



SOURCE: ADOBE STOCK

ANNUAL WORK PLAN FY 2021

AUGUST 12, 2020 THROUGH SEPTEMBER 30, 2021 (REVISED)

USAID/RDMA Enhancing Equality in Energy for Southeast Asia (E4SEA) Activity

DISCLAIMER THE VIEWS EXPRESSED IN THIS PUBLICATION DO NOT NECESSARILY REFLECT THE VIEWS OF THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT OR THE UNITED STATES GOVERNMENT. THIS DOCUMENT WAS PRODUCED FOR REVIEW BY THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT REGIONAL DEVELOPMENT MISSION FOR ASIA (RDMA/THAILAND). IT WAS PRODUCED BY CORE INTERNATIONAL, INC.

CONTENTS

ACRONYMS	I
1. INTRODUCTION	I
1.1 ACTIVITY BACKGROUND	2
1.2 ACTIVITY-LEVEL COORDINATION AND COLLABORATION APPROACH	5
1.3 ACTIVITY-LEVEL RISKS AND MITIGATION	7
1.4 ACTIVITY TERMINOLOGY	9
1.5 ACTIVITY IMPLEMENTATION TEAM	10
2. E4SEA ACTIVITY GOAL, OUTCOMES AND OBJECTIVES	12
2.1 E4SEA GOAL AND INDICATOR	12
2.2 E4SEA ACTIVITY OUTCOMES AND INDICATORS	12
2.3 E4SEA ACTIVITY OBJECTIVES AND INDICATORS	12
2.4 OBJECTIVE 1 IDENTIFY CORE CHALLENGES TO GENDER EQUALITY IN THE ENERGY SECTOR IN SOUTHEAST ASIA	13
2.5 OBJECTIVE 2 INCREASE THE NUMBER OF WOMEN AND GIRLS PURSUING CAREERS IN THE ENERGY SECTOR	20
2.6 OBJECTIVE 3 INCREASE THE RECRUITMENT, RETENTION AND PROMOTION OF WOMEN IN THE ENERGY SECTOR WORKPLACE	25
2.7 OBJECTIVE 4: INCREASE MENTORSHIP AND LEADERSHIP OPPORTUNITIES FOR WOMEN IN THE ENERGY SECTOR	29
2.8 OBJECTIVE 5: ENHANCE COMMUNICATION, COLLABORATION, AND LEARNING	32
3. E4SEA ACTIVITY CONTRACTUAL DELIVERABLES	37
ANNEX A: REALIGNED PERFORMANCE WORK STATEMENT TARGETS	38
ANNEX B: IMPLEMENTATION SCHEDULE	43
ANNEX D: ACTIVITY IMPLEMENTATION ORGANIZATION CHART	53

ACRONYMS

Asia EDGE	Asia Enhancing Development and Growth through Energy
CMC	Change Management Coach
CO	Contracting Officer
COR	Contracting Officer's Representative
DCOP	Deputy Chief of Party
EEE	Enhancing Equality in Energy
E4SEA	Enhancing Equality in Energy for Southeast Asia
FGD	Focus group discussion
FY	Fiscal Year
GESI	Gender Equality and Social Inclusion
GIDAP	Gender and Inclusive Development Action Plan
IDI	In-depth interview
IR	Intermediate Result
LOC	Letter of Collaboration
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
PWS	Performance Work Statement
RDMA	Regional Development Mission in Asia
RF	Results Framework
SEA	Southeast Asia
STEM	Science, technology, engineering, and mathematics
STTA	Short-Term Technical Assistance
TO	Task Order

ToC	Theory of Change
ToT	Training of Trainers
USAID	United States Agency for International Development
USG	United States Government
W-GDP	Women's Global Development and Prosperity Initiative
WP	Work Plan
YALI	Young African Leaders Initiative

I. INTRODUCTION

The U.S. Agency for International Development Regional Development Mission for Asia (USAID/RDMA) launched Enhancing Equality in Energy for Southeast Asia (E4SEA) 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.

This annual work plan for the E4SEA Activity outlines the interventions and tasks to be completed by CORE International and its subcontractors during year one of the contract: August 12, 2020 to September 30, 2021. As a detailed guide to program implementation, this work plan describes the logical sequence and timing of interventions and tasks within each intervention for the Activity. In accordance with the requirements of the Task Order (TO) contract, the work plan is organized as follows:

- Section 1: Introduction that provides an overview of the Activity background, coordination and collaboration approach, risks and mitigation, and the results framework.
- Section 2: E4SEA Objectives that describes in detail the interventions associated with each objective including a breakdown of tasks, outputs, outcomes (intermediate results – IRs) and indicators linked with the IRs for each objective.
- Section 3: E4SEA Activity Contractual Deliverables lists contractually required deliverables in addition to other technical outputs from the implementation of interventions under the five Activity Objectives.
- Annex A provides our Realigned Performance Work Statement (PWS) with modified yearly targets based on discussions with RDMA. There is no other change to the PWS.
- Annex B Implementation Schedule that shows a Gantt chart of the timing of tasks and outputs of each intervention on a monthly basis over the course of Year I of implementation.
- Annex C Resources Required for Implementation of the Year I Work Plan that provides an overview of the budget, labor, and other direct costs required in Year I of implementation.
- Annex D Activity Implementation Organization Chart that shows the structure of the Activity's implementing team and the roles and responsibilities of E4SEA personnel

The contents of this work plan meet the requirements of Section F.10, Reports and Deliverables or Outputs, 2., Annual Work Plan of the E4SEA Activity, Contract No: 7200AA19D00024, Task Order No: 72048620F00002. As per this requirement, the work plan, at a minimum, is to include the following:

- I. Proposed interventions, accomplishments, and progress towards achieving results for the given year;

2. Corresponding schedule depicted on a Gantt chart and level of effort required to complete the interventions;
3. Detailed budget and narrative for implementation including a breakdown per proposed intervention, inclusive of cost of short-term technical assistance, training, and other resources;
4. The anticipated outputs and outcomes from each intervention conducted;
5. Description of assumptions as well as the proposed approach to assess whether the assumptions hold true;
6. The anticipated risks with regard to achieving the anticipated objectives of the contract and how they will be mitigated; and
7. The strategies and approaches the Activity will adopt in coordinating and collaborating with other USAID activities/projects, relevant host country governments and other line agencies, local governments and other relevant stakeholders implementing projects in the same geographic locations.

1.1 ACTIVITY BACKGROUND

Energy is an essential input to sustain economic growth, and, in turn, demand is driven by growing economies. Throughout Southeast Asia (SEA), 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. It is increasingly challenging for SEA utilities to attract additional private sector investment due to a number of factors, such as lack of financial viability, mismanagement, lack of institutional capacity and skill sets, non-cost-reflective tariffs, and high levels of both technical and commercial loss at the distribution level.¹

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. Gender imbalance in the energy sector stems mostly from two related factors: 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. Understanding and addressing gender inequality and social exclusion will be essential for developing a sustainable energy sector in Southeast Asia.

¹ World Bank, Financial Viability of the Electricity Sector in Developing Countries
https://ieg.worldbankgroup.org/sites/default/files/Data/reports/lp_financial_viability_electricity_sector.pdf

USAID recognizes that tapping into women’s unique contributions and experiences can strengthen the power sector, improve energy companies’ competitive advantage, accelerate development outcomes, and add trillions to global GDP. The enabling environment for investment in the energy sector is enhanced when more women are involved in the energy workforce and have parity in employment and wages – resulting in increased economic productivity, growth, and competitiveness.

The E4SEA 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. To achieve this goal, the Activity will work to:

1. increase diversity of the energy sector workforce,
2. support inclusive workplace environments, and
3. increase promotion and leadership opportunities for women in the energy sector.

The Activity will focus on the following developing Asian countries, which will be referred to as the seven focus countries: Burma, Cambodia, Indonesia, Laos, the Philippines, Vietnam, and Thailand.

1.1.1 ACTIVITY-LEVEL ASSUMPTIONS

The Activity’s Theory of Change (ToC) is as follows:

- If diversity of the energy sector workplace is increased;
- If energy sector workplace environments are inclusive; and
- If women have equitable promotion and leadership opportunities;

Then gender equality in the energy sector will be improved. This ToC depends on the following intermediate actions:

- In order to increase the diversity of the energy sector workplace, there must be an increased pipeline of women and girls with energy sector relevant education, and that pipeline must be recruited into energy sector institutions.
- In order to ensure an inclusive workplace environment, workplace policies must be gender equitable, and management must be receptive to adopting and promoting an equitable workplace.
- In order to ensure that women have equitable access to promotion and leadership opportunities, they must have access to leadership and management training, mentorship, and unbiased promotion opportunities.

The implementation of the E4SEA Activity and the achievement of the required results is based on the following assumptions:

- 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.

- Diversity of the energy sector workplace increases when there is a strengthened pipeline of women and girls with energy sector relevant education.
- Women and girls must be recruited by energy sector employers. Transforming attitudes and removing biases are key to ensuring equal and fair recruitment that both attracts women and girls as well as hires them in equitable positions.
- Female and male employees, regardless of role or rank, 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).²
- Energy employers and leaders are increasingly aware of the need of 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 leadership opportunities for women 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, which may vary by the different cultural contexts in the region.

The approach to assess whether these assumptions hold true is detailed in the interventions and tasks under Objective I as well as in the Activity's Monitoring, Evaluation and Learning (MEL) Plan submitted separately.

I.1.2 YEAR I FOCUS COUNTRIES IN THE SEA REGION

Based on guidance from RDMA, our focus during year I of the Activity will be on three to four (3-4) countries. These include Thailand, Indonesia, and the Philippines. If for any reason, collaboration with the Philippines Mission is delayed, RDMA has suggested that E4SEA may add Vietnam to the list for year I. In addition, during the week of February 15, 2021, the Laos Mission has provided concurrence to the

² Boston Consulting Group, Moving Toward Gender Diversity in Southeast Asia, https://image-src.bcg.com/Images/BCG-Moving-Toward-Gender-Diversity-SEA-Sep-2017_tcm93-177639.pdf

RDMA to collaborate with our Activity. As per discussions with RDMA, E4SEA will be flexible in terms of the choice of countries for year 1 and will closely coordinate all implementation tasks with the COR.

I.2 ACTIVITY-LEVEL COORDINATION AND COLLABORATION APPROACH

To effectively achieve its intended goals, the E4SEA Activity will strategically coordinate and collaborate with partners to build synergy, scale results, and leverage gains made by existing programs while avoiding duplication. The Activity will develop an outreach and collaboration action plan under Objective 5 that will outline a mechanism to disseminate and replicate successful gender equality interventions throughout the region. The Activity has identified key partners for each objective as shown in Table 1.

TABLE 1: E4SEA KEY PARTNERS BY OBJECTIVE

OBJECTIVE	KEY PARTNERS
Objective 1: Identify core challenges to gender equality in the energy sector in Southeast Asia	Engendering Utilities partner utilities, ministries, regulators, tertiary educational institutions, energy industry stakeholders, USAID bilateral missions, and other donor programs
Objective 2: Increase the number of women and girls pursuing careers in the energy sector	Schools, universities, and vocational institutions
Objective 3: Increase the recruitment, retention, and promotion of women in the energy sector workplace	Male engagement networks, energy sector employers, tertiary educational institutions
Objective 4: Increase mentorship and leadership opportunities for women in the energy sector	Regional networks, energy sector employers
Objective 5: Enhance communication, collaboration, and learning	Engendering Utilities, RDMA energy activities, Southeast Asia Edge Hub, Clean Power Asia, Asia Gas Partnership, USAID NREL Partnership, USEA, NARUC, and other donor programs

Additionally, the Activity has identified two primary counterparts that will be the main beneficiaries of the Activity’s interventions: tertiary educational institutions (Objective 2) and energy sector employers (Objective 3 and Objective 4). Table 2 shows the list of interventions that E4SEA offers to these counterparts. Note that in the description of the interventions and tasks in section two there are multiple references to Letters of Collaboration (LOCs); it is the intention to sign one LOC per entity with details of all planned interventions.

TABLE 2: E4SEA PRIMARY COUNTERPARTS

COUNTERPART	INTERMEDIATE RESULTS	COUNTERPART SUPPORT	E4SEA SUPPORT
Tertiary educational institutions: Universities and vocational institutes	<ul style="list-style-type: none"> IR 2.1: Increased awareness of girls, boys, parents and teachers of energy sector and STEM career options for girls IR 1.1: Increased understanding of the status of women’s participation in the energy sector in SEA IR 2.2: Increased proportion of women and girls enrolled 	<ul style="list-style-type: none"> Formally engage in a partnership with the Activity by signing a Letter of Collaboration School Engagement: Initiate engagement with secondary schools through various activities including outreach 	<ul style="list-style-type: none"> Support an enabling environment in vocational schools and tertiary educational institutions to increase number of women and girls in the sector by: <ul style="list-style-type: none"> Initiating partnerships with target tertiary educational institutions; and Develop a School Engagement toolkit for partners to initiate

	in vocational training, education programs, or internship programs related to the energy sector.	events and social media campaigns targeting girls, boys, parents	<p>engagement with secondary schools</p> <ul style="list-style-type: none"> – Developing and deploying Training of Trainers (ToT) of the unconscious bias training course. • Increase internship and mentorship opportunities for women and girls pursuing entry-level energy sector careers by: <ul style="list-style-type: none"> – Developing an internship toolkit; – Providing support to strengthen internship programs; and – Supporting engagement between energy sector employers and tertiary educational institutions.
Energy sector employers	<ul style="list-style-type: none"> • IR 3.1: Increased recruitment, hiring, promotion, and retention of women into technical and managerial roles in non-utility, private or public sector energy institutions in SEA • IR 3.2: Enhanced inclusive workplace environment for non-utility, private or public sector energy institutions in SE • IR 4.1: Increased continuing education opportunities to prepare women for management and leadership positions in the energy sector • IR 4.2: Increased mentorship of managers and HR professionals to promote gender equality in the energy sector workplace 	<ul style="list-style-type: none"> • Formally engage in a partnership with the Activity by signing a Letter of Collaboration • Collection and sharing of sex-disaggregated data, case studies, success stories, best practices, and other information for public relations/communications purposes • Implementation of E4SEA gender equity interventions 	<ul style="list-style-type: none"> • Improve data-driven decision-making tools to track gender data and outcomes by: <ul style="list-style-type: none"> – Developing and deploying the Engendering Utilities scorecard; – Distributing scorecard tools and conducting virtual/in-person consultations to collect feedback; and – Helping partner energy sector employers monitor and evaluate progress. • Create tangible opportunities for women in the workplace through policies and gender equality interventions by: <ul style="list-style-type: none"> – Developing a coaching roll-out plan; – Developing an institutional coaching plan for each energy sector employer partner; – Co-selecting change agents; and – Supporting engagement between energy sector employers and tertiary educational institutions. • Systematically address conscious and unconscious bias that negatively impact women and girls in recruitment, hiring, promotion, and retention by: <ul style="list-style-type: none"> – Developing and deploying the ToT of the unconscious bias training course; and – Developing a male engagement strategy. • Strengthen opportunities for mentorship of women to

facilitate advancement into senior roles by:

- Developing the mentorship toolkit
- Strengthen women and men’s skills to advance into senior roles by:
 - Broadening access of women to professional women’s networks and continuing education;
 - Building personal agency and leadership skills; and
 - Developing skills to promote gender equality in emerging leaders

As part of the stakeholder mapping process, E4SEA will gather information from relevant USAID programs and develop a database of relevant contacts from bilateral and regional programs, such as Southeast Asia EDGE Hub. E4SEA will collaborate with the Hub to engage USAID gender and energy specialists in relevant missions to map gender equality interventions on current USAID energy programs and to identify key contacts in ministries, public institutions, donors, non-governmental organizations, tertiary educational institutions, and other public and private organizations who could provide relevant information. In consultation with regional and national counterparts, E4SEA will also engage energy sector employers and leverage relationships with existing Engendering Utilities partners. E4SEA will incorporate the best partner outreach and development techniques from Engendering Utilities, which focuses on establishing and building a relationship of mutual trust with partners.

E4SEA’s approach to coordination and collaboration with stakeholders is summarized in Figure I.

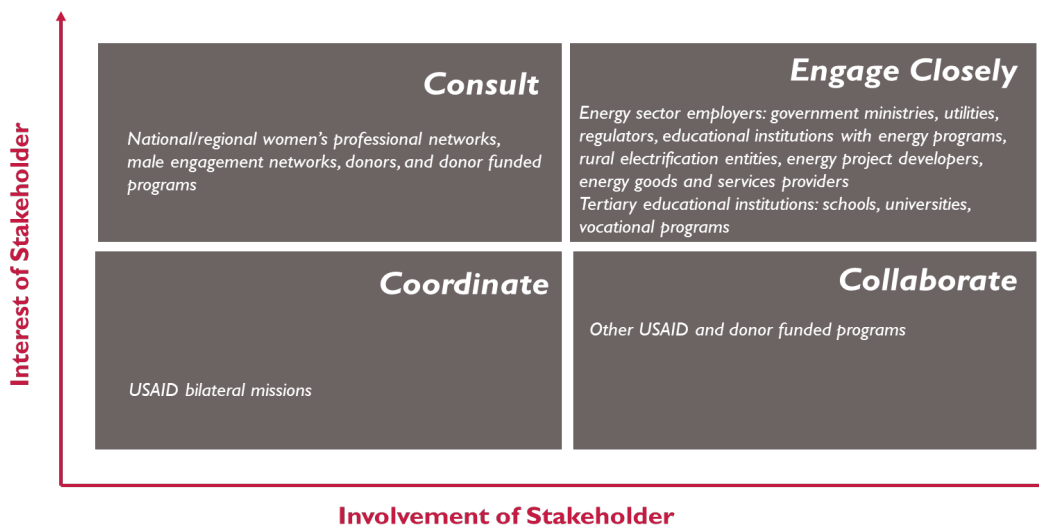


Figure I E4SEA stakeholder collaboration and coordination approach

I.3 ACTIVITY-LEVEL RISKS AND MITIGATION

The risks that could hinder E4SEA’s success and the measures to mitigate them are shown in Table 3.

TABLE 3: E4SEA RISKS AND MITIGATION MEASURES

RISK	DESCRIPTION	MITIGATION MEASURE
1. Partnership establishment	Establishing partnerships requires time to establish trust, identify those that are willing and eager to do the hard work of organizational culture change and prioritization of gender equality as a strategic objective. This partner development process can sometimes take several months.	<p>Begin as soon as possible to map potential partners, using clear selection criteria that prioritizes organizations with leadership that signal willingness to commit to leading change, sharing data for assessment, and willing to commit employee time to learning and intervention implementation;</p> <p>Prepare a draft E4SEA Activity Options for Collaboration factsheet that can be ready to share with potential partners from the first engagement</p>
2. Commitment inconsistencies	Commitment to gender equality is not consistent across all levels of the institution, which could be caused by other priorities deemed as more urgent.	<p>Prioritize partnerships with organizations who have leaders signaling their strong interest and commitment, then leverage success with these early adopters to bring other organizations on board;</p> <p>Begin partnerships with clear expectations of what is expected through signing of a Letter of Collaboration (LoC);</p> <p>Support early assessment and formulation of an organization specific business case to begin the process of embedding gender equality in an employer’s strategic priorities and plans, values, and culture;</p> <p>Support employers with early “quick wins” to keep motivation and momentum up;</p> <p>Use external and internal communications strategically to support leadership to make public commitments to gender equality improvements.</p>
3. Data collection processes	Data collection processes can take time, with challenges faced in organizational approval to externally share HR data, poor existing sex-disaggregated data, and additional challenges in efficiently collecting data in the current remote working environment.	<p>Quickly establish the primary data collection tools that will be used with partners, including tertiary educational institutions and communities;</p> <p>Make data collection request as early as possible at partnership formation once LoC is signed with clear expectations and deadlines;</p> <p>Have data analysis, HR, and analysis tools in place to begin analyzing data as soon as it is collected;</p> <p>Plan for how data might be collected remotely in the uncertain COVID-19 environment.</p>
4. Cultural and social norms	Given the relatively traditional cultural backdrop in SEA, the Activity must navigate through deep-rooted conscious and unconscious cultural biases held by women, men, families, communities, and employers on the role women hold in society and polarity in career/family	<p>Set achievable interim targets for changing conscious and unconscious bias that incrementally lead to widespread community and organizational culture change;</p> <p>Ensure balance between interventions focused on growing leadership and capacity of women with interventions focused on changing organizational culture that supports women to thrive and grow.</p>

	<p>dimensions.³ Shifting cultural norms within places of work, families, and individuals to change self-limiting beliefs and conscious and unconscious biases that prevents women from entering, staying, and growing within energy sector employment roles is hard work.</p>	
<p>5. COVID-19 impacts</p>	<p>COVID-19 could delay in-person mobilization, stakeholder/ partner engagement, data collection, and plans for in-person training/ learning opportunities. The hard work of partnership and trust building, organizational culture change, and individual leadership change is best suited for in-person engagements.</p>	<p>Strategically focus attention for first 6 months on pre-work that is well suited to a remote work environment, such as building robust tools, adapting materials from Engendering Utilities, finalizing data collection tools, and developing curriculum such as unconscious bias training;</p> <p>Be creative with what can be done in a virtual environment, using video conferencing for partner establishment and stakeholder interviews;</p> <p>Plan for remote data collection support with partners and leverage virtual data collection processes.</p>
<p>6. Expertise in change management coaching and gender equality</p>	<p>The role of the change management coach cannot be underestimated; having the right expertise—a coach who can demonstrate effective organizational change management and leadership building at the intersection of gender equality cannot be replaced by either a gender equality specialist or a coach without organizational/ gender expertise. The role of the coach is critical in pushing, challenging, and supporting partners toward strategic gender equality improvement objectives and has a unique skillset.</p>	<p>Careful selection and vetting of the change management coach to ensure it is the right person that can support and push each partner to change in technically sound, strategic ways;</p> <p>Close monitoring of partner progress to ensure the coach is effective and keeping momentum, and willingness to make coach personnel changes in order to support technically sound change.</p>

I.4 ACTIVITY TERMINOLOGY

To ensure consistency throughout the Activity and the various foundational documents (Work Plan, MEL Plan, Communications and Outreach Plan and related documents), the following terminology shall be used for the Activity and across all contractual deliverables of the E4SEA Activity.

- **E4SEA:** Acronym for Enhancing Equality in Energy for Southeast Asia
- **PWS:** Performance Work Statement – the statement of work to be completed under the Activity
- **Activity:** Overall work performed under Task Order No. 72048620F0002 Enhancing Equality in Energy for Southeast Asia within the scope of work as defined in the Performance Work Statement (PWS).

³ Boston Consulting Group, Moving Toward Gender Diversity in Southeast Asia, https://image-src.bcg.com/Images/BCG-Moving-Toward-Gender-Diversity-SEA-Sep-2017_tcm93-177639.pdf

- **Objective:** A goal to be accomplished through a set of “Interventions” in accordance with the PWS.
- **Interventions:** Steps logically aggregated to achieve the E4SEA Activity “Objectives” in accordance with the PWS.
- **Tasks:** Breakdown of the “Interventions” into the necessary steps required to complete the work required under each “Intervention”. Each intervention has its own set of “Tasks”.
- **Outputs:** Products resulting from the implementation of the interventions (e.g., GESI Analysis, Toolkit, Letter of Collaboration, etc.)
- **Intermediate Results (IRs):** Outcomes derived from the “Interventions and Tasks” based on Performance Standards Summary Matrix in the PWS and adjusted for clarity.
- **Indicators:** The measures used to monitor progress of achieving the IRs.
- **Internal Output:** An output, work product, or any discussion notes produced for internal use only.
- **Intermediate Output:** An output submitted to USAID, but not explicitly required by the PWS or the contract.
- **PWS Output or Deliverable:** A technical output/deliverable submitted to USAID, explicitly required by the PWS but not by the contract
- **Contractual Deliverable:** An output/deliverable required by the contract and explicitly mentioned in the contract

I.5 ACTIVITY IMPLEMENTATION TEAM

The implementation team for the E4SEA Activity comprises personnel from CORE International as the prime contractor and Implementing Partner (IP) and Tetra Tech and Cadmus as subcontractors. The scope of roles of the Prime Contractor and each of the sub-contractors are as follows:

- **CORE International, Inc. (CORE):** As the prime contractor, CORE International is responsible of carrying out the technical work and logistics of the Activity in direct coordination with USAID and its subcontractors. CORE is also responsible for the mobilization of all support from the subcontractors, as required, and managing the overall Activity and the preparation and submission of all deliverables.
- **Tetra Tech ES, Inc. (Tetra Tech):** As the major subcontractor, Tetra Tech will provide one key personnel, the Senior Gender Specialist; the full-time Change Management Coach; the Activity Advisory Committee and project management support. Tetra Tech will provide technical support in conceptualizing and supporting the preparation of all deliverables. The Advisory Committee brings to our Team expertise from other ongoing and past programs including the Engendering Utility (EU) Activity that is most relevant to this Activity.

- **The Cadmus Group (Cadmus):** As a subcontractor, Cadmus will provide a Monitoring, Evaluation, and Learning (MEL) specialist to provide support in developing the MEL plan and other MEL related tasks.

The Activity is managed by a Chief of Party (COP) who is assisted by a Deputy Chief of Party (DCOP) and a Senior Gender Specialist; all three of whom are considered key personnel based in the Bangkok Office. In addition, the staffing for the Activity includes a Senior Program Advisor, and an Advisory Committee of Subject Matter Experts. The Bangkok Office also includes a MEL Expert, a Communications Expert, a Learning and Training Specialist, a Coaching Specialist, a Financial Specialist, and a Project Coordination and Administration Specialist. In addition, the staffing for the Activity includes seven Country Gender Specialists, one in each of the seven focus countries. This entire team is supported by CORE's Home Office support personnel. See Annex D for E4SEA Activity's most recent organizational structure designed to be fully responsive to the implementation requirements of the Activity.

2. E4SEA ACTIVITY GOAL, OUTCOMES AND OBJECTIVES

2.1 E4SEA GOAL AND INDICATOR

The overall goal for the E4SEA Activity is as follows:

Activity Goal: *“Increased gender equality in the energy sector”*

Indicator for the Activity Goal: *“The extent to which gender equality in the energy sector has been increased”*

2.2 E4SEA ACTIVITY OUTCOMES AND INDICATORS

The E4SEA Activity has three (3) outcomes for which specific indicators have been developed. The list of final indicators has been approved by the RDMA. These outcomes and indicators are as follows:

Outcome 1: Increased workplace diversity in SEA

Outcome 1 Indicator: Percentage of participants/target beneficiaries reporting increased agreement with the concept that workplace diversity has been increased

Outcome 2: Improved inclusive workplace environment

Outcome 2 Indicator: Percentage of participants/target beneficiaries reporting increased agreement with the concept that the workplace has increased inclusive environment.

Outcome 3: Expanded equitable promotion opportunities

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

2.3 E4SEA ACTIVITY OBJECTIVES AND INDICATORS

In accordance with the PWS, the E4SEA Activity comprises five objectives to be achieved throughout the three years of its period of performance. The five (5) objectives and the corresponding indicators, also approved by RDMA, are provided below:

1. **Objective 1:** Identify core challenges to gender equality in the energy sector in Southeast Asia

Indicator 1: Number of documents collected and analyzed that identify the status and core challenges to gender equality in the energy sector in SEA

2. **Objective 2:** Increase the number of women and girls pursuing careers in the energy sector

Indicator 2: Percentage change of women and girls pursuing careers in the energy sector workplaces of E4SEA partner organizations.

3. **Objective 3:** Increase the 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 E4SEA

4. **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

5. **Objective 5:** Enhance communication, collaboration, and learning

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

The details of the interventions, as described in the PWS under each objective, include a set of tasks within that intervention. It should be noted that in accordance with RDMA comments on the Draft Year 1 Work Plan and follow-up discussions, the annual targets in our original Performance Work Statement (PWS) have been realigned. Furthermore, RDMA recommended that the Activity focus only on three countries during year 1 while RDMA engages the bilateral Missions to get concurrence for the Activity to be implemented in other countries. Based on these discussions, Annex A provides the Realigned PWS. The Realigned PWS, that merely shifts some of the targets from Year 1 to Years 2 and 3 but does not alter the substance and scope of the PWS, has been approved by USAID/RDMA.

In addition, through multiple engagements with RDMA officials, the Intermediate results and Indicators at the goal, outcome, objective, and IR levels have been revised and finalized. The finalized indicators and the Realigned PWS form the basis for the development of the Revised Year 1 Work Plan.

The next section provides E4SEA's approach to implementing each intervention under each of the five objectives through a series of tasks and deliver the outputs and outcomes in accordance with the Realigned PWS.

2.4 OBJECTIVE 1 IDENTIFY CORE CHALLENGES TO GENDER EQUALITY IN THE ENERGY SECTOR IN SOUTHEAST ASIA

E4SEA will develop a robust evidence base specific to the SEA region and the energy sector to inform other Activity Objectives to maximize intended gender equality and social inclusion results. This will be done in two phases:

- **Gender Equality and Social Inclusion (GESI) analysis and Gender and Inclusive Development Action Plan (GIDAP) (Intervention 1.1):** As part of Intervention 1.1 E4SEA focused on literature search to draw upon existing secondary quantitative and qualitative gender equality and social inclusion data at country and regional levels, identifying energy sector-specific data, literature, and insights where feasible. As Phase 1 of the implementation of Objective 1, E4SEA conducted extensive literature search and data collection and analysis. The analysis and GIDAP will inform the learning agenda, surveys, and tools created in the following interventions during Phase 2 of Objective 1 implementation. USAID/RDMA requested that two separate deliverables be submitted – one on GESI Analysis and the other on GIDAP. These deliverables were submitted in

accordance with the deliverables schedule in the Task Order contract. The GESI Analysis deliverable has been approved by USAID/RDMA; GIDAP should be approved in the near future.

- The team has begun planning for the Phase 2 implementation of Objective 1. This Phase will focus on further Objective 1 activities 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.
- **Compiled assessment report (Interventions 1.2- 1.3):** As part of Interventions 1.2 and 1.3, as detailed later, E4SEA will focus on reinforcing the final GESI and GIDAP by supplementing the Phase 1 findings with robust primary data collection in the focus countries. The reinforced GESI and GIDAP will include stakeholder mapping and engagement through in-depth interviews (IDIs) and focus group discussions (FGDs) and a citizen baseline assessment, building on the lessons learned from existing RDMA programs, USAID’s Engendering Utilities program, and other programs. The final reinforced GESI analysis will synthesize the 1.1 GESI analysis findings with primary data collection to inform the final reinforced GIDAP, which will inform the approach to implementing interventions in Objectives 2 through 4.

Table 4 describes the IR that will be measured under Objective 1.

TABLE 4: INTERMEDIATE RESULT (IR) FOR OBJECTIVE 1

IR 1.1: Increased understanding of the status of women’s participation in the energy sector in SEA

2.4.1 INTERVENTION 1.1: COLLECT COUNTRY-SPECIFIC DATA

The following tasks will be conducted under Intervention 1.1:

1. Task 1: Conduct Gender Equality and Social Inclusion (GESI) analysis

A secondary literature review and quantitative data collection from existing sources at country and regional levels, with energy sector-specific nuances will be conducted. The literature review and data collection will focus 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 will follow USAID ADS 205 guidelines and present analysis findings categorized within the 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 will be 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 and girls, and socially excluded groups (e.g., LGBTQI) to policy and decision-making roles, workplace, and talent pipeline. This task has been completed and the GESI Analysis has been approved by USAID.

2. Task 2: Develop Gender Inclusive Development and Action Plan (GIDAP)

Based on the GESI analysis a Gender and Inclusive Development Action Plan (GIDAP) will be developed to identify gaps to be filled during subsequent Objective 1 interventions to focus on primary 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 compiled assessment in Intervention 1.3. Since the submission of the draft version of this Work Plan, the GIDAP has been submitted to USAID/RDMA and has been approved.

Table 5 summarizes the outputs and time frame for Intervention 1.1.

TABLE 5: INTERVENTION 1.1 OUTPUTS AND TIME FRAME		
OUTPUTS	OUTPUT TYPE	TIME FRAME
E4SEA GESI Analysis	PWS Output	October 1 to November 10, 2020 (Submitted and approved)
E4SEA GIDAP	PWS Output	October 1 to November 10, 2020 (Submitted and approved)

Note: E4SEA categorizes outputs using the following definitions: 1) Internal Output: An output, work product, or any discussion notes produced for internal use only; 2) Intermediate Output: an output produced and submitted to USAID, but not explicitly required by the PWS and the contract; 3) PWS Output: a technical output submitted to USAID as explicitly required by the PWS but not by the contract; 4) Contractual Deliverable: an output required by the contract (i.e. quarterly reports, annual reports, Communications Plan, Contractor Self-Assessment Report, Rapid Mobilization Plan, etc.) and explicitly mentioned in the contract.

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

The following tasks will be conducted under Intervention 1.2:

1. Task 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. E4SEA will also collaborate with the USAID SEA EDGE Hub project to engage USAID gender and energy specialists in USAID country missions in the seven focus countries to map gender equality interventions implemented within current USAID energy programs. For each program, the Activity will collect information on the type, budget, external funds leveraged, partnerships, barriers, results, successes, and opportunities.

2. Task 2: Develop stakeholder maps

The Activity will identify key contacts in energy and other ministries, public institutions, donors, tertiary educational institutions, non-governmental organizations, and other public and private organizations who could provide relevant energy sector specific gender-related information in each of the focus countries. The Activity 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 and 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.

3. Task 3: Develop a program coordination dashboard.

To help track gender equality programs by USAID and other donors, the Activity will develop a program coordination dashboard. This dashboard will inform the user of the most recent gender programs, implementers, stakeholders involved, and their scope. The dashboard will be updated on a quarterly basis. This information will also support the Activity's outreach and collaboration action plan that will be developed under Intervention 5.2.

Table 6 summarizes the outputs and time frame for Intervention 1.2.

TABLE 6: INTERVENTION 1.2 OUTPUTS AND TIME FRAME		
OUTPUTS	OUTPUT TYPE	TIME FRAME
Stakeholder mapping report	PWS Output	December 2020 to March 2021
Program coordination dashboard (updated on a quarterly basis)	Internal Output	December 2020 to March 2021

Note: E4SEA categorizes outputs using the following definitions: 1) Internal Output: An output, work product, or any discussion notes produced for internal use only; 2) Intermediate Output: an output produced and submitted to USAID, but not explicitly required by the PWS and the contract; 3) PWS Output: a technical output submitted to USAID as explicitly required by the PWS but not by the contract; 4) Contractual Deliverable: an output required by the contract (i.e. quarterly reports, annual reports, Communications Plan, Contractor Self-Assessment Report, Rapid Mobilization Plan, etc.) and explicitly mentioned in the contract.

2.4.3 INTERVENTION 1.3: ENGAGE ENERGY STAKEHOLDERS TO DOCUMENT CORE CHALLENGES IN ADVANCING WOMEN'S ENGAGEMENT AND LEADERSHIP IN SEA'S ENERGY SECTOR

The following tasks will be conducted under Intervention 1.3:

1. Task 1: Create standardized guides for interviews and focus group discussions

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. Task 2: Organize and conduct virtual/in-person country-level consultations via stakeholder interviews and focus group discussions.

Using the stakeholder mapping report, the Activity will identify participants from each of the seven focus countries representing different types of stakeholders to be invited to virtual/in-person consultations. Furthermore, the Activity will consult with the local USAID missions as to the timing of the consultation and their preferred level of involvement. A 2-pager overview that explains the Activity and the purpose of the consultation to be shared as part of the invitation will be provided to prospective stakeholders slated for engagement under the Activity.

The Senior Gender Specialist and relevant in-country Gender Specialist will utilize the IDI and FGD guides to facilitate virtual/in-person consultations with the identified stakeholders. The consultations will have a mix of organizations representative of the full breath 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, the E4SEA Activity Options for Collaboration factsheet will be shared with the stakeholders.

3. Task 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 I.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 the preference is to deploy the survey online, E4SEA will consider working with a service provider to identify the best mechanism to reach a good representation of school-age girls, university graduates, parents, energy sector professionals ranging from entry-level roles to mid-to-senior roles to be targeted for full deployment of the survey. The survey will be designed and implemented to overcome literacy, technology access and other issues that may skew results. As part of the deployment of the survey, the Activity will work with the Ethics Review Board or equivalent in each country for any approval that is required for the survey.

4. Task 4: Compile the assessment report.

The Activity will compile all the information collected from the surveys 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 Intervention I.1. The assessment will include a synthesis of the findings from direct stakeholder engagement through the virtual/in-person consultations and the results of the online citizen survey. It will also include a chapter on each focus country that will include 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; and other relevant energy/gender nexus data and insights. The country-specific reports will be shared with selected stakeholders for review in consultation with USAID/RDMA. The assessment will inform the deployment of gender equality and social inclusion interventions to be implemented under Objectives 2 through 4. The dissemination of this report will be laid out in the knowledge management plan developed under Objective 5.

5. Task 5: Develop and adapt outreach materials to establish partnerships

E4SEA will adapt existing Engendering Utilities partnership materials and develop outreach materials for engagement with educational institutions and energy sector employers in order to establish partnerships and engaging partners. While the preference is that this engagement be conducted in person with visits conducted by the Country Gender Specialists, this may be done virtually if needed due to COVID-19.

6. Task 6: Initiate and establish partnerships with tertiary educational institutions and energy sector employers.

E4SEA will identify target institutions and energy sector employers using insights from direct stakeholder engagement and the citizen survey conducted in Objective 1 to be E4SEA counterparts. Several tertiary educational institutions in the region offer degrees, vocational training, and continuing education designed for careers in the energy sector. Institutions will be targeted that show the most willingness and capacity to make administrative policy, practices, and curricula changes, and that have the potential to serve as role models to other tertiary educational institutions in the country and the SEA region. To initiate engagement with the institutions, the Activity will send an official introduction letter requesting a meeting where E4SEA can present options for collaboration, to include training of trainers (ToT) unconscious bias training, strengthening of internship programs and adopting a local school as described above.

Once a set of candidate education sector partners is developed, a power point presentation will be used that describes the options for collaboration to initially begin the discussions and narrow down the focus of collaboration with several partners.

A similar process will be used to engage energy sector employer partners. Using the Engendering Utilities Program Utility Selection Criteria and Engendering Utilities Program Utility Selection Process adapted for use by the Activity, four energy sector employers that demonstrate a commitment and genuine interest in improving gender equality at their respective organizations will be engaged. The Activity will inform potential partners about the options for collaborations including coaching sessions, Training of Trainers (ToT) of the unconscious bias training, development of a male engagement strategy, partnerships with tertiary educational institutions to establish or strengthen internship programs, strengthening of mentorship within the organization, and offering of an Empowered Employee Training. The need to solidify the partnership and the details of the engagement with a Letter of Collaboration (LOC) will also be discussed. E4SEA expects to sign up to 4 tertiary educational institution partners and 4 energy sector employer partners in Year 1.

To comply with the structure of outputs and interventions in the PWS, the Activity has assigned the LOCs with tertiary educational institutions as outputs of Intervention 2.2 and Intervention 2.3 and the LOCs with energy sector employers as outputs of Intervention 3.2, Intervention 3.4, Intervention 4.1, and Intervention 4.2. During implementation, the tasks associated to producing the signed LoCs are conducted as part of Intervention 1.3. It is important to note that one partner may sign multiple LoCs, depending on the type of intervention they commit to participate in. Annex B shows the realigned PWS, and the respective outputs and targets associated to each intervention.

7. Task 7: Co-select change agents in each energy sector employer partner

E4SEA will follow the Engendering Utilities methodology to select three strategically placed female and male mid- to senior level managers from each energy sector employer that will be the main points of contact for making policy and practice changes, supported with virtual coaching sessions that will kick-off bi-weekly once the partner LOC is signed demonstrating the partner’s commitment. The implementation will also ensure a balance of male and female employees and a balance between operations and support services such as human resources and other departments in the composition of the change agents at each energy employer location. One member of the change agents will be from the organization’s human resources department to pick up the task for affecting policy changes and building organizational commitment to change to a more gender equitable and inclusive approach to public sector or corporate governance depending on whether the employer is a public or a private organization. The change agent is expected to spearhead the change management initiatives in Objective 3. Therefore, it is important that the change agents command an influence in the organization and an understanding of the organization’s business strategy to maximize lasting impact. Experience confirms that this is achieved if the commitment to change comes from the top, typically from the CEOs and the Executive Management.

Table 7 summarizes the outputs and time frame for Intervention 1.3.

TABLE 7: INTERVENTION 1.3 OUTPUTS AND TIME FRAME		
OUTPUTS	OUTPUT TYPE	TIME FRAME
Stakeholder consultation report for Thailand	Intermediate Output	March to June 2021
Online citizen survey findings	Internal Output	May to September 2021
Baseline online survey tool developed, piloted, and deployed	PWS Output	May to July 2021
Assessment report on the status of women’s participation in the energy sector in SEA developed using findings from literature review, direct stakeholder engagement, and the online citizen survey including 3 country chapters (individual reports) submitted to each country’s counterparts	PWS Output	November 2021

Note: E4SEA categorizes outputs using the following definitions: 1) Internal Output: An output, work product, or any discussion notes produced for internal use only; 2) Intermediate Output: an output produced and submitted to USAID, but not explicitly

required by the PWS and the contract; 3) PWS Output: a technical output submitted to USAID as explicitly required by the PWS but not by the contract; 4) Contractual Deliverable: an output required by the contract (i.e. quarterly reports, annual reports, Communications Plan, Contractor Self-Assessment Report, Rapid Mobilization Plan, etc.) and explicitly mentioned in the contract.

INDICATOR LINKED TO OBJECTIVE 1 IR (IR 1.1)

Table 8 describes the indicator associated with IR1.1 for Objective 1.

TABLE 8: INDICATOR TO MEASURE THE IR UNDER OBJECTIVE 1

Indicator 1: Number of documents collected and analyzed that identify the status and core challenges to gender equality in the energy sector in SEA

2.5 OBJECTIVE 2 INCREASE THE NUMBER OF WOMEN AND GIRLS PURSUING CAREERS IN THE ENERGY SECTOR

The E4SEA Activity will equip counterparts with the tools to address gender-based constraints that negatively impact outreach and recruitment of qualified women and girls to pursue careers in the energy sector. This will lead to increased interest and opportunities for girls and women from diverse backgrounds related to ethnicity, socioeconomics, gender identity, and sexual orientation to pursue careers in the energy sector, thereby broadening the talent pool from which energy sector employers can recruit.

Table 9 describes the IR(s) that will be measured under Objective 2.

TABLE 9: INTERMEDIATE RESULTS (IRs) FOR OBJECTIVE 2

IR: 2.1: Increased awareness of girls, boys, parents and teachers of energy sector and STEM career options for girls

IR 2.2: Increased proportion of women and girls enrolled in vocational training, education programs, or internship programs related to the energy sector

IR 2.3: Increased internship opportunities for women and girls pursuing entry-level energy sector careers

2.5.1 INTERVENTION 2.1: REVERSE NEGATIVE PERCEPTIONS ABOUT WOMEN AND GIRLS IN ENERGY SECTOR JOBS VIA TRAINING AND EDUCATION PROGRAMS

This intervention is linked to the support that the Activity provides to the tertiary-level educational institutions and energy sector employers under intervention 2.2 and interventions under Objective 3 and 4. As part of that support, tertiary level education and energy sector employers will conduct outreach to local schools that they “adopt” as part of their activities. While a more detailed description of the work to be conducted under this intervention is discussed later, a brief description is included here in order to adhere to the structure and contents of the PWS.

The following tasks will be conducted under Intervention 2.1:

I. Task 1: Develop a standard outreach toolkit for engagement with schools

The Activity will develop a standard outreach toolkit for tertiary-level education partners and energy sector employer partners to engage with primary and secondary schools. The toolkit will also include guidance on selecting and training female and male role models.

2. Task 2: Support social media campaigns

The Activity will prepare toolkits and templates to support partners with the development of social media campaigns targeting girls, boys, families, and communities associated with specific schools who might have negative perceptions that prevent girls from entering energy sector education programs and careers. Implementation of the campaigns will be carried out by partners, with support from the Activity in a pilot planned in Year 2 explained in the following task.

3. Task 3: Design a pilot for implementation in Year 2

The Activity will design a pilot for this outreach and engagement with one energy sector employer and one tertiary education institution from Thailand after they have signed a LOC to participate in E4SEA Activity. The role model and social media campaign will be part of the LOC. The pilot will be implemented in Year 2.

Table 10 summarizes the outputs and time frame for Intervention 2.1.

TABLE 10: INTERVENTION 2.1 OUTPUTS AND TIME FRAME		
OUTPUTS	OUTPUT TYPE	TIME FRAME
School Engagement Toolkit, including guidance on role model best practice	Intermediate Output	June to August 2021
Sample social media/community outreach campaign toolkit	Intermediate Output	June to August 2021
Pilot outreach model design	Intermediate Output	December 2021

Note: E4SEA categorizes outputs using the following definitions: 1) Internal Output: An output, work product, or any discussion notes produced for internal use only; 2) Intermediate Output: an output produced and submitted to USAID, but not explicitly required by the PWS and the contract; 3) PWS Output: a technical output submitted to USAID as explicitly required by the PWS but not by the contract; 4) Contractual Deliverable: an output required by the contract (i.e. quarterly reports, annual reports, Communications Plan, Contractor Self-Assessment Report, Rapid Mobilization Plan, etc.) and explicitly mentioned in the contract.

2.5.2 INTERVENTION 2.2: SUPPORT AN ENABLING ENVIRONMENT IN VOCATIONAL SCHOOLS AND ACADEMIC INSTITUTIONS TO INCREASE NUMBER OF WOMEN AND GIRLS IN THE SECTOR.

The following tasks will be conducted under Intervention 2.2:

1. Task 1: Develop Training of Trainers (ToT) of the unconscious bias training course

The E4SEA Activity will develop a ToT unconscious bias training course that will facilitate an equitable, safe, and non-discriminatory learning environment for female and male students in tertiary-level educational institutions such as vocational schools and universities. The unconscious bias training course is intended to educate academic faculty and program administrators on how to overcome gender-based biases in curriculum language, materials, and readings, as well as in teaching style, program administration, and student recruitment/ career guidance. The course will guide the participants on ways to embed the course in their organization and on how to deliver it to others. It will include guidance on ways in which the institutions can utilize the material to then design their own module on gender equality and unconscious bias training for their students.

2. Task 2: Deploy ToT of the unconscious bias training course.

The Activity will deploy the ToT unconscious bias training at one selected tertiary educational institution as a pilot. E4SEA will work with the institution to identify a champion among its faculty, career counselors, and administration who will be tasked to, committed to, and be supported with embedding the training within the institution. As part of the selection process of that champion E4SEA will work with the institutions to have their staff or faculty formally apply by writing their plan for embedding the training within the organization. Once the training has been delivered to the trainers, the Activity will support them through their delivery to a group of faculty members, program administrators, and career counselors within their organizations. Based on feedback through both surveys and focus groups, the ToT material will be revised for further deployment at other programs within the institution and other institutions in the various focus countries. There is a possibility that there would be multiple ToT trainings delivered in one partner institution. The Activity will evaluate whether the partner institution has strong science, technology, engineering, and mathematics (STEM) programs and strong non-STEM programs that makes it plausible to hold separate ToT trainings.

A key output of the Activity will be a number of Letters of Collaboration with partner organizations that would include universities, vocational schools, and energy sector employers in the full chain of energy production, supply, and distribution. As part of the PWS, the E4SEA Activity will enter into LOCs that will be linked to partners rather than objectives and interventions. Depending upon the interests and commitment of a partner, an LOC may include collaboration in support of various PWS objectives and interventions. In such cases, the LOC will still be counted as one LOC even though several activities may be conducted under that LOC.

Table II summarizes the outputs and time frame for Intervention 2.2.

TABLE II: INTERVENTION 2.2 OUTPUTS AND TIME FRAME		
OUTPUTS	OUTPUT TYPE	TIME FRAME
4 Letters of Collaboration signed with tertiary educational	PWS Output	March to Aug 2021

institutions (vocational training institutes and universities) ⁴		
ToT unconscious bias training materials	Intermediate Output	May 2021 to November 2021
7 ToT unconscious bias training delivered to selected faculty, career counselors, and administrators (Note: more than 1 ToT—STEM and non-STEM—can be given at any of the stakeholders)	PWS Output	July 2021 to March 2022

Notes: *E4SEA categorizes outputs using the following definitions: 1) Internal Output: An output, work product, or any discussion notes produced for internal use only; 2) Intermediate Output: an output produced and submitted to USAID, but not explicitly required by the PWS and the contract; 3) PWS Output: a technical output submitted to USAID as explicitly required by the PWS but not by the contract; 4) Contractual Deliverable: an output required by the contract (i.e. quarterly reports, annual reports, Communications Plan, Contractor Self-Assessment Report, Rapid Mobilization Plan, etc.) and explicitly mentioned in the contract.

2.5.3 INTERVENTION 2.3: INCREASE INTERNSHIP AND MENTIOSHIP OPPORTUNITIES FOR WOMEN AND GIRLS PURSUING ENTRY-LEVEL ENERGY SECTOR CAREERS.

This intervention will focus on strengthening equitable formalized internship programs that help young girls to familiarize themselves with energy sector and potential careers. Specifically, this intervention will focus on strengthening the role of internships to feed in talent to energy sector employers. The E4SEA mentorship support is focused on promoting employees to advance into senior roles within an energy sector employer, which is explained in Objective 4.

The following tasks will be conducted under Intervention 2.3:

I. Task I: Develop a formal internship toolkit for use by tertiary educational institution and energy sector employer partners

To increase young women’s exposure to STEM careers and hiring managers, the Activity will develop an internship toolkit that tertiary educational institutions can utilize to develop new partnerships and strengthen existing partnerships with energy sector employers with clear structures, sufficient/dedicated resources, targets, and quality standards. A first step to the development of the toolkit will be a review of the existing internship programs at the E4SEA partner educational institutions and the convening of focus group discussions with faculty, administrators,

⁴ It is worth noting that the E4SEA Activity intends to have one Letter of Collaboration (LOC) with one organization. Nonetheless, under that LOC, several objectives and interventions could be achieved. This suggests that one LOC could contribute to more than one intervention under the work plan and PWS.

students, and employers as to assess and review what has and has not worked. The Activity will also explore the option of developing a public-facing resource that documents existing energy internship opportunities in the region, if it is needed by faculty, administrators, students, and employers. This data will be utilized along with best practices of promoting gender equality in entry-level talent recruiting, drawing from the Engendering Utilities Best Practices Framework to fully develop the toolkit with guides and templates. The toolkit will include ways to both establish new internship programs and strengthen existing internship programs to be more gender-aware and structured in a way that promotes a pathway for full-time employment.

2. Task 2: Support strengthening of equitable formalized internship programs embedded within tertiary educational institutions and energy sector employers.

Once the toolkit is finalized it will be presented in a training webinar to the partner tertiary educational institutions. The presentation would be specifically provided for campus career advisors and others who administer internship programs.

3. Task 3: Support engagement between energy sector employers and tertiary educational institutions, including creation of formalized programs, and training of partners on the toolkit

The Activity will work to match the educational institutions with the partner energy sector employers that E4SEA will be engaging with under Objectives 3 and 4 through a joint meeting where the institutions can present the requirements of the internship programs and profiles of the students, and the employers can present their needs. In addition, the Activity will support the signing of a partnership agreement between entities that express interest by using the agreement letter included in the toolkit.

E4SEA will also coordinate with the career advisors to identify existing curriculum where guest speakers from the energy sector can be integrated as recurring presenters. This will be formalized into the partnership agreement. The selected guest speakers will be the same role models that will be identified through our work under Objective 4 who have speaking and leadership skills and demonstrated success in breaking down stereotypes to mentor women and girls with diverse social identities in pursuing entry-level sector careers.

Table 12 summarizes the outputs and time frame for Intervention 2.3.

TABLE 12: INTERVENTION 2.3 OUTPUTS AND TIME FRAME		
OUTPUTS	OUTPUT TYPE**	TIME FRAME
4 Letters of Collaboration signed with tertiary educational institutions (vocational training institutes and universities)**	PWS Output	March to August 2021
Internship toolkit developed for energy sector employers	Intermediate Output	April to September 2021

Training webinar on the internship toolkit for 4 tertiary educational institutions in the focus countries

PWS Output

March 2022

Notes: *E4SEA categorizes outputs using the following definitions: 1) Internal Output: An output, work product, or any discussion notes produced for internal use only; 2) Intermediate Output: an output produced and submitted to USAID, but not explicitly required by the PWS and the contract; 3) PWS Output: a technical output submitted to USAID as explicitly required by the PWS but not by the contract; 4) Contractual Deliverable: an output required by the contract (i.e. quarterly reports, annual reports, Communications Plan, Contractor Self-Assessment Report, Rapid Mobilization Plan, etc.) and explicitly mentioned in the contract.

** It is worth noting that the E4SEA Activity intends to have one Letter of Collaboration (LOC) with one organization. Nonetheless, under that LOC, several objectives and interventions could be achieved. This suggests that one LOC could contribute to more than one intervention under the work plan and PWS.

INDICATORS LINKED TO OBJECTIVE 2 IR(S)

Table 13 describes the indicators that are associated with IR2.1, 2.2 and 2.3 for Objective 2:

TABLE 13: INDICATORS TO MEASURE IR 2.1, IR 2.2 AND IR 2.3 UNDER OBJECTIVE 2

Indicator 2.1 Linked with IR 2.1: Number of persons who responded to social media engagement about energy sector and STEM career options for girls.

Indicator 2.2 Linked with IR 2.2: Percentage increase in female enrollment in vocational training and education programs related to the energy sector.

Indicator 2.3 Linked with IR 2.3: Number of equitable formalized internship programs developed between energy sector

2.6 OBJECTIVE 3 INCREASE THE RECRUITMENT, RETENTION AND PROMOTION OF WOMEN IN THE ENERGY SECTOR WORKPLACE

Using best practices developed and implemented by USAID’s Engendering Utilities program, the E4SEA Activity will partner with energy sector employers to design interventions that help hire, promote, and retain women within these organizations and strengthen gender equality. The change agents co-selected in Objective 1 will play an active role to provide direct support to align interventions with the organization’s strategic objectives. Based on the results of Engendering Utilities, partner utilities reported tangible observed increases in employee retention directly attributable to coaching support received to improve gender equality policies and practices. These have supported increased senior leadership engagement, corporate culture change and transition, enhanced knowledge, and awareness, and upskilling of women for career advancement.

Table 14 describes the IR(s) that will be measured under Objective 3.

TABLE 14: INTERMEDIATE RESULTS (IRs) FOR OBJECTIVE 3

IR 3.1: Increased recruitment, hiring, promotion, and retention of women into technical and managerial roles in non-utility, private or public sector energy institutions in SEA

IR 3.2: Enhanced inclusive workplace environment for non-utility, private or public sector energy institutions in SE

IR 3.3: Engendered recruitment, hiring and retention policies and practices enhanced

IR 3.4: Conscious and unconscious bias that negatively impact women and girls in recruitment, hiring, promotion and retention addressed

2.6.1 INTERVENTION 3.1: IMPROVE DATA-DRIVEN DECISION-MAKING TOOLS TO TRACK GENDER DATA AND OUTCOMES

The following task will be conducted under Intervention 3.1:

I. Task 1: Develop and deploy the Engendering Utilities scorecard

The Activity will review the upcoming publicly facing Engendering Utilities MEL guide and scorecard and identify whether it requires further adaptation to a SEA context or whether it can be deployed as is to the partner energy sector employers. The scorecard will 1) identify gender gaps and 2) institutionalize and embed tracking of sex-disaggregated data periodically within the 4 energy sector employers that have been identified in Objective 1 and solidified as partners.

The Activity will distribute the scorecard tools to partner organizations and conduct virtual/in-person consultations to assist them to collect and analyze data to understand the organization's gender gaps and monitor and evaluate progress using the scorecard framework. In addition, E4SEA will oversee the utilization of the scorecard to support partner organizations make data-driven strategic decisions on prioritization based on each organization's individual goals and gaps. The data collected using the scorecard framework plays an instrumental role in guiding the process of updating workplace policies.

Table 15 summarizes the outputs and time frame for Intervention 3.1.

TABLE 15: INTERVENTION 3.1 OUTPUTS AND TIME FRAME

OUTPUTS	OUTPUT TYPE	TIME FRAME
Scorecard framework and tools for energy sector employers/partners adapted for use with partners	PWS Output	May to July 2021

Note: E4SEA categorizes outputs using the following definitions: 1) Internal Output: An output, work product, or any discussion notes produced for internal use only; 2) Intermediate Output: an output produced and submitted to USAID, but not explicitly required by the PWS and the contract; 3) PWS Output: a technical output submitted to USAID as explicitly required by the PWS but not by the contract; 4) Contractual Deliverable: an output required by the contract (i.e. quarterly reports, annual reports, Communications Plan, Contractor Self-Assessment Report, Rapid Mobilization Plan, etc.) and explicitly mentioned in the contract.

2.6.2 INTERVENTION 3.2: CREATE TANGIBLE OPPORTUNITIES FOR WOMEN IN THE WORKPLACE THROUGH POLICIES AND GENDER EQUALITY INTERVENTIONS

The following tasks will be conducted as part of Intervention 3.2:

I. Task 1: Develop a roll-out plan for coaching sessions

The Activity will develop a plan to roll-out the coaching plan. Similar to the Engendering Utilities methodology, the Activity will engage 3 participants selected from each energy sector employer to

participate in the coaching sessions. These individuals are expected to commit to make time to be direct beneficiaries of the coaching to help them drive change in their respective organizations.

2. Task 2: Develop institutional Coaching Plan

The team will utilize the Engendering Utilities Coaching Guide to guide coaching activities at energy sector employers that have committed to implementing policies, practices, and interventions that increase recruitment, retention, and promotion of women in the energy sector workplace by the signing of the LOC. Using the Engendering Utilities coaching tools, E4SEA will develop a coaching plan in partnership with each of the 4 energy sector employer partners. The plan will detail the actions the employer partner will take to address the gaps identified by the scorecard framework completed in Intervention 3.1, utilizing tools, policies, templates, and practices from USAID’s Delivering Gender Equality: A Best Practices Framework for Utilities.

To kickstart these tasks, the Activity will collaborate with Engendering Utilities to participate in their in-person pilot program of the Workforce Gender Equality Accelerated Course that is planned to take place in Vietnam in quarter four of 2021. The attendees from the Activity will likely be the Senior Gender Specialist and the Change Management Coach who will be able to learn more about the Engendering Utilities best practices framework and coaching methodology. The lessons learned from this pilot will be applied to the implementation of this intervention (3.2).

Table 16 summarizes the outputs and time frame for Intervention 3.2.

TABLE 16: INTERVENTION 3.2 OUTPUTS AND TIME FRAME		
OUTPUTS	OUTPUT TYPE**	TIME FRAME
1 Letter of Collaboration signed with an energy sector employer**	PWS Output	March to August 2021
Coaching roll-out plan	Intermediate Output	September 2021
Baseline assessments identifying institutional gender and social inclusion gaps developed	Intermediate Output	July to September 2021
Institutional coaching plan developed	Intermediate Output	November 2021

Note: *E4SEA categorizes outputs using the following definitions: 1) Internal Output: An output, work product, or any discussion notes produced for internal use only; 2) Intermediate Output: an output produced and submitted to USAID, but not explicitly required by the PWS and the contract; 3) PWS Output: a technical output submitted to USAID as explicitly required by the PWS but not by the contract; 4) Contractual Deliverable: an output required by the contract (i.e. quarterly reports, annual reports, Communications Plan, Contractor Self-Assessment Report, Rapid Mobilization Plan, etc.) and explicitly mentioned in the contract.

**It is worth noting that the E4SEA Activity intends to have one Letter of Collaboration (LOC) with one organization. Nonetheless, under that LOC, several objectives and interventions could be achieved. This suggests that one LOC could contribute to more than one intervention under the work plan and PWS.

2.6.3 INTERVENTION 3.3: ENGENDERED RECRUITMENT, HIRING AND RETENTION POLICIES AND PRACTICES ENHANCED (NEW INTERVENTION ADDED)

This Intervention is not in the Realigned PWS approved by USAID. However, it has been added based on discussions with RDMA.

I. Task 1: Engage partners to discuss best practices in engendered recruitment, hiring, and retention policies and practices

The Activity will work with selected energy employers to share with them best practices in engendered recruitment, hiring, and retention policies and practices. This intervention will be implemented in conjunction with Intervention 3.4 and the results of this intervention will be documented and reported under Intervention 3.4.

Table 17 summarizes the outputs and time frame for Intervention 3.3. The output from this intervention will be included in the Intervention 3.4 output.

TABLE 17: INTERVENTION 3.3 OUTPUTS AND TIME FRAME

OUTPUTS	OUTPUT TYPE	TIME FRAME
Documentation of discussions with energy employers (Internal Document. Summary included in the Intervention 3.4 output)	Internal Output	June to September 2021

Note: E4SEA categorizes outputs using the following definitions: 1) Internal Output: An output, work product, or any discussion notes produced for internal use only; 2) Intermediate Output: an output produced and submitted to USAID, but not explicitly required by the PWS and the contract; 3) PWS Output: a technical output submitted to USAID as explicitly required by the PWS but not by the contract; 4) Contractual Deliverable: an output required by the contract (i.e. quarterly reports, annual reports, Communications Plan, Contractor Self-Assessment Report, Rapid Mobilization Plan, etc.) and explicitly mentioned in the contract.

2.6.4 INTERVENTION 3.4: SYSTEMATICALLY ADDRESS CONSCIOUS AND UNCONSCIOUS BIAS THAT NEGATIVELY IMPACT WOMEN AND GIRLS IN RECRUITMENT, HIRING, PROMOTION AND RETENTION

The following task will be conducted as part of Intervention 3.4:

I. Task 1: Develop and deploy Training of Trainers (ToT) of the unconscious bias training course

The E4SEA team will develop the ToT and unconscious bias training to be deployed in an employer setting, then deliver the ToT training on conscious and unconscious bias to talent development and human resources staff and change agents at the 4 energy sector employer partners who have signed up under Objective I. Similar to intervention 2.2 above, the ToT material will be revised based on feedback through surveys, solicited in focus groups and observed before further deployment to other organizations. The energy sector employers will be supported to adapt and integrate this training into their employee life cycle as part of the coaching plan described in 3.2 above.

Table 18 summarizes the outputs and time frame for Intervention 3.4.

TABLE 18: INTERVENTION 3.4 OUTPUTS AND TIME FRAME		
OUTPUTS	OUTPUT TYPE**	TIME FRAME
1 Letter of Collaboration signed with an energy sector employer**	PWS Output	March to August 2021
ToT for unconscious bias trainings delivered for 1 energy sector employer	PWS Output	December 2021

Notes: *E4SEA categorizes outputs using the following definitions: 1) Internal Output: An output, work product, or any discussion notes produced for internal use only; 2) Intermediate Output: an output produced and submitted to USAID, but not explicitly required by the PWS and the contract; 3) PWS Output: a technical output submitted to USAID as explicitly required by the PWS but not by the contract; 4) Contractual Deliverable: an output required by the contract (i.e. quarterly reports, annual reports, Communications Plan, Contractor Self-Assessment Report, Rapid Mobilization Plan, etc.) and explicitly mentioned in the contract.

**It is worth noting that the E4SEA Activity intends to have one Letter of Collaboration (LOC) with one organization. Nonetheless, under that LOC, several objectives and interventions could be achieved. This suggests that one LOC could contribute to more than one intervention under the work plan and PWS.

INDICATOR LINKED TO OBJECTIVE 3 IR(S)

Table 19 describes the indicators associated with IR 3.1, 3.2, 3.3 and 3.4 for Objective 3.

TABLE 19: INDICATORS TO MEASURE IR 3.1, 3.2, 3.3 AND 3.4 UNDER OBJECTIVE 3
Indicator 3.1 Linked with IR 3.1: Number of tools to track gender data and outcomes developed and deployed
Indicator 3.2 Linked with IR 3.2: Number of institutional coaching plans developed with energy sector employer partners
Indicator 3.3 Linked with IR 3.3: Number of policies related to recruitment, hiring, and retention - proposed, adopted, or implemented
Indicator 3.4 Linked with IR 3.4: Number of unconscious bias ToT delivered for energy sector employer partners

2.7 OBJECTIVE 4: INCREASE MENTORSHIP AND LEADERSHIP OPPORTUNITIES FOR WOMEN IN THE ENERGY SECTOR

The E4SEA team will increase mentoring and leadership opportunities by scaling interventions implemented with vocational training and education programs (Objective 2) and energy sector employers (Objective 3). Specifically, the Activity will 1) partner with energy sector employers to launch mentorship programs, 2) establish national and regional energy sector centers of excellence to transfer USAID’s proven ToT course suite, 3) strengthen national and regional networks that seek to connect and 4) empower women in the energy sector and embed programs to ensure sustainability beyond the life of the E4SEA Activity.

Table 20 describes the IR(s) that will be measured under Objective 4.

TABLE 20: INTERMEDIATE RESULTS (IRs) FOR OBJECTIVE 4
IR 4.1: Strengthened opportunities for mentorship of women to facilitate advancement into senior roles
IR 4.2: Strengthened women and men’s skills to advance into senior roles

2.7.1 INTERVENTION 4.1: STRENGTHEN OPPORTUNITIES FOR MENTORSHIP OF WOMEN TO FACILITATE ADVANCEMENT INTO SENIOR ROLES

The following task will be conducted as part of Intervention 4.1:

I. Task I: Develop the Mentorship Toolkit

To support the partner energy sector employers to create mentorship programs and/or strengthen existing mentorship programs that prepare female employees to pursue senior roles and support career pathing within their organization, the Activity will develop a mentorship toolkit with templates and guides. A first step to the development of the toolkit will be a review of successful mentorship programs undertaken by other energy sector employers’ organizations such as Tata Power’s Women in Leadership League (WILL) mentoring program supported under Engendering Utilities and professional networking organizations. Furthermore, the Activity will combine this information with other examples from the Engendering Utilities best practices framework to develop the mentorship toolkit. It will share with a few energy sector employers for their feedback and adjust as necessary. When complete, the toolkit will be presented through a webinar series targeted toward the partner energy sector employers and the Activity will support the employers to develop and roll out their individual mentorship programs as part of their change management initiatives in Intervention 3.2.

Table 21 summarizes the outputs and time frame for Intervention 4.1.

TABLE 21: INTERVENTION 4.1 OUTPUTS AND TIME FRAME		
OUTPUTS	OUTPUT TYPE*	TIME FRAME
I Letter of Collaboration signed with an energy sector employer**	PWS Output	March to July 2021
Mentorship toolkit developed	Intermediate Output	July to December 2021

Note: *E4SEA categorizes outputs using the following definitions: 1) Internal Output: An output, work product, or any discussion notes produced for internal use only; 2) Intermediate Output: an output produced and submitted to USAID, but not explicitly required by the PWS and the contract; 3) PWS Output: a technical output submitted to USAID as explicitly required by the PWS but not by the contract; 4) Contractual Deliverable: an output required by the contract (i.e. quarterly reports, annual reports, Communications Plan, Contractor Self-Assessment Report, Rapid Mobilization Plan, etc.) and explicitly mentioned in the contract.

** It is worth noting that the E4SEA Activity intends to have one Letter of Collaboration (LOC) with one organization. Nonetheless, under that LOC, several objectives and interventions could be achieved. This suggests that one LOC could contribute to more than one intervention under the work plan and PWS.

2.7.2 INTERVENTION 4.2: STRENGTHEN WOMEN AND MEN'S SKILLS TO ADVANCE INTO SENIOR ROLES

Under Intervention 4.2, E4SEA shall conduct the following tasks:

I. Task 1: Broaden access of women to professional women's networks and continuing education

In order to facilitate linkages between professional women's networks in the region and the partner energy sector employers, E4SEA will create a profile summary of the networks including membership requirements, other energy sector members, and continuing education opportunities. E4SEA will then support our energy sector employer partners to create a formal linkage with at least one organization.

The Activity will work with the professional women's networks and other programs to identify all continuing education opportunities in different technical and management areas within the energy sector and compile this information into a repository that can be accessed by our partners and updated consistently. As part of the coaching and change management under Intervention 3.2, E4SEA will work with energy sector employers to identify men and women on the management and leadership track within their respective organizations to complete the identified training.

2. Task 2: Support energy sector employer partners to build personal agency and leadership skills

The Activity will collaborate with the Engendering Utilities program to organize for the delivery of the ToT of the Engendering Utilities-supported Empowered Employee Training being developed by John Hopkins University (JHU) under its Self-Empowerment and Equity for Change Initiative (SEE Change). The training is targeted at men and women on the management and leadership track in order to build personal agency and leadership skills to strengthen effectiveness and resilience. E4SEA will explore with the Engendering Utilities program the best option for the delivery of the course to the energy sector employer partners whether that be directly, by JHU or through a regional center of excellence or another training institute. A roll-out plan will be developed for the delivery of the Training of Trainers to our partners utilizing the Empowered Employee Training to guide partners to deliver the training to employees within their own organizations and others as part of our coaching and change management under Intervention 3.2.

3. Task 3: Support partners' direct program participants to develop skills to promote gender equality in emerging leaders

The Activity will collaborate with Engendering Utilities to send program participants to their in-person pilot program of the Workforce Gender Equality Accelerated Course that is planned to take place in Vietnam the fourth quarter of 2021. The program participants will likely be the change agents at the energy sector employer partners. The course will provide practical hands-on approaches and tools to help female and male managers develop and implement gender equality best practices throughout the employee life cycle. This training is targeted at men and women on the management and leadership track employers as well HR professionals responsible for recruitment, hiring, retention and promotion. E4SEA will then support the organizations to deliver the training to

employees within their own organizations and others as part of our coaching and change management under Intervention 3.2.

Table 22 summarizes the outputs and time frame for Intervention 4.2.

TABLE 22: INTERVENTION 4.2 OUTPUTS AND TIME FRAME		
OUTPUTS	OUTPUT TYPE*	TIME FRAME
1 Letter of Collaboration signed with an energy sector employer**	PWS Output	August to September 2021
A repository of continuing education programs in place, to be updated annually	PWS Output	September 2021
Roll-out plan for the delivery of the Empowered Employee Training	Internal Output	September 2021

Notes: *E4SEA categorizes outputs using the following definitions: 1) Internal Output: An output, work product, or any discussion notes produced for internal use only; 2) Intermediate Output: an output produced and submitted to USAID, but not explicitly required by the PWS and the contract; 3) PWS Output: a technical output submitted to USAID as explicitly required by the PWS but not by the contract; 4) Contractual Deliverable: an output required by the contract (i.e. quarterly reports, annual reports, Communications Plan, Contractor Self-Assessment Report, Rapid Mobilization Plan, etc.) and explicitly mentioned in the contract.

** It is worth noting that the E4SEA Activity intends to have one Letter of Collaboration (LOC) with one organization. Nonetheless, under that LOC, several objectives and interventions could be achieved. This suggests that one LOC could contribute to more than one intervention under the work plan and PWS.

INDICATOR LINKED TO OBJECTIVE 4 IR (S)

Table 23 describes the indicators associated with IR 4.1 and IR 4.2 for Objective 4.

TABLE 23: INDICATORS TO MEASURE IR 4.1 AND IR 4.2 UNDER OBJECTIVE 4
Indicator 4.1 Linked with IR 4.1: Mentorship toolkit developed to enhance mentoring program that prepare female employees to pursue senior roles within their organizations
Indicator 4.2 Linked with IR 4.2: Number of persons with improved skills following completion of USG-assisted workforce development programs

2.8 OBJECTIVE 5: ENHANCE COMMUNICATION, COLLABORATION, AND LEARNING

E4SEA will strengthen the capacity of organizations, including USAID programs, to replicate successful gender equality interventions and best practices via their programming, while incorporating lessons learned and successes from bilateral missions and RDMA programs and fostering collaboration.

Table 24 describes the Intermediate Results IR(s) that will be measured under Objective 5.

TABLE 24: INTERMEDIATE RESULT (IR) FOR OBJECTIVE 5**IR 5.1:** Strengthened the capacity of organizations to replicate successful gender equality interventions and best practices**2.8.1 INTERVENTION 5.1: DEVELOP AN EVIDENCE BASE FOR LINKING GENDER AND BUSINESS OUTCOMES**

The following task will be conducted under Intervention 5.1:

I. Task 1: Collect and share data linking gender and business outcomes

As the assessment under Objective 1 is completed, E4SEA will collect data that further supports the evidence base linking gender equality and business outcomes. The Activity will also determine gaps and areas that need further research that can be converted into knowledge products and will consolidate the plan for sharing of new data and for conducting research into a knowledge management plan for discussion with USAID and its implementing partners to determine who is best placed to conduct that research.

Table 25 summarizes the outputs and time frame for Intervention 5.1.

TABLE 25: INTERVENTION 5.1 OUTPUTS AND TIME FRAME

OUTPUTS	OUTPUT	TIME FRAME
Knowledge management plan	Intermediate Output	September 2021

Note: E4SEA categorizes outputs using the following definitions: 1) Internal Output: An output, work product, or any discussion notes produced for internal use only; 2) Intermediate Output: an output produced and submitted to USAID, but not explicitly required by the PWS and the contract; 3) PWS Output: a technical output submitted to USAID as explicitly required by the PWS but not by the contract; 4) Contractual Deliverable: an output required by the contract (i.e. quarterly reports, annual reports, Communications Plan, Contractor Self-Assessment Report, Rapid Mobilization Plan, etc.) and explicitly mentioned in the contract.

2.8.2 INTERVENTION 5.2: INCREASE COLLABORATION AND COORDINATION ON GENDER EQUALITY TOPICS

Under Intervention 5.2, E4SEA will conduct the following task:

I. Task 1: Develop an outreach and collaboration action plan

Using the information gathered through the stakeholder mapping and outreach to USAID programs, the Activity will develop an action plan that documents the agreed upon areas for collaboration and coordination of activities implemented under objectives 2 through 4 with the various stakeholders such as:

- co-funding of participant costs to attend workshops,

- co-development of knowledge products, and
- linkages with E4SEA participating organizations.

The plan will also present the proposed outreach mechanisms that E4SEA will utilize to foster information exchanges, share learning, and disseminate best practice findings such as:

- quarterly virtual meetings of participating organizations in peer-to-peer network/South-South learning program, and
- semi-annual virtual meetings with regional development partners led by USAID with E4SEA Activity’s support.

The plan will be shared with RDMA/USAID for comment and concurrence before proceeding to implementation.

2. Task 2: Plan and host the semi-annual virtual meeting with development partners

Based on the outreach mechanism outlined in the outreach and collaboration plan, the Activity will plan a semi-annual virtual meeting with development partners that are also active in the gender and energy nexus. The meeting will be an opportunity for development partners to share lessons learned from challenges they had faced during implementation.

Table 26 summarizes the outputs and time frame for Intervention 5.2.

TABLE 26: INTERVENTION 5.2 OUTPUTS AND TIME FRAME		
OUTPUTS	OUTPUT TYPE	TIME FRAME
Outreach and collaboration action plan	Intermediate Output	April 2021 Submitted and approved))
I Semi-annual virtual meeting with development partners	PWS Output	September 2021

Note: E4SEA categorizes outputs using the following definitions: 1) Internal Output: An output, work product, or any discussion notes produced for internal use only; 2) Intermediate Output: an output produced and submitted to USAID, but not explicitly required by the PWS and the contract; 3) PWS Output: a technical output submitted to USAID as explicitly required by the PWS but not by the contract; 4) Contractual Deliverable: an output required by the contract (i.e. quarterly reports, annual reports, Communications Plan, Contractor Self-Assessment Report, Rapid Mobilization Plan, etc.) and explicitly mentioned in the contract.

2.8.3 INTERVENTION 5.3: INCREASE CAPACITY OF USAID AND IMPLEMENTING PARTNERS TO INCORPORATE GENDER EQUALITY CONSIDERATIONS INTO ENERGY PROGRAMS

The following tasks will be conducted as part of Intervention 5.3:

I. Task I: Develop Learning Plan for USAID Programs

The Activity will coordinate with USAID to develop a complementary gender-focused learning plan for USAID programs that incorporates training courses, webinars, and dissemination of best

practices. The learning plan will be focused on sharing and scaling USAID’s online suite of tools, best practices, lessons learned, training materials and case studies to target gender-specific challenges and barriers in the region. Most sessions will be via virtual webinars targeted to USAID and its SEA implementing partners to highlight available resources. E4SEA will coordinate with learning events, coordination efforts, and knowledge sharing platforms hosted by Engendering Utilities to ensure complementarity of E4SEA’s contributions to USAID’s knowledge products on these topics and to the field at large.

2. Task 2: Develop concept for Help Desk

The on-call help desk is designed to provide guidance and address questions related to gender-specific challenges and barriers. E4SEA will develop a concept to operationalize the help desk including identifying the operator and the platform.

3. Task 3: Plan and launch annual virtual training and exchange workshop

Using the assessment report compiled under Objective 1, learning plan, and outreach and collaboration plan, the Activity will plan the focus of the training that fits with the needs of stakeholder in the SEA region. The meeting will be an opportunity for partners to engage with each other and learn from their experience implementing E4SEA interventions in their organizations.

4. Task 4: Publish an online tool on USAID Website

As part of sharing and scaling the tools E4SEA developed for its partners, the E4SEA team will select a public-facing tool or knowledge product to be published on USAID’s website. The team will work with USAID DOC to develop the necessary items needed to publish the tool and inform stakeholders via e-mail.

5. Task 5: Plan and launch E4SEA’s webinar series

At the end of the first year of implementation, E4SEA will launch a webinar series to share lessons learned and the suite of tools it developed. The webinar will also announce upcoming activities in the next year, as part of engagement to establish new partnerships. If possible, USAID Missions from the remaining 4 focus countries will be invited to spread the word and pave the way for planned partnerships in the next year of implementation.

Table 27 summarizes the outputs and time frame for Intervention 5.3.

TABLE 27: INTERVENTION 5.3 OUTPUTS AND TIME FRAME		
OUTPUTS	OUTPUT TYPE	TIME FRAME
Learning Plan for USAID programs	Intermediate Output	July 2021
Annual virtual training and exchange workshop	PWS Output	September 2021
Help desk concept	Intermediate Output	August 2021
1 Online tool published on USAID’s website	PWS Output	August to September 2021

I Webinar delivered as part of the E4SEA webinar series

PWS Output

August to September 2021

Note: E4SEA categorizes outputs using the following definitions: 1) Internal Output: An output, work product, or any discussion notes produced for internal use only; 2) Intermediate Output: an output produced and submitted to USAID, but not explicitly required by the PWS and the contract; 3) PWS Output: a technical output submitted to USAID as explicitly required by the PWS but not by the contract; 4) Contractual Deliverable: an output required by the contract (i.e. quarterly reports, annual reports, Communications Plan, Contractor Self-Assessment Report, Rapid Mobilization Plan, etc.) and explicitly mentioned in the contract.

INDICATOR LINKED TO OBJECTIVE 5 IR (S)

Table 28 includes the indicator for measuring IR 5.1, 5.2 and IR 5.3 under Objective 5.

TABLE 28: INDICATOR TO MEASURE IR 5.1, IR 5.2 AND IR 5.3 UNDER OBJECTIVE 5

Indicator 5.1 Linked with IR 5.1, IR 5.2 and IR 5.3: Number of documents of successful interventions, best practices and learning plans for USAID Program on gender equality in the energy sector in SEA developed

3. E4SEA ACTIVITY CONTRACTUAL DELIVERABLES

In addition to the topical and specific deliverables from the various interventions under the five Activity objectives, the CORE Team will also complete and submit all contractual deliverables scheduled under Year 1 of the Contract: These deliverables include the following:

- Quarterly Progress Report 1 January 14, 2021
- Quarterly Progress Report 2 April 14, 2021
- Quarterly Progress Report 3 July 14, 2021
- Contractor Self Assessment Report Year 1 July 27, 2021

Note: Quarterly Report 4 is replaced by the Annual Report for Year 1.

ANNEX A: REALIGNED PERFORMANCE WORK STATEMENT TARGETS

Table 29 shows our Performance Work Statement with realigned targets. Based on discussions with RDMA officials, the annual targets for outputs and outcomes have been adjusted to accommodate for delays caused by COVID-19. Some of the targets initially proposed for year 1 have been shifted to year 2 and, in some cases, year 3. Once the foundation has been established, E4SEA will accelerate Activity implementation in year 2. Specifically, our focus during year 1 will be on three countries, most likely, Thailand, Indonesia, and the Philippines. If there are delays with Mission concurrence in the Philippines, E4SEA may replace it with the Vietnam Mission which has shown interest in the Activity. In addition, the Lao PDR Mission has given concurrence to the RDMA to collaborate under the Activity.

Note: All entries in "red" font denote realignment of targets for the various interventions. They also provide clarifications, as necessary, and stress that E4SEA may, under the Activity" sign more than one LOC with the same entity.

TABLE 29: OBJECTIVE 1: IDENTIFY CORE CHALLENGES TO GENDER EQUALITY IN THE ENERGY SECTOR IN SOUTHEAST ASIA (SEA) PERFORMANCE STANDARDS SUMMARY MATRIX									
INTER-VENTION	EXPECTED RESULT	PERFORMANCE STANDARDS (SERVICES/OUTPUTS)	ACCEPTABLE QUALITY STANDARD	TARGETS					
				Y1		Y2		Y3	
				FROM PWS	NEW	FROM PWS	NEW	FROM PWS	NEW
I.1 I.2	Literature review and baseline sector/national level data	Assessment completed and baseline established with benchmarking data	Document and data repository completed	1	1	0	0	0	0
		Stakeholder mapping created from direct engagement, program and gender experts in the region	Stakeholder mapping report	1	1	0	0	0	0
I.3	Assessment of SEA energy sector's status of women's participation in the energy sector	Baseline online survey tool developed, piloted, and deployed	Tool externally validated and deployed in 7 assessments during the life of the Activity	1	1	0	0	0	0
		3 country chapters drafted	Country chapters submitted to host country counterparts (No.)	7	3	0	4	0	0
		Findings from literature review, direct stakeholder engagement and citizen survey compiled	1 assessment submitted	1	0	0	1	0	0

TABLE 30: OBJECTIVE 2: INCREASE THE NUMBER OF WOMEN AND GIRLS PURSUING CAREERS IN THE ENERGY SECTOR PERFORMANCE STANDARDS SUMMARY MATRIX

INTER-VENTION	EXPECTED RESULT	PERFORMANCE STANDARDS (SERVICES/OUTPUTS)	ACCEPTABLE QUALITY STANDARD	TARGETS					
				Y1		Y2		Y3	
				FROM PWS	NEW	FROM PWS	NEW	FROM PWS	NEW
2.1	Increased awareness of girls, boys, parents and teachers to reduce negative perceptions of girls in energy sector and STEM	7 targeted social media awareness campaigns, one per target country, conducted	National awareness campaigns (No.)	1	0	6	7	0	1
2.2	Increased proportion of women and girls enrolled in energy sector vocational training and education programs	Partnerships with vocational institutes and universities established	LOCs signed with meaningful targets (No.)*	21	4	7	21	0	3
		Bias trainings deployed	Bias trainings (No.)	7	0	14	21	4	4
		ToT courses adapted and transferred	ToT courses (No.)	2	0	5	5	1	3
2.3	Increased internship and mentorship opportunities for women and girls pursuing entry-level energy sector careers	Toolkit on internships developed	Presentations on the internship toolkit (No.)	7	0	21	25	7	7
		Gender-aware mentorship and internship programs at educational institutions established or strengthened	Number of LOCs between employers and vocational training and education programs established (No.)*	7	0	21	25	7	7

Note: *It is worth noting that the E4SEA Activity intends to have one Letter of Collaboration (LOC) with one organization. Nonetheless, under that LOC, several objectives and interventions could be achieved. This suggests that one LOC could contribute to more than one intervention under the work plan and PWS.

TABLE 31: OBJECTIVE 3: INCREASE THE RECRUITMENT, RETENTION AND PROMOTION OF WOMEN IN THE ENERGY SECTOR WORKPLACE PERFORMANCE STANDARDS SUMMARY MATRIX

INTER-VENTION	EXPECTED RESULT	PERFORMANCE STANDARDS (SERVICES/OUTPUTS)	ACCEPTABLE QUALITY STANDARD	TARGETS					
				Y1		Y2		Y3	
				FROM PWS	NEW	FROM PWS	NEW	FROM PWS	NEW
3.1	Framework and tools for energy institutions to track gender equality data and outcomes adapted	Framework and tools adapted and validated	Framework and tools published (No.)	1	1	0	0	0	0
3.2	Increased recruitment, hiring, promotion, and retention of women into technical and managerial roles within 2-5 non-utility private or public sector energy institutions in SEA	Partnerships established with energy sector employers	LOCs signed with partner entities with measurable commitments (No.)*	5	1	2	6	0	0
		Baseline and gap assessment completed	Policies and practices adopted in partner entities that address the gaps identified (No.)	10	0	15	21	10	14

TABLE 31: OBJECTIVE 3: INCREASE THE RECRUITMENT, RETENTION AND PROMOTION OF WOMEN IN THE ENERGY SECTOR WORKPLACE PERFORMANCE STANDARDS SUMMARY MATRIX

INTER-VENTION	EXPECTED RESULT	PERFORMANCE STANDARDS (SERVICES/OUTPUTS)	ACCEPTABLE QUALITY STANDARD	TARGETS					
				Y1		Y2		Y3	
				FROM PWS	NEW	FROM PWS	NEW	FROM PWS	NEW
		Energy employers' internship programs strengthened/established	Partner entities with internship commitments (No.)	1	0	4	5	2	2
3.3	Engendered recruitment, hiring and retention policies and practices enhanced (new intervention added based on discussions with RDMA)	Energy employers HR policies for recruitment, hiring, and promotion enhanced	Consultation notes included in the output for Intervention 3.4	Internal output.					
3.4	Enhanced workplace environment within at least 3 non-utility private or public sector energy institutions in SEA	Partnerships established with energy sector employers	LOCs signed with partner entities with measurable commitments (No.)*	4	1	3	6	0	0
		ToT on conscious and unconscious bias delivered	Conscious and unconscious bias trainings delivered (No.)	2	0	5	7	0	0
		Male engagement ToT training delivered	Male engagement strategies adopted (No.)	2	0	5	3	0	4

Note: *It is worth noting that the E4SEA Activity intends to have one Letter of Collaboration (LOC) with one organization. Nonetheless, under that LOC, several objectives and interventions could be achieved. This suggests that one LOC could contribute to more than one intervention under the work plan and PWS.

TABLE 32: OBJECTIVE 4: INCREASE MENTORSHIP AND LEADERSHIP OPPORTUNITIES FOR WOMEN IN THE ENERGY SECTOR PERFORMANCE STANDARDS SUMMARY MATRIX

INTER-VENTION	EXPECTED RESULT	PERFORMANCE STANDARDS (SERVICES/OUTPUTS)	ACCEPTABLE QUALITY STANDARD	TARGETS					
				Y1		Y2		Y3	
				FROM PWS	NEW	FROM PWS	NEW	FROM PWS	NEW
4.1	Increased mentorship of mid- and advanced career women in the energy sector	Mentorship toolkit developed	Webinars on mentorship delivered (No.)	1	0	4	4	3	4
		Partnerships with energy employers to establish mentoring program established	LOCs signed with committed partner entities (No.)*	4	1	3	6	0	0
4.2	Increased continuing education opportunities to prepare women for management and leadership positions	Partnerships with national and regional networks established	LOCs signed with committed partner entities (No.)*	4	1	3	6	0	0
		Curated repository of CE trainings for a range of energy topics and career levels	Repository of CE updated annually	1	1	1	1	1	1
		Agency and empowerment ToT course piloted and deployed	Annual courses delivered with partner entities (No.)	1	0	5	5	2	3

TABLE 32: OBJECTIVE 4: INCREASE MENTORSHIP AND LEADERSHIP OPPORTUNITIES FOR WOMEN IN THE ENERGY SECTOR PERFORMANCE STANDARDS SUMMARY MATRIX

INTER-VENTION	EXPECTED RESULT	PERFORMANCE STANDARDS (SERVICES/OUTPUTS)	ACCEPTABLE QUALITY STANDARD	TARGETS					
				Y1		Y2		Y3	
				FROM PWS	NEW	FROM PWS	NEW	FROM PWS	NEW
	Increased mentorship of managers and HR professionals to promote gender equality	Accelerated Engendering Utilities Course ToT deployed in partnership with selected centers of excellence	Annual courses delivered with partner entities (No.)	1	0	5	5	2	3

Note: *It is worth noting that the E4SEA Activity intends to have one Letter of Collaboration (LOC) with one organization. Nonetheless, under that LOC, several objectives and interventions could be achieved. This suggests that one LOC could contribute to more than one intervention under the work plan and PWS.

TABLE 33: OBJECTIVE 5: ENHANCE COMMUNICATION, COLLABORATION, AND LEARNING PERFORMANCE STANDARDS SUMMARY MATRIX

INTER-VENTION	EXPECTED RESULT	PERFORMANCE STANDARDS (SERVICES/OUTPUTS)	ACCEPTABLE QUALITY STANDARD	TARGETS					
				Y1		Y2		Y3	
				FROM PWS	NEW	FROM PWS	NEW	FROM PWS	NEW
5.1	Evidence base linking gender and business outcomes strengthened in SEA region	Research conducted in coordination with Engendering Utilities; non-proprietary primary data integrated	Report documenting all research on evidence base outcomes	1	0	0	2	1	0
		Partnership with academic institutions to further gender equality research	LOCs developed (See Objective 2)*	0	0	0	0	0	0
5.2	Increased collaboration on gender equality and women's empowerment programming in the energy sector	South-south learning program developed	Quarterly virtual meetings	4	0	4	4	4	4
		Bilateral USAID programs in SEA and USAID/RDMA energy programs identified	Outreach conducted to existing programs	1	1	1	1	1	1
		Development partners regionally engaged, and activities coordinated to share learning and reduce duplication of effort	Semi-annual virtual meetings	2	1	2	2	2	2
5.3	Increased capacity of USAID, implementing partners in SEA to incorporate gender into energy programs	Training plan developed with USAID for USAID and implementers	Annual virtual training and exchange workshop	1	1	1	1	1	1
		Program help desk established	Help desk contact published	0	0	1	1	0	0
		USAID site updated annually	Online tools published	1	1	2	2	2	2
		Webinar series launched	Webinars delivered	1	1	2	2	2	2

Note: It is worth noting that the E4SEA Activity intends to have one Letter of Collaboration (LOC) with one organization. Nonetheless, under that LOC, several objectives and interventions could be achieved. This suggests that one LOC could contribute to more than one intervention under the work plan and PWS.

ANNEX B: IMPLEMENTATION SCHEDULE

The following Gantt chart (Table 34) shows the schedule for the implementation of interventions and tasks and completion of outputs throughout Year I of the Activity.

TABLE 34: E4SEA IMPLEMENTATION SCHEDULE FY2021														
Intervention/Task/Output	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
INTERVENTION 1.1 COLLECT COUNTRY-SPECIFIC DATA														
Task 1: Conduct GESI analysis			■	■										
Task 2: Develop GIDAP			■	■										
Output 1: E4SEA GESI Analysis			■	■										
Output 2: E4SEA GIDAP			■	■										
INTERVENTION 1.2: MAP EXISTING PROGRAMS AND DOCUMENT KEY CHALLENGES AND LESSONS LEARNED IN BILATERAL AND REGIONAL USAID PROGRAMS														
Task 1: Collaborate with relevant USAID programs					■	■	■	■						
Task 2: Develop stakeholder mapping					■	■	■	■						
Task 3: Develop a program coordination dashboard					■	■	■	■						
Output 1: Stakeholder mapping report					■	■	■	■	■	■	■			
Output 2: Program coordination dashboard					■	■	■	■						
INTERVENTION 1.3: ENGAGE ENERGY STAKEHOLDERS TO DOCUMENT CORE CHALLENGES IN ADVANCING WOMEN'S ENGAGEMENT AND LEADERSHIP IN SEA'S ENERGY SECTOR														
Task 1: Create standardized guides for interviews and focus group discussions						■								

TABLE 34: E4SEA IMPLEMENTATION SCHEDULE FY2021

Intervention/Task/Output	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
Task 2: Organize and conduct virtual/in-person country-level consultations via stakeholder interviews and focus group discussions						■	■	■						
Task 3: Develop and conduct a baseline citizen survey											■	■	■	■
Task 4: Compile the assessment report								■	■	■	■	■	■	■
Task 5: Develop and adapt outreach materials to establish partnerships						■	■							
Task 6: Initiate and establish partnerships with tertiary educational institutions and energy sector employers								■	■	■	■			
Task 7: Co-select change agents in each energy sector employer partner														■
Output 1: Stakeholder consultation summary report								■	■	■	■	■		
Output 2: Online citizen survey findings										■	■	■	■	■
Output 3: Baseline online survey tool developed, piloted, and deployed										■	■	■		
Output 3: Assessment report on the status of women’s participation in the energy sector in SEA (November 2021)										■	■	■	■	■
INTERVENTION 2.1: REVERSE NEGATIVE PERCEPTIONS ABOUT WOMEN AND GIRLS IN ENERGY SECTOR JOBS VIA TRAINING AND EDUCATION PROGRAMS														
Task 1: Develop a standard outreach toolkit for engagement with schools										■	■	■	■	
Task 2: Support social media campaigns										■	■			

TABLE 34: E4SEA IMPLEMENTATION SCHEDULE FY2021

Intervention/Task/Output	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
Task 3: Design a pilot for implementation in Year 2														
Output 1: School Engagement Toolkit, including guidance on role model best practice														
Output 2: Sample social media/community outreach campaign toolkit														
Output 3: Pilot outreach model design (December 2021)														
INTERVENTION 2.2: SUPPORT AN ENABLING ENVIRONMENT IN VOCATIONAL SCHOOLS AND ACADEMIC INSTITUTIONS TO INCREASE NUMBER OF WOMEN AND GIRLS IN THE SECTOR														
Task 1: Develop Training of Trainers (ToT) of the unconscious bias training course														
Task 2: Deploy ToT of the unconscious bias training course.														
Output 1: 4 Letters of Commitment signed with tertiary educational institutions (vocational training institutes and universities)														
Output: ToT unconscious bias training (November 2021)														
Output 2: ToT delivered to selected faculty and administrators (March 2022)														
INTERVENTION 2.3: INCREASE INTERNSHIP AND MENTIOSHIP OPPORTUNITIES FOR WOMEN AND GIRLS PURSUING ENTRY-LEVEL ENERGY SECTOR CAREERS														

TABLE 34: E4SEA IMPLEMENTATION SCHEDULE FY2021

Intervention/Task/Output	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
Task 1: Develop a formal internship toolkit for use by tertiary educational institution and energy sector employer partners.									■	■	■	■	■	■
Task 2: Support strengthening of equitable formalized internship programs embedded within tertiary educational institutions and energy sector employers.														■
Task 3: Support engagement between energy sector employers and tertiary educational institutions, including creation of formalized programs, and training of partners on the toolkit.														■
Output 1: 4 Letters of Commitment signed with tertiary educational institutions (vocational training institutes and universities)									■	■	■	■	■	■
Output 2: Internship toolkit developed for energy sector employers									■	■	■	■	■	■
Output 3: Training webinar on the internship toolkit for 4 tertiary educational institutions in the focus countries (March 2022)														
INTERVENTION 3.1: IMPROVE DATA-DRIVEN DECISION-MAKING TOOLS TO TRACK GENDER DATA AND OUTCOMES														
Task 1: Develop and deploy the Engendering Utilities scorecard.										■	■	■		
Output 1: Scorecard framework and tools for energy sector employers/partners adapted for use with partners										■	■	■		
INTERVENTION 3.2: CREATE TANGIBLE OPPORTUNITIES FOR WOMEN IN THE WORKPLACE THROUGH POLICIES AND GENDER EQUALITY INTERVENTIONS														

TABLE 34: E4SEA IMPLEMENTATION SCHEDULE FY2021

Intervention/Task/Output	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
Task 1: Develop a roll-out plan for coaching sessions.														
Task 2: Develop institutional Coaching Plan.														
Output 1: 1 Letter of Commitment signed with an energy sector employer														
Output 2: Coaching roll-out plan														
Output 2: Baseline assessments identifying institutional gender and social inclusion gaps developed														
Output 3: Institutional coaching plan developed (November 2021)														
INTERVENTION 3.3: ENGENDERED RECRUITMENT, HIRING AND RETENTION POLICIES AND PRACTICES ENHANCED (NEW INTERVENTION ADDED)														
Task 1: Engage partners to discuss best practices in engendered recruitment, hiring, and retention policies and practices														
Output 1: Documentation of discussions with energy employers (Internal Document. Summary included in the Intervention 3.4 output)														
INTERVENTION 3.4: SYSTEMATICALLY ADDRESS CONSCIOUS AND UNCONSCIOUS BIAS THAT NEGATIVELY IMPACT WOMEN AND GIRLS IN RECRUITMENT, HIRING, PROMOTION AND RETENTION														
Task 1: Develop and deploy ToT of the unconscious bias training course														
Output 1: 1 Letter of Commitment signed with an energy sector employer														

TABLE 34: E4SEA IMPLEMENTATION SCHEDULE FY2021

Intervention/Task/Output	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
Output 2: ToT for unconscious bias trainings delivered for 1 energy sector employer (December 2021)														
INTERVENTION 4.1: STRENGTHEN OPPORTUNITIES FOR MENTORSHIP OF WOMEN TO FACILITATE ADVANCEMENT INTO SENIOR ROLES														
Task 1: Develop the mentorship toolkit														
Output 2: Mentorship toolkit developed (December 2021)														
INTERVENTION 4.2: STRENGTHEN WOMEN AND MEN'S SKILLS TO ADVANCE INTO SENIOR ROLES														
Task 1: Broaden access of women to professional women's networks and continuing education														
Task 2: Support energy sector employer partners to build personal agency and leadership skills														
Task 3: Support partners' direct program participants to develop skills to promote gender equality in emerging leaders														
Output 1: 1 Letter of Commitment signed with an energy sector employer														
Output 2: A repository of continuing education programs in place, to be updated annually														
Output 3: Roll-out plan for the delivery of the Empowered Employee Training														

TABLE 34: E4SEA IMPLEMENTATION SCHEDULE FY2021

Intervention/Task/Output	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
INTERVENTION 5.1: DEVELOP AN EVIDENCE BASE FOR LINKING GENDER AND BUSINESS OUTCOMES														
Task 1: Collect and share data linking gender and business outcomes														
Output 1: Knowledge management plan														
INTERVENTION 5.2: INCREASE COLLABORATION AND COORDINATION ON GENDER EQUALITY TOPICS														
Task 1: Develop an outreach and collaboration action plan														
Task 2: Plan and host the semi-annual virtual meeting with development partners														
Output 1: Outreach and collaboration action plan														
Output 2: 1 Semi-annual virtual meeting with development partners														
INTERVENTION 5.3: INCREASE CAPACITY OF USAID AND IMPLEMENTING PARTNERS TO INCORPORATE GENDER EQUALITY CONSIDERATIONS INTO ENERGY PROGRAMS														
Task 1: Develop Learning Plan for USAID Programs														
Task 2: Develop concept for Help Desk														
Task 3: Plan and launch annual virtual training and exchange workshop														
Task 4: Publish an online tool on USAID Website														
Task 5: Plan and launch E4SEA's webinar series														

TABLE 34: E4SEA IMPLEMENTATION SCHEDULE FY2021

Intervention/Task/Output	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
Output 1: Learning Plan for USAID programs														
Output 2: Annual virtual training and exchange workshop														
Output 3: Help desk concept														
Output 4: 1 Online tool published on USAID website														
Output 5: 1 Online tool published on USAID website														

ANNEX D: ACTIVITY IMPLEMENTATION ORGANIZATION CHART

The organization chart of the team implementing E4SEA is shown in Figure 2 below.

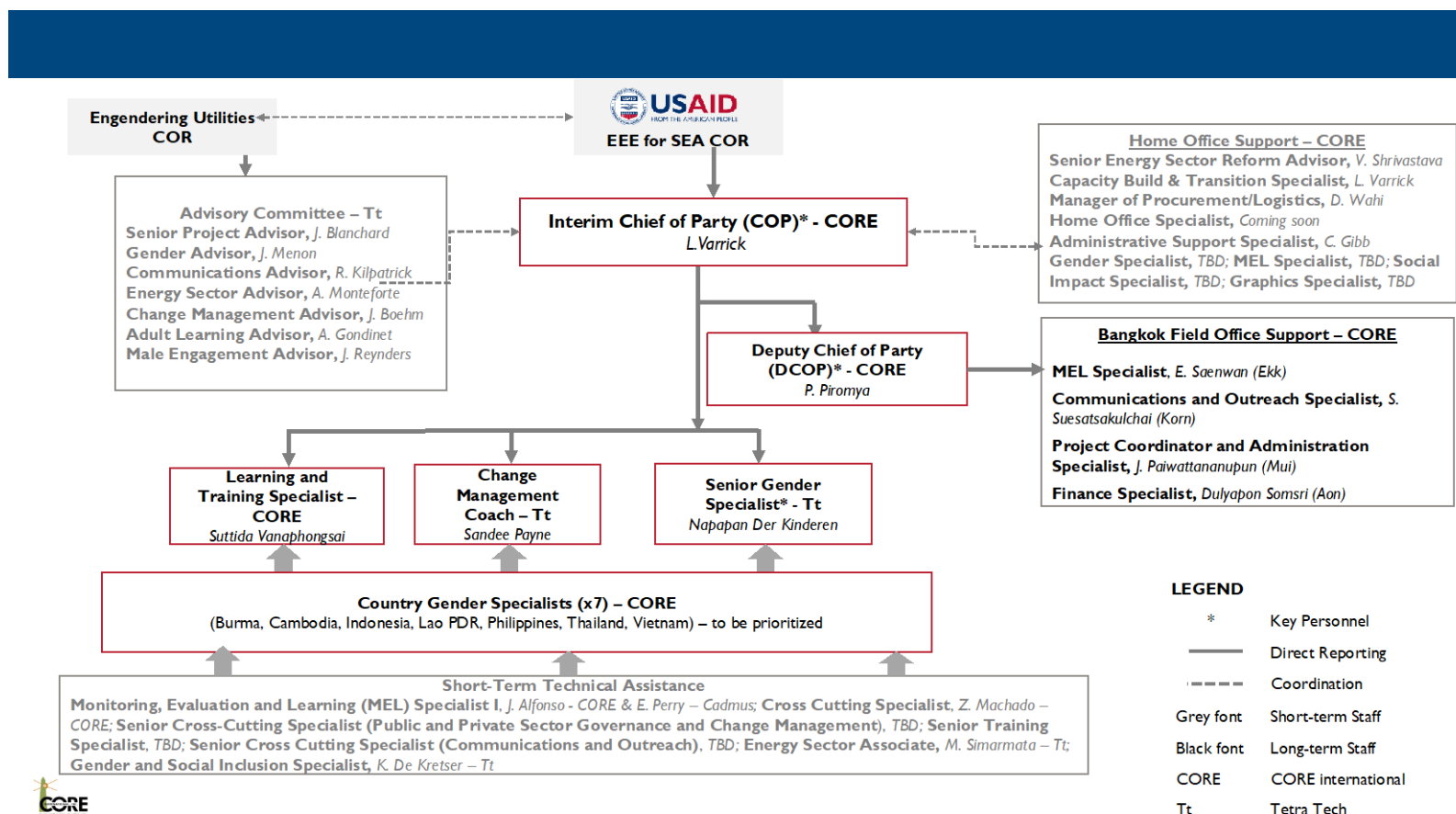


Figure 2 E4SEA Organization Chart

The roles and responsibilities of the E4SEA team are shown in Table 35.

TABLE 35: E4SEA: PERSONNEL ROLES AND RESPONSIBILITIES

NAME	ROLE	RESPONSIBILITY
BANGKOK OFFICE LONG-TERM		
Lois Varrick	Interim Chief of Party	<p>Performs the following responsibilities until the recruitment and on-boarding of the full time COP:</p> <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)	<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.
Napapan Der Kinderen (Duen)	Senior Gender Specialist	<ul style="list-style-type: none"> • Manages all interventions and activities fostering enhanced gender equality.
Sandee Pyne	Change Management Coach	<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
Suttida Vanaphongsai (Nok)	Learning and Training Specialist	<ul style="list-style-type: none"> • Develops courses and/or adapts Engendering Utilities courses
Ekkapong Saenwan (Ekk)	Monitoring, Evaluation and Learning Specialist	<ul style="list-style-type: none"> • Provides support in data collection, analysis, and reporting across the Activity
Supakorn Suesatsakulchai (Korn)	Communications and Outreach Specialist	<ul style="list-style-type: none"> • Provides communications, outreach, and social media support
Dulyapon Somsri (Aon)	Finance Specialist	<ul style="list-style-type: none"> • Provides support in payables, account management, and expense compilation
Juraneer Paiwattananupun (Mui)	Project Coordination and Administration Specialist	<ul style="list-style-type: none"> • Provides support in project coordination, Human Resources Management, scheduling, office management, and administration

PART-TIME COUNTRY GENDER SPECIALISTS IN SEVEN COUNTRIES

TBD	Country Gender Specialists	<ul style="list-style-type: none"> Supports the team in all country-level interventions, opportunities, and program roll-out
-----	----------------------------	---

HOME OFFICE/SHORT-TERM FIELD SUPPORT

Vinod Shrivastava	Senior Energy Sector Reform Advisor and Lead E4SEA Activity Advisor	<ul style="list-style-type: none"> Leads the finalization and delivery of all foundational documents (MEL Plan, Comms. Plan, Work Plan, and related deliverables) and leading QA/QC. Advising on public sector and private sector engagement, Thai Counterpart Agency (TCA) selection and engagement, capacity building, and corporate culture turn around interventions, as required
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 Performing all functions of the COP as an Interim COP
Dinesh Wahi	Manager of Procurement, Logistics, and Contract Support	<ul style="list-style-type: none"> Provides support for the setup of E4SEA Field Office in Bangkok including office leasing, furnishing, IT installation, corporate registration, banking, and accounts set up, and equipment and supplies procurement
Coming soon	Home Office Specialist	<ul style="list-style-type: none"> Provides support to field office in fielding consultants, assistance with scheduling, finalization of deliverables, and related project support
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

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		
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"> • Designs and implements a robust M&E plan that aligns with the stated objectives in the PWS and work plan • Provides support on training, and guidance to Field Office MEL Specialist
Elisa Perry	MEL Specialist II	<ul style="list-style-type: none"> • Supports MEL Specialist I in developing a robust M&E plan • 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.
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.