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RYAN KILPATRICK FOR USAID

# ENGENDERING UTILITIES: ORGANIZATIONAL GOAL SETTING FOR GENDER EQUALITY AND INCLUSION

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# ENGENDERING UTILITIES: ORGANIZATIONAL GOAL SETTING FOR GENDER EQUALITY AND INCLUSION

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## DISCLAIMER

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# GOAL SETTING AND GENDER EQUALITY: WHY IT MATTERS

Setting gender equality as a corporate goal enables leadership to plan and commit the time and resources needed to change organizational culture and achieve gender equality and inclusion. Goal setting also allows organizations to take a systematized approach, benchmark progress, and establish longer term plans for sustained impact. This guide supports workplace managers and staff to set and make progress towards their organizational gender equality, diversity, and inclusion goals.



Reem Hamdan (R) of EDCO Jordan, an Engendering Utilities program graduate, leads a session with Cohort 2 utility participants at the July 2019 Gender Equity Executive Leadership Program held in Amsterdam. Photo: Ryan Kilpatrick

## SUCCESSFUL GOAL SETTING FOR GENDER EQUALITY

Organizations that successfully increase gender equality in the workplace use an evidence-based and systematic approach to identify, set, and benchmark goals. This includes:



### USE DATA TO ASSESS GAPS, OPPORTUNITIES, AND CHALLENGES

After conducting a gender gap assessment and identifying opportunities to implement gender equality interventions at an organization, it might be difficult to prioritize what to do first. Before setting goals to achieve gender equality, each organization should collect and analyze data on the following:

- **Gender parity**, not only organizationally but gender parity across different job levels (e.g. non-professional support staff, junior professional, professional, senior professional, manager/supervisor, middle manager, executive manager) and across different job types (e.g. office vs. field in construction and maintenance, grid dispatch and system operations, commercial operations, technical and non-technical support functions), disaggregating by appropriate social identities, age, and education level

- **Gender policy review**, to identify what policies are present or absent, and if present review with a gender lens for opportunities to strengthen existing policies.
- **Inventory of practices currently implemented or not**, using the *Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries* to identify any blind spots within the employee life cycle.
- **Equity analysis**, such as salary pay equity gap, audit of employee benefits use, training and leadership development participation, or succession planning and promotion audit.

Once this data is collected, an objective analysis can be holistically conducted to identify where there are inequalities and imbalances within the organization’s employee lifecycle and culture. This should always be the basis of goal and target setting.



### PRO TIP

*Use data to analyze gender equality gaps and challenges. Organizations that make decisions without using data risk diverting important human and financial resources towards actions that will not ultimately achieve gender equality goals. For example, if data analysis reveals that women are being hired in equal numbers as men, but that women are seldom promoted, focusing resources on developing activities to remove biases in promotion and talent development will be more strategic than focusing on recruitment processes. As well, knowing the starting point is critical for setting targets. If there are already 30 percent women in leadership positions, it will not make sense to set a target to reach 25 percent, but rather aim higher to perhaps reach 40 percent in the next five years.*

## SYSTEMATICALLY PRIORITIZE GOALS, TARGETS, AND ACTIVITIES

*Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries* is a gender equality toolkit that provides a phased approach for improving gender equality across the employee life cycle. Not all of these practices can be tackled at once. Evaluating the needs of an organization, setting priorities, and using a phased approach will bring rigor and order to an organization’s gender equality strategy.

### GENDER EQUALITY GOAL SETTING CHECKLIST

- What is the overarching goal or objective to achieve your gender equality vision? How will increasing gender equality help to achieve business goals? How?
- Which interventions are most likely to succeed in the cultural and organizational context?
- How will support and buy-in be secured from staff at the organization, particularly senior leadership?



### TIPS AND REQUIREMENTS FOR WHO SHOULD BE AT THE TABLE

*Ensure data collection disaggregates by sex and other social characteristics*

*Engage experts internal to the organization or externally to support analysis of gender gaps*

*Target 50/50 gender parity in those reviewing the analysis and determining targets and priorities*

- What will be the return on investment of the interventions proposed? Consider the cost/benefit of the proposed activities.
- Do the proposed interventions contribute to the organization’s gender equality strategy and overarching goals, or are they ad hoc? For example, creating social media around International Women’s Day as an isolated activity disconnected from a broader communications strategy will do little to build an organization’s reputation as an employer of choice for women.

## DIFFERENTIATE BETWEEN SHORT-, MEDIUM-, AND LONG-TERM OBJECTIVES

Setting short-, medium-, and long-term gender equality objectives will help organizations prioritize actions and set time-bound goals.

- **Long-term Objectives:** These are overarching gender equality goals that require the successful implementation of short- and medium-term actions. For example, long-term priorities might include a target (i.e. achieving 40% female staff or 30% in leadership positions by 2025) or an organizational change (i.e. inclusion and diversity become part of the company culture). Accomplishing long-term objectives can take three to five years.
- **Medium-term Objectives:** These contribute to long-term objectives and build on the progress made by short-term activities, frequently over the course of one to two years. Often, these activities improve communications and outreach materials, increase access to training, and change systems to build knowledge and shift long-standing biases and perceptions.
- **Short-term Objectives:** These are smaller adjustments accomplished in a shorter time frame (less than one year) that create impact and motivation with quick wins, but may not be sustainable without acting on them within the context of working toward medium and long-term objectives. For example, drafting an Equal Employment Opportunity Policy is an important initial step towards equality, but requires longer-term behavior and culture change for impact.



Example: Short-, medium-, and long-term objectives for recruitment and hiring.



### PRO TIP

*Quick wins and short-term goals are important for laying a foundation, gaining attention, and building momentum towards gender equality, but they are just a starting point and should not represent the extent of your long-term strategic goals. Short- and medium-term goals are often adaptations that are easier to make, and fit within an organizations budget and goals, while long-term goals often require a transformation of your systems, processes, and work culture. It is critical to do both—build immediate excitement and momentum while also working toward long-term goals.*

## STRATEGIC VS. AD HOC PROGRAMMATIC INTERVENTIONS

Another important consideration when setting priorities is to recognize the difference between strategic vs. programmatic ad hoc interventions. While programmatic ad hoc interventions can be helpful, they should contribute to the broader gender equality strategy and the organization’s long-term goals.

### AD HOC PROGRAMMATIC INTERVENTIONS

These are initiatives that are not embedded in a strategic plan, and may not support the overall gender equality strategy or vision. At times, ad hoc programmatic activities are worthy of implementation if they contribute to achieving set goals, but they should be paired with, or incorporated into, long-term strategic interventions. Examples of ad hoc programmatic interventions include:

- Celebrating International Women’s Day
- Organizing Bring Your Daughter to Work Day
- Sending out a newsletter featuring women

### STRATEGIC INTERVENTIONS

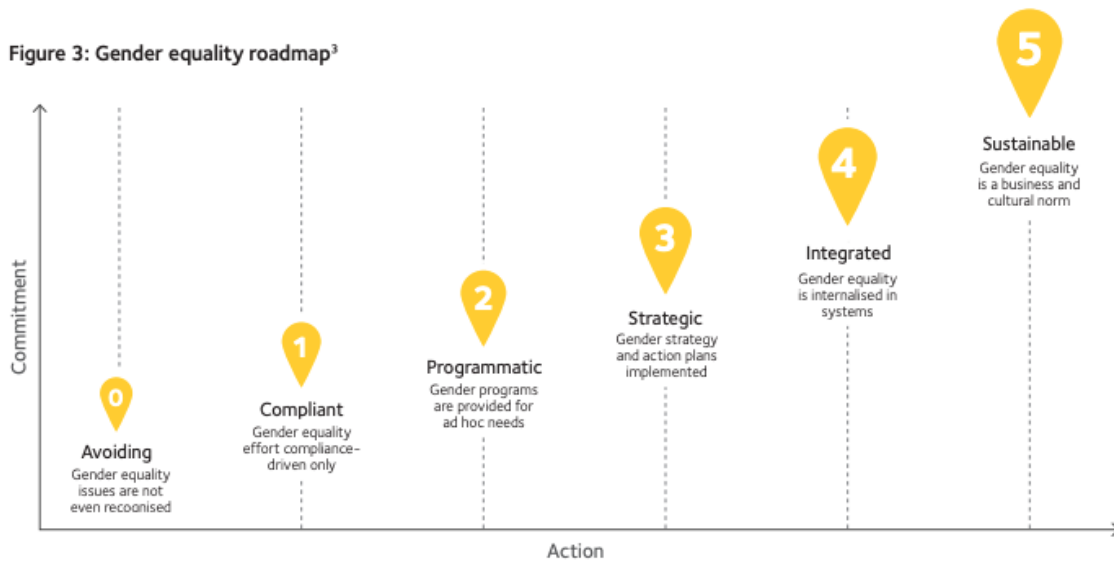
These interventions are oriented towards long-term, sustainable, systematic changes following a data-driven approach and a clear vision. Examples of strategic interventions include:

- Providing regular sexual harassment training for managers
- Instituting a flexible work schedule policy to help improve work-life balance
- Creating a women’s network that meets regularly to discuss challenges that women at the organization face and elevate action items to leadership to address the challenges
- Applying gender-inclusive recruitment and hiring practices including behavior-based interviewing, unconscious bias training for the selection committee

### AD HOC PROGRAMMATIC INTERVENTIONS VS. STRATEGIC INTERVENTIONS

| AD HOC PROGRAMMATIC  | STRATEGIC   |
|--|---|
| Creating an ad hoc training for women on a topic such as building your brand, negotiation skills, etc. | Creating a regular training program that continually empowers and builds up skills of female staff  |
| Creating one employee survey to assess challenges that women might face at the organization            | Conducting bi-annual employee surveys disaggregated by sex and instituting a committee to monitor and evaluate the results over time                  |
| Visiting a university to show a video to students or speak about pursuing a STEM career                | Creating a comprehensive outreach program with a local university complete with an internship program and mentorship opportunities on a regular basis |

Figure 3: Gender equality roadmap<sup>3</sup>



### STRATEGIC INTERVENTION CHECKLIST

- Do the interventions help achieve **specific targets** set by the organization?
- Do the interventions **reinforce the business case** for gender equality developed for the organization?
- Have you secured **leadership support** for the implementation of the intervention?
- Has your activity been **mainstreamed into** the organization’s strategy (as opposed to being a “one-off” activity)?
- Has the intervention been **formalized or codified** at the organization as a policy, key performance indicator, or component of the strategic business plan?

### ABOUT ENGENDERING UTILITIES

Expanding women’s participation in male-dominated industries leads to tangible economic empowerment outcomes for women, such as formal employment opportunities and higher incomes. Additionally, increased gender equality can improve business performance and help organizations meet their bottom-line goals by enhancing employee satisfaction, reducing turnover, and driving productivity. Moreover, well-functioning organizations create stronger and more resilient economies and support countries on their path to self-reliance.

Engendering Utilities delivers a unique approach to improving gender equality in male dominated sectors. Through customized best practices, demand-driven coaching, and a Gender Equity Executive Leadership Program, Engendering Utilities builds the capacity of leaders to implement gender equality interventions in their organizations.

#### HELPFUL RESOURCES

*Example of short and long-term priorities by Fujitsu*

*4 Tips for Setting Short-Term & Long-Term Business Goals, Big Think Edge*

*Short, Medium, and Long-Term Goals: Making Business Planning Effective, Success Stream*