progress of the work and any challenges during the previous week and plan for activities and milestones for the following week. We also discuss all staffing and logistics issues related to the establishment of the Bangkok Office. In addition, we use these meetings to discuss progress towards all deliverables and Activity implementation assignments.

These weekly meetings also include discussion on staff assignments and deliverables by each staff. The Interim COP conducts these meetings all of which invariably result in a series of action items that are documented by the Activity Administration Specialist and shared with the entire team.

WEEKLY COORDINATION MEETINGS WITH RDMA

Simultaneously, in consultation with the CORE, we have established a regular Weekly Progress review Meeting with our COR and other members of RDMA and USAID offices, as deemed appropriate by the COR. During these virtual meetings that last for 60-90 minutes, we discuss all subjects relevant to Activity planning and implementation as well as the status of our deliverables already submitted and those to be submitted. Specifically, during the reporting period we have focused our discussion on the following key topics:

- **Mobilization issues** – registration of CORE as a legal business entity in Thailand, staff recruitment and onboarding, search for and decision on the space for the location of our Bangkok Office, recruitment of Thai accountant and lawyer to ensure that our operations are fully compliant with Thai business and labor/employment laws, procurement of office furniture and equipment, and related mobilization issues.
- **Thai Counterpart Agency (TCA)** – selection, negotiation, and finalization of an MOU with a TCA.

- **Contractual Deliverables Planning and Submission** – tracking all deliverables required under the contract including the status of deliverables already submitted and the plans for future deliverables.
- **Activity implementation Planning** – discussion on plans for the implementation of various objectives under the PWS
- **Other Matters** – including any challenges, RDMA guidance on cooperation and collaboration with stakeholders, IPs, and various bilateral missions in the SEA region.

As part of our focused management and timely tracking of all actions, we routinely keep meeting notes that include action items which are shared among all our personnel along with specific responsibilities assigned to each specialist.

WEEKLY COORDINATION MEETING WITH OUR MAJOR SUBCONTRACTOR

In order to coordinate all of our planning, task assignments, scheduling, deliverables preparation, and communications with stakeholders, we hold a weekly coordination meeting with our major subcontractor, Tetra Tech. During these meetings, we review our progress, develop plans and actions and assign tasks and schedules to various Activity staff. We document all key action items and also discuss any feedback from RDMA on our deliverables and progress. We keep meeting notes for all meetings that include action items which are shared among all our personnel along with specific responsibilities assigned to each specialist.

PROGRESS WITH SELECTING THE THAI COUNTERPART AGENCY AND THE MOU

Shortly after signing the contract and during the post-award briefing from RDMA, the need for identifying, selecting and entering into an agreement with a suitable Thai Counterpart Agency (TCA) became apparent. Based on prior contacts and relationships in Thailand, CORE identified Thammasat University (TU) as the most appropriate TCA for CORE based on (i) TU's strong interest in and commitment to gender equality and (ii) TU's extensive relationships with Thai employers and their ongoing business programs involving some 100 Thai companies. Based on extensive discussions and numerous meetings with the Vice Rector, the Dean of the Business School, and the Vice Dean of the Business School, CORE drafted a Memorandum of Understanding (MOU) which went through several revisions. The MOU was finally approved by the Board and the Rector of TU and signed by TU and CORE on December 18, 2020.

Given TU's strong interest and commitment for gender equality and their extensive business contacts in the energy industry both in Thailand and the SEA region, we have started preliminary discussions with TU to explore areas where their input could add value to our Activity and the overall RDMA goals.

PERSONNEL MOBILIZATION, RECRUITMENT AND ONBOARDING

Immediately after contract award, we mobilized our team and began the process of recruitment of staff for our Bangkok Office. In addition, while recruiting staff for the Bangkok Office, we immediately began the Activity start-up tasks that included the preparation of a series of foundational deliverables described later in this report.

Table 2 summarizes the status of our staffing and the roles/responsibilities of various Home Office and Bangkok Office staff. In addition to a dedicated team of Home Office and Bangkok Office personnel, we also have an Advisory Committee that provides overall oversight for all Activity planning and implementation tasks and deliverables.

This team is augmented by a number of short-term subject matter specialists, as required, for implementing the interventions under the various Activity objectives.

TABLE 2: EEE FOR SEA: PERSONNEL ROLES AND RESPONSIBILITIES

NAME	STATUS AND ROLE	RESPONSIBILITY
BANGKOK OFFICE LONG-TERM		
Lois Varrick	Interim Chief of Party (US-Based) Actively Recruiting for a COP to be Based in the Bangkok Office	Performs the following responsibilities until the recruitment and on-boarding of the full time COP: <ul style="list-style-type: none"> ▪ Single point of contact for USAID ▪ Manages the field office in Bangkok ▪ Supervises three technical specialists, five support personnel, and the Country Gender Specialists ▪ Has final responsibility for quality assurance/quality control for all deliverables and performance of the contract
Prae Piromya	Deputy Chief of Party (DCOP) Full Time and Based in Bangkok	<ul style="list-style-type: none"> ▪ Assists in implementation and day-to-day operations of the Bangkok office ▪ Manages stakeholder engagement and outreach activities in close coordination with the COP ▪ Be in regular contact with the 7 Country Gender Specialists ▪ Coordinates all activities with the CORE team including Tetra Tech and Cadmus under guidance from the Interim COP
Napapan Der Kinderen	Senior Gender Specialist Full Time and Based in Bangkok	<ul style="list-style-type: none"> ▪ Manages all interventions and activities fostering enhanced gender equality ▪ Coordinates the work of all Country Gender Specialists ▪ Takes lead in the development and updating of GESI and GIDAP
Sandee Pyne	Change Management Coach Full Time and Based in Bangkok	<ul style="list-style-type: none"> ▪ Works with the Learning and Training Specialist to institutionalize best practices, tools, methodologies, and curricula in gender equality and enhancement in the energy employers ▪ Coaches energy sector employers
TBD	Learning and Training Specialist	<ul style="list-style-type: none"> ▪ Develops courses and/or adapts Engendering Utilities courses

Recruitment Underway		
Ekkapong Saenwan	Monitoring, Evaluation and Learning Specialist Full Time and Based in Bangkok	<ul style="list-style-type: none"> Provides support in data collection, analysis, and reporting across the Activity Leads the development and updating of the MEL Plan
Supakorn Suesatsakulchai	Communications, Outreach, Social Media Specialist Full Time and Based in Bangkok	<ul style="list-style-type: none"> Provides communications, outreach, and social media support Leads the development of all communications products
Jurane "Mui" Paiwattananapun	Project Coordinator and Scheduling and Administration Specialist Full Time and Based in Bangkok	<ul style="list-style-type: none"> Provides support in project coordination, Human Resources Management, scheduling, office management Provides administration support
TBD	Finance Specialist Recruitment Underway	<ul style="list-style-type: none"> Provides support in payables, account management, and expense compilation Provides support of Activity financial reporting and documentation
PART-TIME COUNTRY GENDER SPECIALISTS IN SEVEN COUNTRIES		
TBD	Country Gender Specialists Recruitment Underway	<ul style="list-style-type: none"> Supports the team in all country-level interventions, opportunities, and program roll-out
CORE HOME OFFICE/SHORT-TERM FIELD SUPPORT		
Vinod Shrivastava	Senior Activity Advisor	<ul style="list-style-type: none"> Advises on all aspects of the Activity planning and implementation Leading the development of all key deliverables Providing internal QA/QC of all products delivered to COR Leading all Activity performance coordination with COR
Lois Varrick	Capacity Building and Transition Management Specialist	<ul style="list-style-type: none"> Advises on technical content design and transition management workshops/work sessions, aimed at opening opportunities for women across the full energy sector chain
Dinesh Wahi	Manager of Procurement, Logistics, and Contract Support	<ul style="list-style-type: none"> Provides support for the setup of EEE for SEA Field Office in Bangkok including office leasing, furnishing, IT installation, corporate registration, banking and accounts set up, and equipment and supplies procurement
Gabriele Leiste	Home Office Specialist	<ul style="list-style-type: none"> Provides support to field office in fielding consultants, assistance with scheduling, finalization of deliverables, and other project support activities

Carly Gibb	Administrative Support Specialist	<ul style="list-style-type: none"> Provides support to Field Office in record keeping, training program logistics, finalization of deliverables
TBD (Multiple Persons)	Cross-cutting Specialists: Gender Specialist; Monitoring, Evaluation and Learning Specialist; Social Impact Specialist, Graphics Specialist (Mid-Level)	<ul style="list-style-type: none"> Provides backstopping support to Field Office in cross cutting areas of gender; monitoring, evaluation and learning; social impact, graphics
ADVISORY COMMITTEE		
Vinod Shrivastava	Senior Activity Advisor	<ul style="list-style-type: none"> Coordinates with the members of the Advisory Committee on all key aspects of Activity planning and implementation Supports the Interim COP is overseeing the performance of all Activity personnel
Jeannelle Blanchard	Senior Project Advisor	<ul style="list-style-type: none"> Advises on the development of key deliverables, conceptualization of activities, and adapting of Engendering Utilities activities Oversees Tetra Tech's subcontract performance
Jessica Menon	Gender Advisor	<ul style="list-style-type: none"> Advises on the development of key deliverables, conceptualization of activities, and adapting of Engendering Utilities activities
Ryan Kilpatrick	Communications Advisor	<ul style="list-style-type: none"> Advises on the development of key communication related deliverables such as the Communications and Outreach Plan and outreach and engagement toolkit
Arai Monteforte	Energy Sector Advisor	<ul style="list-style-type: none"> Advises on the development of key deliverables, conceptualization of activities, and adapting of Engendering Utilities activities
Jasmine Boehm	Change Management Advisor	<ul style="list-style-type: none"> Advises on the conceptualization of coaching activities and deploying the Engendering Utilities approach to coaching
Agathe Gondinet	Adult Learning Advisor	<ul style="list-style-type: none"> Lead the development of unconscious bias training and support the ToT for the Engendering Utilities Accelerated Course
Jan Reynders	Male Engagement Advisor	<ul style="list-style-type: none"> Support the deployment of the ToT for the Engendering Utilities Accelerated Course and the Engendering Utilities of male engagement course
SHORT TERM TECHNICAL ASSISTANCE (STTA)		

Monica Simarmata	Energy Sector Associate	<ul style="list-style-type: none"> Supports the development of key contractual deliverables and supports research activities Completes required operational project management and financial items under Tetra Tech subcontract
Josh Alfonso	Monitoring, Evaluation and Learning (MEL) Specialist I	<ul style="list-style-type: none"> Designed a robust M&E plan that aligns with the stated objectives in the PWS and work plan
Elisa Perry	MEL Specialist II	<ul style="list-style-type: none"> Supported MEL Specialist I in developing a robust M&E plan Provides substantial support on the MEL plan revision Provides support on training, and guidance to Field Office MEL Specialist
Ziza Machado	Cross-Cutting Specialist	<ul style="list-style-type: none"> Provides support in gender and energy research, survey development and data compilation and summation, report preparation, training module design, and other project support activities
Kara De Kretser	Gender and Social Inclusion Specialist	<ul style="list-style-type: none"> Provides support to develop gender equality and social inclusion assessment and analyses based on literature review, stakeholder engagement, primary data collection, surveys, and/or collaboration with gender specialists
TBD	Senior Training Specialist	<ul style="list-style-type: none"> Works with Field Office Learning and Training Specialist to develop training materials, conduct training and training survey analysis, as required
TBD	Senior Cross-Cutting Specialists (Communications and Outreach)	<ul style="list-style-type: none"> Works with Field Office Communications, Outreach and Social Media Specialist to develop communications and outreach campaigns, success story write ups, and other outreach
TBD	Senior Cross-Cutting Specialist (Public and Private Sector Governance and Change Management Specialist)	<ul style="list-style-type: none"> Works with Field Office Change Management Coach to provide support in public private sector governance and change management

SUMMARY OF BANGKOK OFFICE STAFFING

We have proposed a total of nine full-time staff for our Bangkok Office. As of now, we have filled in 6 full time positions. Unfortunately, our seventh employee, the Finance Specialist, had to terminate her position within a week after starting the job due a serious family emergency. We are currently recruiting the COP, the Learning and Training Specialist, and the Finance Specialist. These positions will be filled as soon as possible during the next Quarter.

PROGRESS WITH ESTABLISHING THE BANGKOK OFFICE

Since the start of the contract, CORE looked at various buildings in the vicinity of the RDMA offices. We narrowed our list to four different spaces and sought draft lease agreements from the respective landlords and their agents. The review of lease documents has been a rather complex process. Three key lessons learned during this process, that may be useful to other IPs, are as follows:

- The base rent and common services charges (often unspecified) are generally exorbitant because most of the consultants and contractors implementing donor-funded programs look for space in the general area of Athenee Tower Bangkok Area, which is a high demand location.
- There are numerous hidden charges and the buildout charges for a 300-400 sq. meter space are quoted at close to US \$100,000. In addition, at the end of the lease there is another charge to remove all the build-out for which the landlords quote another US \$100,000.
- Some landlords are not eager to lend small spaces as they would rather carry unoccupied space and claim a loss rather than pay taxes on rental income.

Despite these challenges, CORE has been able to settle on a space at Sivatel Bangkok. CORE's local lawyer is conducting final negotiations with the expectation that we will be able to have possession of the space later in January and start furnishing the space.

OTHER RELATED MOBILIZATION ACTIVITIES

In addition to rapid staff recruitment and the selection of a suitable location for our field office in Bangkok, we have also completed the following key mobilization activities:

1. **Recruitment of a Thai Law Firm:** At the start of the Activity, we recruited the services of a Thai Law firm to advise us on legal business requirements as well as provide us with legal advisory support on a host of issues including the provisions of employment laws, review of our employee contracts, review of our application for company registration, and review and advise of leasing of office space.
2. **Recruitment of an Accounting Firm:** We have selected and retained the services of a Thai accounting firm to take care of all of our accounting and tax filing requirements for payroll taxes, and corporate reporting to Thai tax authorities.
3. **Registration of Thai Company:** We have completed the registration of CORE International Asia Limited as a Thai company under Thai Laws exclusive and solely for the purpose of implementing the EEE for SEA Activity. This company was established as an American Treaty Company and has also been registered with the Commerce Section of the American Embassy.
4. **Opening of a Company Bank Account:** We have opened a company bank account at the Siam Commercial Bank. This bank has several correspondent banks in the U.S. which makes inter-bank fund transfers easy and expeditious to meet all of our local expenses.

5. **Procurement of Office Equipment:** We submitted and received USAID approval for purchasing office equipment (computers, printers, scanners, etc.) and software. The required equipment is being ordered.
6. **Procurement of Office Furniture and Supplies:** We are in the process of requesting quotations for both new and used (wherever possible) furniture to furnish our office expeditiously.

DELIVERY AND STATUS OF CONTRACTUAL PRODUCTS

The contract required a number of deliverables within the first 60 to 90 days after contract award. Most of the key deliverables were due within sixty (60) days of the contract effective date of August 12, 2020. Once deliverable – Gender and Inclusive Development Action Plan (GIDAP) – was due ninety (90) days after the contract effective date.

In addition, the GIDAP deliverable was split into two separate deliverables at the request of the COR and other RDMA officials. The two deliverables were: (i) Gender Equality and Social Inclusion (GESI) Analysis and (ii) the GIDAP.

During this reporting period, the EEE for SEA team developed and delivered all of the required deliverable products on schedule. Table 3 provides the status of all contractual deliverables prepared and submitted to RDMA/USAID

TABLE 3: EEE FOR SEA CONTRACTUAL PRODUCTS SUBMITTED IN FY21 Q1

NAME OF CONTRACTUAL PRODUCT	STATUS
Branding Implementation and Marking Plan	Submitted with the proposal, revised during contract discussions and approved by RDMA/USAID as part of the contract
Rapid Mobilization Plan	Submitted on September 10, 2020 (on schedule) and approved by RDMA/USAID on October 27, 2020
Communications and Outreach Plan	Draft submitted on October 10, 2020 (on schedule). Final submitted on November 16, 2020. Approved by RDMA/USAID on November 20, 2020
EEE for SEA Fact Sheet	Draft submitted on November 03, 2020. Approval received on November 13, 2020 Revised Final submitted on December 06, 2020
First year Work Plan	Draft submitted on October 09, 2020. Revised Plan submitted on December 15, 2020. Awaiting RDMA/USAID approval.
Monitoring, Evaluation & Learning (MEL) Plan	Draft MEL Plan and PITTs submitted on October 09, 2020 (on schedule). A Partial MEL Plan Deliverable (RF and Indicators), as requested by Khun Ke at RDMA, submitted on November 05, 2020. Feedback received from Khun Ke on November 13, 2020 suggesting a discussion with Asia EDGE Hub folks to update the RF and Indicators

	<p>Third Revised MEL Plan based on Asia EDGE Hub input submitted on December 16, 2020 including an alternate RF.</p> <p>Additional comments received from Khun Ke on December 24, 2020 and a meeting took place with her on December 30, 2020 to discuss the comments further.</p> <p>Submitted the next (fourth) revision to the RF and indicators for the goal, outcomes, objectives, and IRs for further discussion.</p> <p>Team meeting with Khun Ke took place on January 05, 2021 to discuss the RF and the Indicators.</p> <p>Revised RF and Indicators submitted to Khun Ke and Khun Rashane on January 11, 2021</p> <p>Awaiting approval.</p>
GESI Analysis	<p>Draft GESI Analysis submitted to RDMA/USAID on November 08, 2020 (on schedule). Comments from RDMA received on November 24, 2020</p> <p>Final GESI submitted to RDMA on November 30, 2020</p> <p>RDMA approval received on December 10, 2020</p>
GIDAP	<p>Draft GIDAP submitted on November 08, 2020 (on schedule).</p> <p>Comments received from Khun Natt on December 23, 2020.</p> <p>Revised GIDAP including (i) expanded treatment of complementary topics such as GBV throughout the GIDAP, (ii) an expanded internal capacity building plan to include complementary topics, (iii) an addition of a section on external capacity building plan for the universities and energy employers through the ToT, and (iv) approximate budget for GIDAP per year as a percentage of the total Activity budget submitted on January 13, 2021</p> <p>Awaiting approval.</p>
Quarterly Performance Report I	<p>This report is Quarterly Performance report I covering the period August 12, 2020 – December 31, 2020.</p>
Quarterly Financial Report I	<p>A separate Quarterly Financial Report I is submitted in parallel with the Quarterly Financial Report I.</p>

ACTIVITY PROGRESS TOWARDS OBJECTIVES

Shortly after contract award and a series of post-award briefing, we began mobilizing our team and starting work on Objective 1: Identify core challenges to gender equality in the energy sector in Southeast Asia. In accordance with our PWS, Objective 1 has the following three Interventions:

1. Intervention 1.1: Collect country-specific data
2. Intervention 1.2: Map existing programs and document key challenges and lessons learned from USAID and other donor programs
3. Intervention 1.3: Engage energy stakeholders to document core challenges in advancing women's engagement and leadership

PROGRESS TOWARDS IMPLEMENTING OBJECTIVE 1 – INTERVENTION 1.1

We began the implementation of Intervention 1.1 under Objective 1. As part of implementing Intervention 1.1, we completed and submitted the following two deliverables to RDMA:

1. GESI Analysis
2. GIDAP

The GESI Analysis deliverable was approved by RDMA. With respect to the GIDAP, we have received comments from RDMA based on which we are revising the GIDAP.

PROGRESS TOWARDS IMPLEMENTATION OF THE GIDAP

RDMA has provided specific comments to revise the GIDAP. Based on the RDMA comments, we are updating the GIDAP as follows:

1. Enhancing the treatment of complementary topics (e.g., GBV, access to resources, and other GESI domains) throughout the GIDAP
2. Adding consultation questions for In-depth Interviews (IDIs), Focus Group Discussions (FGDs), and Baseline Citizen Survey, which will be updated in the GIDAP
3. Expanding the internal capacity building plan to include complementary topics (e.g., GBV, access to resources, etc.)
4. Adding new discussion on external capacity building of stakeholders (universities, technical schools, and energy employers) through Training of the Trainer (ToT) and other engagement tools
5. Providing estimate of annual budget as a percentage of the total Activity budget for the implementation of GIDAP

PROGRESS TOWARDS IMPLEMENTING OBJECTIVE 1 – INTERVENTIONS 1.2 AND 1.3

After completing the development of the GESI Analysis and the GIDAP, we focused on a number of specific tasks related to Interventions 1.2 and 1.3. We are currently working on the following tasks:

1. Development of stakeholder mapping tools
2. Development of stakeholder consultation questions
3. Design of a program coordination dashboard

4. Other outreach materials for secondary data collection in the focus countries including design of survey instruments

Most of these materials are at final stages of preparation before pilot testing and beginning field work. The next section provides more details of the tasks and expected results of Interventions I.2 and I.3.

PROGRESS TOWARDS COMMUNICATIONS AND OUTREACH PLAN IMPLEMENTATION

In accordance with the requirements under our contract, we prepared and submitted our Communications and Outreach Plan. RDMA has approved our Plan and we have started implementing the provisions of the Plan to move forward with engaging stakeholders to enhance opportunities for women in the energy sector. Specifically, we have started the following activities:

1. We have prepared outreach materials for energy employers and tertiary educational institutions which will be tested before rolling out
2. Develop a discussion paper to engage Thammasat University for designing programs and policies to open more opportunities for women to enter STEM and non-STEM areas that would prepare the women for energy sector careers
3. Developed a concept note to engage the senior executives at the Petroleum Authority of Thailand (PTT). We are working with the Head of the PTT Labor Union to reach the top management of PTT in order to influence PTT HR policies to be more gender inclusive and equitable
4. Developing other communication materials – interview questions, survey questionnaire, topics for focus group discussions, and various tools to facilitate discussions **with** , where one concept note has been sent to PTT Labor Union for initial review.

PROGRESS TOWARDS REMOVING GENDER RELATED CONSTRAINTS

Our major focus since the start of the Activity has been to fortify our gender team. Specifically, we have implemented the following actions related to developing a strong team to addressing gender challenges and removing gender-related constraints through implementing the objectives under the Activity:

1. Appointed and onboarded our Senior Gender Specialist (key personnel) based in our Bangkok Office
2. Appointed a STTA Senior Gender Expert to support all of our GESI and GIDAP tasks
3. Appointed a STTA Gender Expert to support all of our GESI and GIDAP tasks
4. Accelerated the process of recruiting Country Gender Specialists (one in each focus country)

Our gender team is being guided by Ms. Jessica Menon, Director of Gender Studies and Program Manager, Engendering Utilities Activity.

NEW OPPORTUNITIES PURSUED TO CREATE GREATER GENDER EQUITY

In order to enhance the visibility of the EEE for SEA Activity and to explore new opportunities to create greater gender equity, our team has explored numerous avenues. Our Deputy Chief of Party (DCOP) has participated in numerous fora to create greater gender opportunity including the following:

I. The TALKS at SIRI HOUSE: Women Empowerment, PART TWO on November 26th, 2020

The TALKS at SIRI HOUSE are a series of dialogue on various topics. The second talk featured women empowerment in the corporate world, and the panelists included Prae Piromya, the DCOP of EEE for SEA; Pranapda Phornprapha, Director, Siam Motors Group & Founder at Dragonfly; Serina Bajaj, the Founder of Kind Kones; and Sanya Souvanna Phouma, Creative Director of Farandole Group. The panel covered a range of topics including (i) gender pay gap; (ii) ways to implement change at home, at school, and at the workplace; (iii) the importance of diversity and inclusion in business decision making; (iv) access to STEM education; and (v) mentorship/coaching, and allies.

Through the DCOP's participation as a panelist, the event provided an opportunity to create greater gender equity by connecting with stakeholders who are working on gender equality and women empowerment, as well as those who would like to stay notified of the progress and find ways to participate in or support the EEE for SEA Activity.

2. UN WEPs Awareness Training at the Sukosol Hotel on December 17th, 2020

This Awareness Training was the launch of the UN Women - Kenan Foundation Asia partnership “WeEmpower Asia”, which aims to support 600 corporations in Thailand to integrate gender equality into the way of doing business and enhancing their competitiveness by way of doing business and enhancing their competitiveness by joining the Women Empowerment Principles (WEPs) movement. To date, sectors engaged in this program include jewelry, fintech, and hospitality, whereby 144 Thai companies have signed on the WEPs movement. WeEmpower Asia is a UN Women program funded by and in partnership with the European Union seeking to increase the number of women who lead and participate in business in China, India, Indonesia, Malaysia, the Philippines, Thailand and Viet Nam. A key component of the program is to mobilize private sector companies to become gender-responsive by committing to and implementing the WEPs. There is a clear synergy between this program and the EEE for SEA Activity which offers opportunities for collaboration, leveraging and sharing.

The event provided an opportunity to create greater gender equity by connecting with key personnel at Kenan Foundation and representatives from the Thai private sector, learning about the gender gap analysis tools and local adaptations of communication approaches for gender equality.

COMPLETED INTERVENTIONS AND PROGRESS TOWARDS RESULTS

During the first quarter of implementation, technical efforts were focused on Intervention 1.1 to lay the groundwork for in-country data collection, updating of the GESI Analysis and GIDAP, and beginning the implementation of interventions to engage stakeholders as planned under Objectives 2, 3, and 4. This section summarizes the completed interventions and progress towards results.

OBJECTIVE 1: INTERVENTION 1.1 – COLLECT COUNTRY-LEVEL DATA

TASKS

Under Intervention 1.1 we implemented two primary tasks as follows:

1. Conduct GESI analysis

Our team conducted a secondary literature review and quantitative data collection from existing sources at country and regional levels, with energy sector-specific nuances. The literature review and data collection focused on gender equality and social inclusion analysis at the country level with regional synthesis, with an emphasis on intersectionality and inclusion challenges and opportunities in the countries and sector, including ability status, age, and sexual and gender orientation. The literature review followed USAID ADS 205 guidelines and presented analysis findings categorized within six domains:

- Law & Policy;
- Access to Resources;
- Power & Decision-making;
- Knowledge & Beliefs and Perceptions;
- Practices and Participation; and
- Human Dignity, including gender-based violence.

An emphasis was placed on gender equality and social inclusion in the context of participation in various segments and levels in the energy sector, including access (of women, girls, and socially excluded groups [included people living with disabilities] and LGBTQI) to policy and decision-making roles, workplace, and talent pipeline.

2. Develop GIDAP

Based on the GESI analysis a Gender and Inclusive Development Action Plan (GIDAP) was developed to identify gaps to be filled during subsequent Objective 1 interventions to focus on in-country data collection, and identify preliminary actions to support integration of gender equality and social inclusion into Objectives 2-4, which will be refined in the reinforced GESI and GIDAP.

OUTPUTS

As mentioned earlier, the outputs of these two tasks under Intervention 1.1 were (i) the GESI Analysis and (ii) GIDAP, both of which were submitted to RDMA within the contract schedule specified in the contract.

RESULTS

Extensive research and detailed analysis of over 300 documents in the literature on gender issues increased our understanding of the status of women's participation in the energy sector in SEA. The GESI analysis and GIDAP will inform the learning agenda, surveys, and tools created in the following interventions during Phase 2 of Objective 1 implementation.

CURRENT STATUS

The GESI Analysis deliverable has been approved by USAID/RDMA. The team anticipates USAID/RDMA to approve the GIDAP upon the submission of a revision which is currently underway.

OBJECTIVE 1: INTERVENTION 1.2 – MAP EXISTING PROGRAMS AND DOCUMENT KEY CHALLENGES AND LESSONS LEARNED FROM USAID AND OTHER DONOR PROGRAMS AND INTERVENTION 1.3: ENGAGE ENERGY STAKEHOLDERS TO DOCUMENT CORE CHALLENGES IN ADVANCING WOMEN'S ENGAGEMENT AND LEADERSHIP

We have already begun activities under Interventions 1.2 and 1.3 which is Phase 2 of Objective 1 implementation. As part of preparatory task, we have begun the following:

1. Development of stakeholder mapping tools
2. Development of stakeholder consultation questions
3. Design of a program coordination dashboard
4. Other outreach materials for secondary data collection in the focus countries including design of survey instruments

ISSUES AND PROPOSED SOLUTIONS

Without a doubt, COVID-19 and consequent travel restrictions as well as remote work environment have been very challenging for the start-up of the Activity. Virtually all aspects of program planning and implementation have to be reconfigured using virtual meetings and remote discussions. As a result, mobilization activities such as (i) registering CORE as a Thai company under Thai business laws, (ii) exploring various office spaces, (iii) selecting a lawyer and an accountant, (iv) opening a bank account, and other related mobilization activities had to be implemented remotely.

In addition, there have been some challenges in recruiting staff for our Thailand Office. Despite these challenges, we have made remarkable progress and overcome the obstacles. There has been no delay in mobilization and Activity start-up. Table 1 summarizes the progress achieved by CORE despite the various challenges.

STAFF RECRUITMENT FOR THE BANGKOK OFFICE

Except for the recruitment of a COP, we have made remarkable progress. We have a total of 7 out of 9 full-time positions filled in our Bangkok Office. We are actively recruiting for (i) the COP and (ii) Learning and Training Specialist. The COP position recruitment is posing some challenge due the three-year duration of the Activity. The candidates in the market for COP positions are generally interested in longer-term positions. Nonetheless, we are confident that during the next quarter will be able to fully staff our Bangkok Office.

IDENTIFICATION AND SELECTION OF ACTIVITY OPERATIONS OFFICE IN BANGKOK AND PRICING AND NEGOTIATION CHALLENGE

As mentioned earlier in this report, finding a suitable office space has posed some challenges because of the real estate market in the Athenee Tower area which is pricy and the landlords are generally inflexible demanding high rents and unusually high space buildout charges. Remote work and a lack of easy access to the landlords has caused some delays. However, as mentioned earlier, we are in final negotiations on a suitable space at Sivatel which should be finalized soon.

SECOND WAVE OF COVID-19 AND APPROACH TO ADDRESSING THE CHALLENGE

The scope of work during this reporting period required considerable mobilization and desk work to get started on Objective 1. While there were some challenges, they were not significant. During the next Quarter, there may be some significant challenges as a result of the second wave of COVID-19 which has just started. In future quarterly reports, we plan to document:

- Status of problems included in previous quarterly report
- Corrective actions implemented
- New problems encountered in this quarter
- Proposed solutions to outstanding problems

Table 4 lists potential challenges that we may face in the second Quarter and our proposed mitigation measures if the second wave of COVID-19 continues.

TABLE 4: EEE FOR SEA ISSUES AND PROPOSED SOLUTIONS

ISSUE	LEVEL OF IMPACT (LOW/MEDIUM/HIGH)	IMPACT	MITIGATION
Persistent Second wave of COVID-19 in Thailand and the Activity focus countries	Medium	Delays in engaging with stakeholders Travel restrictions in SE Asia Delays in recruitment of Country Gender Specialists Limited distribution of Baseline Citizen Survey Compromised ability to conduct face- to-face focus group discussions Impact on in-person Training of the Trainer (ToT) delivery	Prepare stakeholder mapping, outreach plan, and outreach materials in order to engage stakeholders as soon as possible. Advertise positions for Country Gender Specialists in regional networks. Prepare process for online surveys.

Other than the unpredictability of the COVID-19 situation and the consequent travel and work-related restrictions, we do not anticipate any significant issues related to the implementation of the Activity.

PLANNED INTERVENTIONS FOR THE NEXT QUARTER

As mentioned earlier, we have already begun the development of the tools, questions, survey guides, and stakeholder mapping needed to continue the implementation of Interventions 1.2 and 1.3 under Objective 1.

Specifically, further efforts are being focused to produce a reinforced GESI and GIDAP by compiling SEA region and country-specific existing data and conducting a detailed analysis on gender equality constraints and opportunities within the energy sector in SEA. We are planning on implementing the following actions:

- **GIDAP finalization:** Address USAID comments on the GIDAP, as needed. Furthermore, update the GESI and GIDAP based on secondary country-specific gender data.
- **Bilateral Missions outreach:** The team has started to draft outreach materials that are key to engage bilateral missions to align the Activity with their specific technical needs and facilitate engagement with potential partners, either energy sector employers or tertiary educational institutions. RDMA is in the process to engage the bilateral missions to buy into the EEE for SEA Activity and for mutual leverage of gender-specific analysis.
- **Country-specific data collection via an online citizen survey:** The team will conduct a market research to identify service providers that can reach the target demographic of Objective 1 in the focus countries. A list of proxy questions to be included in the survey will be developed and validated.

The following discussion summarizes the tasks to be implemented and results to be achieved through Interventions 1.2 and 1.3 under Objective 1 of the PWS.

OBJECTIVE 1: INTERVENTION 1.2 - MAP EXISTING PROGRAMS AND DOCUMENT KEY CHALLENGES AND LESSONS LEARNED IN BILATERAL AND REGIONAL USAID PROGRAMS

TASKS

During the next Quarter, we plan to implement the following tasks as part of Intervention 1.2 under Objective 1:

1. Collaborate with relevant USAID programs

The Activity will collect information from relevant USAID programs and develop a database of relevant contacts, from bilateral and regional programs, including those from the SEA EDGE Hub and other programs, by organizing a series of calls with the identified points of contact (POCs) and reviewing program plans, evaluations, and final reports. We will also collaborate with the USAID SEA EDGE Hub project to engage USAID gender and energy specialists in USAID country missions of the seven focus countries to map gender equality interventions implemented within current USAID energy programs. For each program we will collect information on the type, budget, external funds leveraged, partnerships, barriers, results, successes, and opportunities.

2. **Develop stakeholder maps**

The Activity will identify key contacts in energy, gender, and other ministries, public institutions, donors, tertiary educational institutions, non-governmental organizations, and other public and private organizations who could provide relevant information in each of the focus countries. We will map and assess various stakeholders, identifying the level of influence and the direction of influence on the success of implementation and their suitability and interest as potential counterparts and indirect partners. The results of stakeholder mapping will guide partnership development, collaboration across existing programs, and provide sources for primary data collection such as interviews and focus group discussions to support the reinforced GESI and GIDAP.

OUTPUTS

The outputs of this intervention will be as follows:

1. A tool for engagement with bilateral missions
2. Stakeholder mapping report

RESULTS

Expected results from Intervention 1,2 are as follows:

- Increased understanding of the status of women's participation in the energy sector in SEA
- Increased understanding of potential gender equality influencers in the energy sector

CURRENT STATUS

Collaboration with Asia EDGE Hub has already begun. Most recently, Asia EDGE Hub folks assisted the CORE Team in refining the indicators for the Activity. Furthermore, we have developed a power point presentation for engagement with the bilateral missions.

The stakeholder mapping tool is being developed and we have also begun compiling a list of potential stakeholders.

OBJECTIVE 1: INTERVENTION 1.3 - MAP EXISTING PROGRAMS AND DOCUMENT KEY CHALLENGES AND LESSONS LEARNED IN BILATERAL AND REGIONAL USAID PROGRAMS

TASKS

During the next Quarter, we plan to implement the following tasks as part of Intervention 1.3 under Objective 1:

1. Create standardized guides for interviews and focus group discussions (FGDs)

Based on the baseline assessment in Intervention 1.1, the Activity will create a standardized interview protocol and in-depth interview (IDI) and focus group discussion (FGD) guides to uncover gender equality challenges and opportunities within the organizations and within the energy sector in the SEA. The topics to be addressed will include the talent pipeline, workplace practices such as

recruitment, retention, and promotion; workplace culture, policies social norms, and the enabling environment.

2. Organize virtual country-level consultations

Using the stakeholder mapping report developed under Intervention 1.2, the Activity will identify participants from each of the seven focus countries⁶ representing different types of stakeholders to be invited to virtual consultations. We will consult with the local USAID mission in each country as to the timing of the consultation and their preferred level of involvement. We will provide a 2-page overview that explains the Activity and the purpose of the consultation to be shared as part of the invitation. The Senior Gender Specialist and relevant in-country Gender Specialist will utilize the IDI and FGD guides to facilitate the virtual consultations with the identified stakeholders. The consultations will have a mix of organizations representative of the full breadth of the energy sector including government ministries, utilities, regulators, rural electrification entities, project developers, tertiary educational institutions, and energy goods and services providers. As a follow-up to the consultations, we will also share the EEE for SEA Activity Options for Collaboration factsheet, developed by us earlier and approved by RDMA/USAID.

3. Develop and conduct a baseline citizen survey

The Activity will develop a statistically representative online citizen survey that collects critical data on information gaps identified in the secondary research and the stakeholder engagement phase, with an emphasis on beliefs and attitudes on gender equality. The survey questionnaire will be tested and validated by deploying it to a select group comprising of virtual consultation participants, USAID gender specialists, and other stakeholders with appropriate expertise (identified during Intervention 1.2) to allow fine tuning before full deployment of the citizen survey in the focus countries. The survey will then be revised to incorporate the feedback from the testing phase. While our preference is to deploy the survey online, we will work with a service provider to identify the best mechanism to reach a good representation of school-age girls, university graduates, parents, and energy sector professionals ranging from entry-level roles to mid-to-senior roles, to be targeted for full deployment of the survey and how to overcome literacy, technology access and other issues that may skew results. As part of the deployment of the survey we will work with the Ethics Review Board or equivalent in each country for any approval that is required for the survey.

4. Develop the assessment report

The Activity will compile all the information collected into an assessment report on the status of women's participation in the energy sector in SEA. This assessment report will be an update to the GESI analysis and GIDAP produced in section 2.1. The assessment will include a synthesis of the findings from direct stakeholder engagement through the virtual consultations and the results of the online citizen survey. It will also include a chapter on each focus country that will include

⁶ Based on ongoing discussions with RDMA, the Activity will initially focus on three countries – Thailand, Indonesia, and the Philippines. If for some reason, the Philippines cannot come on board, we will replace it with Vietnam as per discussions with the COR.

reviews of national energy sector policies and strategies; country-level gender equality plans addressing gender equality priorities within the energy sector that identify barriers and opportunities to achieving gender equality. The country-specific reports will be shared with select stakeholders for review. The assessment will inform the deployment of gender equality and social inclusion interventions to be implemented within Objectives 2-4.

OUTPUTS

The outputs of this intervention will be as follows:

1. Virtual consultation notes
2. On-line citizen survey report documenting findings and analysis
3. Assessment report on the status of women's participation in the energy sector in SEA – one report for each focus country

RESULTS

Expected results from Intervention 1,2 are as follows:

- Increased understanding of the status of women's participation in the energy sector in SEA
- Strengthened understanding of attitudes and beliefs that women, men, girls and boys have about gender equality in SEA

CURRENT STATUS

We have begun the development of the tools needed for the implementation of Interventions 1.3. These include the following:

- In-depth Interview (IDI) Guides
- Focus Group Discussion (FGD) Guides
- EEE for SEA Activity overview and fact sheet for virtual consultation with key USAID bilateral missions, Implementing Partners (IPs), and the full breadth of the energy sector including government ministries, utilities, regulators, rural electrification entities, project developers, tertiary educational institutions, and energy goods and services providers.
- Baseline citizen survey questionnaire. We have already started preliminary discussions with an internationally experienced service provider to explore how various social media platforms and survey approaches could be effectively used.

SUCCESS STORIES

The EEE for SEA Activity is at a very early stage (first quarter of the three-year Activity). We have been busy developing all foundational documents, conducting baseline research, and developing tools and methods to begin Activity implementation. Therefore, we do not have any Activity-level success stories to report at this time.

At the Activity performance level, however, we are pleased to report that we have been successful in designing and executing a Memorandum of Understanding (MOU) with the Thammasat University (TU) for TU to serve as CORE's Thai Counterpart Agency (TCA) to facilitate the Thai International Cooperation Agency (TICA) process for our foreign experts to obtain the necessary work visas. This MOU was designed, finalized, and executed in record time.

ANNEX A: INDICATORS AT THE OUTCOME, OBJECTIVE, AND INTERMEDIATE RESULT LEVELS

The EEE for SEA Activity has one (1) Goal, three (3) Outcomes, and five (5) Objectives. As part of our response to the USAID Solicitation, we developed a PWS which presents our approach to implementing the five Activity Objectives through a series of Interventions to achieve the Activity Outcomes and lead to the overall Activity Goal.

One of the key deliverables required to be submitted within sixty (60) days after the award of the contract was the MEL Plan. CORE submitted the MEL Plan on October 10, 2020 that included our proposed indicators. Through a series of engagements with RDMA officials, we revised the indicators and finetuned them. In addition, we developed targets for some of the indicators. In some cases, we would need country-specific data and consultation with participating educational institutions and energy employers to define the targets.

Table 5 describes our indicators that are both qualitative and quantitative and are developed as “SMART” indicators.

The EEE for SEA indicator list is currently in the process of being finalized pending the MEL plan approval. The agreed list of indicators will be included in the upcoming quarterly report.

TABLE 5: EEE FOR SEA INDICATORS AT THE OUTCOME, OBJECTIVE, AND INTERMEDIATE RESULT LEVELS⁷

Activity Goal: Increased gender equality in the energy sector

Outcome 1: Increased workplace diversity in SEA

Outcome Indicator 1: Employees, students, and graduates perceive that the energy sector welcomes all and promotes energy sector careers through communication campaigns, that there are as many opportunities for qualified women (and/or LGBTQ) as cisgender men in the energy workplace.

Outcome 2: Improved inclusive workplace environment

Outcome Indicator 2: Employees recognize attractive career development paths for women and LGBTQ, where the energy workplace promotes a sense of belonging, open and honest communication, culture of compassion, safety and security and peace of mind for all genders, collaboration, and male allies for women empowerment and gender equality.

Outcome 3: Expanded equitable promotion opportunities

Outcome Indicator 3: Evidence of increasing or equal proportion and promotion of qualified women in the BoD and senior management roles.

⁷ The interventions listed in Table I in the last column are directly from the PWS of the Activity. Each of the interventions under the five Activity objectives will be implemented through a series of tasks as described in our Year 1 Annual Work Plan.

PERFORMANCE INDICATOR	BRIEF DESCRIPTION	INTERVENTIONS
AS PER THE PWS UNDER EACH OBJECTIVE		
Objective 1: Identify Core Challenges to gender equality in the energy sector in Southeast Asia		
IR 1.1: Status of gender equality in the energy sector in SEA analyzed		
Indicator 1: Number of documents collected and analyzed that identify the status and core challenges to gender equality in the energy sector in SEA	The EEE for SEA team will develop a robust evidence base specific such as GESI analysis, GIDAP, Stakeholder Mapping and Baseline Report to address the core challenges of the gender equality in the energy sector in SEA.	Intervention 1.1: Collect country-specific data Intervention 1.2: Map existing programs and document key challenges and lessons learned in bilateral and regional USAID programs Intervention 1.3: Engage energy stakeholders to document core challenges in advancing women's engagement and leadership in SEA's energy sector.
Objective 2: Increase the number of women and girls pursuing careers in the energy sector		
Indicator 2: Percentage of women and girls pursuing careers in the energy sector workplaces of EEE for SEA partner organizations	To increase the number of qualified women and girls in the energy sector, the EEE for SEA team will equip counterparts with the tools and training materials and address gender-based constraints to establish outreach opportunities and recruitment that lead to increased interest and opportunities for girls and women to pursue careers in the sector.	
IR 2.1: Increased awareness of girls, boys, parents and teachers of energy sector and STEM career options for girls		
Indicator 2.1: Number of persons who responded to social media engagement about energy sector and STEM career options for girls.	The EEE for SEA will develop a standard outreach toolkit for tertiary-level education partners and energy sector employer partners and support them to develop social media campaigns targeting girls, boys, parents associated with specific schools who might have negative perceptions that prevent girls from entering energy sector education programs and careers.	Intervention 2.1: Reverse negative perceptions about women and girls in energy sector jobs via training and education programs.
IR 2.2: Increased proportion of women and girls enrolled in energy sector vocational training and education programs		
Indicator 2.2: Percentage increase in female enrollment in vocational training and education programs related to the energy sector.	The EEE for SEA will develop and deploy a Training of Trainers (ToT) on unconscious bias that facilitates an equitable, safe, and non-discriminatory learning environment for female and male students in tertiary-level educational institutions such as vocational schools and universities.	Intervention 2.2: Support an enabling environment in vocational schools and academic institutions to increase number of women and girls in the sector.
IR 2.3: Increased internship opportunities for women and girls pursuing entry-level energy sector careers		
Indicator 2.3: Number of equitable formalized internship programs developed between energy sector employers and tertiary educational institutions.	The EEE for SEA will develop an internship toolkit to strengthen existing internship programs and/or establish new programs that promote a pathway for employment and support engagement between energy sector	Intervention 2.3: Strengthen equitable formalized internship programs that help young girls to familiarize themselves with energy sector and potential careers.

employers and tertiary educational institutions, including creation of formalized programs, and training of partners on the toolkit.		
Objective 3: Increased recruitment, retention and promotion of women in the energy sector workplace		
Indicator 3: Percentage increase in female recruitment, retention and promotion in the energy sector workplace of the partner organizations of EEE for SEA	In order to achieve Objective 3, EEE for SEA will work with energy sector employers to adapt tools, policies, and best practices developed and implemented by USAID's Engendering Utilities program that help to hire, promote, retain women, and strengthen gender equality.	
IR 3.1: Improved data driven decision-making tools to track gender data and outcomes		
Indicator 3.1: Engendering Utilities Scorecard adapted and deployed to track gender data and progress	Scorecard framework and tools will be adapted and deployed for energy sector employer/partners to identify gender gaps and monitor progress.	Intervention 3.1: Adapt and localize Engendering Utilities scorecard framework and tools for energy sector employers/partners.
IR 3.2: Created tangible opportunities for women in the workplace		
Indicator 3.2: Number of institutional coaching plans developed with energy sector employer partners	The institutional Coaching Plan will be developed with energy sector partners to address the gaps identified by the scorecard framework, utilizing tools, policies and practices from USAID's <i>Delivering Gender Equality: A Best Practices Framework for Utilities</i> .	Intervention 3.2: Coach energy sector partners/organizations on how to improve talent attraction and outreach.
IR 3.3: Engendered recruitment, hiring and retention policies and practices enhanced		
Indicator 3.3: Number of policies addressing gender equality enhanced through coaching plans	Recruitment, hiring and retention policies of energy sector partners will be reviewed and revised to address gender equality.	Intervention 3.3: Strengthen policies and practices related to recruitment, hiring, and retention of women in the energy sector.
IR 3.4: Conscious and unconscious bias that negatively impact women and girls in recruitment, hiring, promotion and retention addressed		
Indicator 3.4: Number of unconscious bias ToT delivered for energy sector employer partners	ToT on conscious and unconscious bias will be delivered to potential trainers within energy employer organizations in order to enable change that improves the workplace for women and men.	Intervention 3.4: Develop ToT on conscious and unconscious bias in the energy sector.
Objective 4: Increase Mentorship and Leadership opportunities for women in the energy sector		
Indicator 4: Number of mentorship and leadership programs enhanced for women in the energy sector	To increase mentoring and leadership opportunities for women in the energy sector, EEE for SEA will support energy sector partners to launch mentorship programs and provide continuing education (CE) opportunities for women in the organizations.	

IR 4.1: Strengthened opportunities for mentorship of women to facilitate advancement into senior roles

Indicator 4.1: Mentorship toolkit developed to enhance mentoring program that prepare female employees to pursue senior roles within their organizations

Mentorship toolkit will be developed to support the establishment of the programs using the best practices mentoring program under Engendering Utilities.

Intervention 4.1: Support establishment of mentorship programs within energy employer organizations.

IR 4.2: Strengthened women and men's skills to advance into senior roles

Indicator 4.2: Number of persons with improved skills following completion of USG-assisted workforce development programs

ToTs of the Engendering Utilities-supported Empowered Employee Training and the Workforce Gender Equality Accelerated Course will be delivered to EEE for SEA partners with guidance on delivering the training to employees within their own organizations.

Intervention 4.2: Build personal agency and leadership skills and provide the Engendering Utilities accelerated course as a continuing education.

Objective 5: Enhance communication, collaboration, and learning

IR 5.1 Strengthened the capacity of organizations to replicate successful gender equality interventions and best practices

Indicator 5: Number of documents of successful interventions, best practices and learning plans for USAID Program on gender equality in the energy sector in SEA developed

A report documenting all research on evidence base outcomes, outreach conducted to existing programs, online tools, webinar and virtual meetings and trainings will be developed and shared

Intervention 5.1: Develop an evidence base for linking gender and business outcomes

Intervention 5.2: Increase collaboration and coordination on gender equality topics

Intervention 5.3: Increase capacity of USAID and implementing partners to incorporate gender equality considerations into energy programs

ANNEX B: OTHER ISSUES RELATED TO GENERAL OPERATIONS

STATUS OF SHORT-TERM CONSULTANTS

Shortly after contract award we began ramping up and mobilizing to work on a series of foundational deliverables. In addition to our staff and subcontractor personnel, we mobilized several short-term consultants with adequate subject matter expertise and prior track record to support our activities during the first Quarter. Table 6 provides a summary of the short-term consultant engaged by us for specific contribution to the various deliverables.

TABLE 6: EEE FOR SEA SHORT-TERM CONSULTANTS

CONSULTANT	PROGRESS	ISSUES	PROPOSED ACTION
Ziza Machado	Ziza conducted considerable literature research and provided substantial support to the development of GESI and GIDAP. Ziza will continue to provide support in Phase 2 implementation	N/A	N/A
Kara De Kretser, GESI Specialist	She has provided significant support in developing and revising the GIDAP and GESI and will continue to provide support in phase 2 implementation.	N/A	N/A
Josh Alfonso	Josh provided considerable support for developing the first draft of the MEL Plan submitted to RDMA on October 9, 2020.	N/A	N/A

STATUS OF BUDGET EXPENDITURES

LOIS: Status of budget expenditures and analysis of any cost overruns or high unit costs (the Contractor must immediately notify USAID of developments that have a significant impact on award-supported interventions);

Add table here

PROJECTED USAID APPROVALS, WAIVERS, OR DEVIATION REQUESTS

STAFF APPROVALS

During the next quarter, we expect to request approvals for the following staff for our Bangkok Office as well as Country Gender Specialists in the Activity focus countries:

1. Chief of Party
2. Learning and Training Specialist
3. Financial Specialist

All of the above positions will be full time and based in our Bangkok Office. In addition, we plan to recruit Country Gender Specialist in Thailand, Indonesia, the Philippines (or Vietnam), three initial focus countries based on discussions with the COR. We will seek approval for these Country Gender Specialists as well.

WAIVERS

We do not expect to request any waivers.

DEVIATIONS

We do not expect to request any deviations from the contract and the guidance provided by the COR with respect to initially focusing on only three countries – Thailand, Indonesia, and the Philippines (or Vietnam in case Philippines does not materialize for some reason).

STATUS OF REQUIRED AUDIT PROCESSES INCLUDING FOR SUB-AWARDEES

The EEE for SEA Activity is at an early stage of implementation (first quarter on the three-year Activity duration). During the reporting period, we have focused on preparing and delivering seven key contractual deliverables and preparing the fact sheets, concept notes, stakeholder engagement tools, baseline survey design and the related planning documents in preparation for Activity implementation in the second quarter and beyond.

Accordingly, there has been no audit process required by USAID and we do not have anything to report in this area.

STATUS OF IMPLEMENTING THE CONDITIONS OF THE IEE

Based on a discussion of the Initial Environmental Examination (IEE) and the categorical exclusion based on the low-risk determination, we received concurrence by USAID that an Environmental Monitoring and Mitigation Plan (EMMP) is not required based on the categorical exclusion. As such, there are no conditions of the IEE that require implementation.