



# **Medium-Term Strategy for Female Employee Associations in the Energy Sector**

**(Women in Energy Conference 2019)**

*2020 to 2025*

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## Contents

Acronyms .....	4
1.0 Summary .....	5
2.0 Background .....	6
3.0 Problem Statement .....	7
4.0 Overview of Context .....	7
4.1 Role of the Energy sector in Ghana’s economic growth .....	7
4.2 Organizations in Ghana’s Energy sector .....	8
4.3 Male-domination of Energy sector .....	9
4.4 Female employee associations in Energy sector .....	10
4.4.1 Organizations with female employee associations.....	10
4.4.2 Current branding of female employee associations in the Energy sector.....	11
5.0 Problem Analysis.....	11
5.1 Root causes of women’s low participation in Energy sector .....	11
5.1.1 Socio-cultural constraints .....	11
5.1.2 Educational constraints.....	12
5.1.3 Sector/Organizational constraints .....	12
5.1.4 Constrained leadership capacity of women .....	13
5.2 Emerging Opportunities.....	13
5.2.1 National policy direction .....	13
5.2.2 Ghana Power Compact .....	14
6.0 Strategic Components.....	14
6.1 Definition of terms .....	14
6.2 Vision, Goal and Objectives .....	14
7.0 Positioning Strategy .....	15
7.1 Levels of intervention .....	15
7.2 Strategic Allies.....	15
7.3 Activities.....	16
7.3.1 Organizations without female employee associations.....	16
7.3.2 Organizations with female employee associations.....	17
7.3.3 Management-led activities .....	18
7.4 Expected Results .....	18
7.5 Monitoring of Results.....	19

8.0 Funding ..... 19

## Acronyms

ABANTU	ABANTU for Development
BPA	Bui Power Authority
ECG	Electricity Company of Ghana
GoG	Government of Ghana
GPCIMP	Ghana Power Compact Internship and Mentoring Program
GRIDCo	Ghana Grid Company Limited
GSA	Ghana Standards Authority
IPPs	Independent Power Producers
MCC	Millennium Challenge Corporation
MiDA	Millennium Development Authority
MoGCSP	Ministry of Gender, Children and Social Protection
MoEn	Ministry for Energy
NEDCo	Northern Electricity Distribution Company
NETRIGHT	Network for Women's Rights in Ghana
PURC	Public Utilities Regulatory Commission
STEM	Science, Technology, Engineering and Mathematics
VRA	Volta River Authority
WiLDAF	Women in Law and Development in Africa
WinE	Women in Engineering

## 1.0 Summary

This strategy comprises short and medium-term actions and processes identified by Female Employee Associations, and individual female employees of organizations, in Ghana's Energy sector, as their response to the limited numbers, contribution and influence of women in leadership positions in their organizations.

The strategy, titled, "**Positioning Women for Executive Roles in Ghana's Energy sector**"; i.e. "**POWERING**" Ghana's Energy Sector, comprises steps that will be taken by female employee associations in the Energy sector in a bid to develop themselves into "**platforms of excellence**" where female employees are groomed, challenged and supported to excel in their organizational roles and advance to leadership positions in the sector, through mentorship of individual female employees, organizational policy interventions and networking, advocacy and lobbying at the sector level.

This strategy depicts the concept of "**positioning**", which in this context, entails providing the sector, organizational and individual support required to enable women to attain, and excel in, senior management and executive roles in their organizations. The strategy will require that female employee associations **broaden their activities from a focus on welfare and contribution to organizational objectives, to include mentoring of females, policy interventions at the organizational level, and networking & advocacy** aimed specifically at supporting women to advance to, and excel in, senior management and executive positions in their organizations.

It is the expectation of female employee associations that **adopting this strategy will help address the underlying socio-cultural, educational, sector/organizational and capacity constraints that have contributed to the limited numbers, contribution and influence of women in leadership positions in Energy sector organizations** and will contribute to improvements in the numbers, contribution and influence of women in leadership positions in their organizations. **This strategy, and its expected results, will represent the contribution of female employee associations to the wider effort of increasing women's participation in the Energy sector.** Alongside national policy and legislative interventions spearheaded by the Ministry of Gender, Children and Social Protection (MoGCSP) and the Ministry of Energy (MoEn) and supported by the Millennium Development Authority (MiDA) and other development partners, the strategy adopted by female employee associations should contribute to progressive changes in the level of participation of women in the Energy sector.

The "**POWERING Ghana's Energy Sector**" Strategy was developed by a consultant in Organization Development, Ms. Esi E. Sey (Ph.D). The strategy is based upon the proceedings of a Women in Energy Conference that was organized by the Millennium Development Authority in November 2019, in Accra. This conference brought together over one hundred participants from public organizations and private sector companies in power utilities, civil society, the development community, universities and research institutions to network, share knowledge and devise strategies for increasing women's participation in decision-making in the Energy sector of Ghana. Presentations by female technical experts in the Energy sector; panel discussions by women in leadership positions in the public and private sectors of Ghana and Nigeria; as well as participants' contributions to the discussions and action plans developed by female employee associations and individual female employees, provided the input for the strategy.

It is expected that this strategic document will be validated through consultations with female employee associations in the sector.

## 2.0 Background

In August 2014, the Government of Ghana (GoG) entered an agreement with the Millennium Challenge Corporation (MCC) towards the provision of reliable and affordable power to businesses and households in Ghana. The agreement, the Ghana Power Compact, aimed at achieving this goal by transforming the Power sector through private sector participation and key policy and institutional reforms. MiDA was established to oversee, manage and implement the programs set out in the agreement between GoG and MCC.

One of the measures by which the Ghana Power Compact seeks to bring transformation in the Energy sector is by increasing women's participation in decision-making in the sector. In this regard, in 2017 MiDA set up a gender unit in the Electricity Company of Ghana (ECG), comprising a physical structure, a gender focal persons and gender manager; and resources, and later introduced the Gender Audit and Gender Policy & Institutional Strengthening Program to support and encourage public and private organizations in the Energy sector to make policy and institutional changes that would foster increased participation of women in the sector. Under the Gender Audit/Gender Policy & Institutional Strengthening program, MiDA is supporting ECG to carry out gender audits, develop gender policies to address recruitment, training and promotion, and to develop strategies for mainstreaming gender in the organization. MiDA is also supporting ECG to create an enabling environment for male and female staff. Under the Institutional Strengthening program, MiDA is strengthening the capacities of Female Employee Associations in ECG in networking and advocacy so that they may advocate for better conditions for females in the organization.

The above interventions by MiDA are based upon lessons learnt from other jurisdictions which signal that in order to improve its performance and modernize its operations, ECG would need to mainstream gender and social inclusion in its operations. MiDA has begun these interventions in ECG in the hope that based upon the strides made by ECG, other power utility organizations will also embark upon gender and social inclusion mainstreaming efforts.

Female employee associations represent key actors in MiDA's conception of the pathway to increased participation of women in leadership roles in the sector. Employee associations are organisations of employees concerned largely with employees' welfare<sup>1</sup>. Employee associations typically advocate for policies on matters of compensation and working conditions. Female employee associations are employee associations with female membership. They provide a platform for sharing of experiences and empathy between women. They may also take up specific social and community projects to support the work of their organizations and foster goodwill and social capital. In the Energy sector in Ghana, female employee associations are no different. They largely concern themselves with the welfare and wellbeing of members. They also undertake social and community projects in furtherance of the work of their organizations and to support their organizations' corporate social responsibility.<sup>2</sup>

Within MiDA's conception of the pathway to change in the levels of participation of women in the Energy sector, however, female employee associations could play a more deliberate and strategic role than they are currently engaged in. They could be the grounds where young females are groomed into leadership roles by their peers and senior female colleagues. Again, female employee associations

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<sup>1</sup> Ref. Report on Proceedings of Women in Energy Conference, 2019. Presentation on "Why Female Employee Associations matter", by Dr. A.O. Ampomah

<sup>2</sup> Ref. Report on Proceedings of Women in Energy Conference, 2019. Panel discussion on "Why Female Employee Associations matter"

across organizations could network and collaborate to create the critical mass of female employees that could pressure organizational leadership to embrace the effort at increasing the participation of women in senior management and executive positions. While some female employee associations currently play elements of this role, this has not been done with the focus and intentionality commensurate to the challenges that constrain women's participation in leadership roles in the sector. It is in a bid to match those challenges with the commensurate strategy that the "POWERING the Energy Sector of Ghana" strategy has been developed.

### 3.0 Problem Statement

Over the years, the Energy sector of Ghana has been plagued by challenges both in the day-to-day management and strategic direction of the sector, contributing to inefficiencies in the distribution of power and inconsistent policy direction.

Tackling these operational and strategic challenges requires an inclusive approach in decision-making on policy, operational and strategic issues. An inclusive approach would solicit, and place equal value upon, the perspectives, interests, and experiences of male and female professionals in decision-making processes. The Energy sector is, however, male-dominated, severely constraining the numbers of women that may rise to the management and executive levels where they may contribute to operational, policy and strategic decision-making.

Organizations in Ghana's Energy sector thus present a high level of inequality in the numbers, contribution and influence of women in leadership positions. With this inequality, the sector is denied the benefit of the perspectives, experience, knowledge and interests of women in the policy, operational and strategic decision-making processes that determine the efficiency and effectiveness of power generation, distribution and financing in Ghana. Without the equal participation of women in decision-making in the sector, the inefficiencies in power distribution in the country, the inconsistencies in policy direction, and weaknesses in strategic direction may never be comprehensively and sustainably resolved.

### 4.0 Overview of Context

This strategy is situated within the context of the important role of the Energy sector in Ghana's economic growth, the challenges that have plagued the sector, and the male-dominated nature of the sector. It is further situated against the backdrop of the role that female employee associations currently play in the sector and the potential they have of playing a deepened role<sup>3</sup>.

#### 4.1 Role of the Energy sector in Ghana's economic growth

Electricity in Ghana is a key determinant of the country's continued economic growth. The Energy sector has however been plagued with several challenges over the years. Key problems in the sector include demand outstripping supply, poor state of transmission and distribution, and tariffs that have not covered costs. The Government of Ghana (GoG), with the help of its development partners, has embarked upon an effort to enable the sector to power sustainable, inclusive economic growth in the future. Within this effort, GoG is making efforts at attracting more private sector participation in the sector. Independent Power Producers have entered the electricity generation market, previously dominated by the public sector.

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<sup>3</sup> Large portions of Sections 3.1 and 3.2 were culled near-verbatim from Energypedia<sup>3</sup>

A further intervention within the GoG's effort at addressing the challenges in the Energy sector is Ghana's entry into an agreement with the Millennium Challenge Corporation (MCC) in August 2014. This agreement is aimed at the provision of reliable and stable power to businesses and households in Ghana. The agreement, the Ghana Power Compact, aims at achieving this goal by transforming the power sector through private sector participation and key policy and institutional reforms. The Millennium Development Authority (MiDA) was established to oversee, manage and implement the programs set out in the agreement between GoG and MCC.

One of the reforms, which the Ghana Power Compact seeks to bring about is an increase in the level of participation of women in Ghana's power sector. A key step in the effort at increasing women's participation in the sector has been the introduction of gender policy reform in the ECG

## 4.2 Organizations in Ghana's Energy sector

Organizations in the energy sector are grouped into three sections, namely, regulators, transmission organizations and distributors. There are also Independent Power Producers (IPPs).

- Regulators: MoEn; PURC, Energy Commission and Ghana Standards Board (GSA)
- Transmission: GRIDCo
- Generation: VRA
- Distributors: ECG and NEDCo
- Independent Power Producers: Takoradi International Company, Sunon Asogli Power Plant, CENIT

### **Volta River Authority**

The Volta River Authority (VRA), was established in 1961 by the Volta River Development Act (Act 46). VRA is the state-owned electricity utility responsible for generating electricity in Ghana and supplying electricity in bulk to the Ghana Grid Company Limited. VRA owns and operates the Akosombo hydropower station, the Kpong hydropower station, the Aboadze T1 plant, the Tema TT1PP plant, and the Takoradi Thermal Power Plant (T3) located at Aboadze. In addition to the plants that VRA owns, VRA also operates the Tema TT2PP plant and Mine Reserves plant for their respective owners.

In recent years, VRA's role in the Ghanaian power sector has evolved from generation, transmission, and distribution, to focus on generation. In 2006, VRA ceded its transmission responsibilities to the Ghana Grid Company Limited (GridCo).

In May 2012, VRA restructured its distribution department, Northern Electricity Distribution, into a semi-independent, wholly-owned subsidiary company of VRA, known as the Northern Electricity Distribution Company of Ghana, i.e. NEDCo. Finally, VRA's responsibility for all hydro resources within the Volta Basin—which includes the White Volta, Black Volta, and Red Volta rivers—was curtailed by the Bui Power Authority. Bui Power Authority (BPA) is a state-owned enterprise, created to develop a hydroelectric plant at Bui, which lies within the Black Volta.

### **Ghana Grid Company Limited**

Ghana Grid Company Limited (GridCo) is an independent transmission system operator formed in accordance with the Energy Commission Act, 1997 (Act 541) and the Volta River Development Act, 2005 (Act 692). GridCo was formed in December 2006. GridCo is responsible for the operation and maintenance of all transmission lines throughout Ghana. GridCo funds all of its operations through a



transmission service charge levied on electricity delivered to distribution companies and through electricity sold directly to bulk customers.

### **Electricity Company of Ghana**

The Electricity Company of Ghana, ECG, is a limited liability company wholly owned by the Government of Ghana and operating under the Ministry of Energy. ECG is responsible for distributing electricity in the southern part of Ghana.

### **Northern Electricity Distribution Company of Ghana**

NEDCo is a wholly owned subsidiary of VRA responsible for the distribution of electricity in the northern part of Ghana.

### **Independent Power Producers**

Three IPPs have developed conventional generation units in Ghana. They are:

- i. Takoradi International Company, owned by the Abu Dhabi National Energy Company;
- ii. Sunon Asogli Power Plant, owned by the Shenzhen Group of China;
- iii. CENIT, owned by CENIT Energy Limited, a special purpose vehicle created to develop the IPP.

In addition, a Government Consent and Support Agreement for a fourth IPP, CenPower, received Parliamentary approval in October 2012.

## **4.3 Male-domination of Energy sector**

The following figures offer an overview of a few key organizations in the Energy sector and signal the level of female participation in the sector.

<b>Electricity Company of Ghana<sup>4</sup></b>	Number of Females	Number of Males
General Managers	6	44
Managers	46	143
Senior staff	464	1,199
Junior staff	1,085	3,419
Board members	2	8
Directors	1	17

<b>Volta River Authority<sup>5</sup></b>	Number of Females	Number of Males
Management Team	1	5
Engineering & Operations Branch	0	8
Finance Branch	2	3
Services Branch	4	6
Board of Directors	2	6

<b>Ministry of Energy<sup>6</sup></b>	Number of Females	Number of Males
Management	3	13

<sup>4</sup> Data received from ECG (March 2020)

<sup>5</sup> Data from VRA website (March 2020)

<sup>6</sup> Date from Ministry of Energy website (March 2020)

<b>GRIDCO<sup>7</sup></b>	<b>Number of Females</b>	<b>Number of Males</b>
Management	1	12

#### 4.4 Female employee associations in Energy sector

Currently it appears there are three (3) organizations in the Energy sector with female employee associations, as below.

##### 4.4.1 Organizations with female employee associations

###### **ECG**

ECG has a female employee association. The female employee association of ECG is known as the Power Queens Club. The association was formed 30 years ago and has a high degree of management recognition. The Power Queens Club are contacted by management on all important decisions. The association has fostered unity among women in the organization. Power Queens make a lot of contributions to the organisation. Their interventions include revenue mobilization and addressing illegal ECG connections that cause commercial losses. The association serves as a conduit management for ECG's Corporate Social Responsibility. The Power Queens played a key role in the development of ECG's gender policy. They were instrumental in ECG's decision to recruit the first ever female, non-engineering staff member as a district manager. The gender unit manager for ECG is the immediate-past president of the Power Queens.

###### **GRIDCo**

The GRIDCo Ladies Association was formed in 2011. The association seeks the welfare of its members and promotion of GRIDCo's work. Association members support the work of GRIDCo by serving as ambassadors for GRIDCo through advocacy against encroachment onto GRIDCo lands and the use of ECG right of way for petty trading. The association engages women's groups to educate them on the dangers of encroachment and trading in areas designated as ECG's right of way. They provide welfare support to members by organizing health talks and talks from lawyers on issues such as how to write a will. Most of the members of the association are very young. The association's aim is to unite and mobilize its members so they can step out into the industry. They want the potential of their members to be recognized. They are seeking to build a brand for women in energy through the way members work and dress.

###### **VRA**

The VRA Ladies' Association has the objective of uniting women with one voice. The association partners with management of the organization to serve as VRA ambassadors. The association carries out welfare activities for members. It also carries out public education at schools, churches and markets. Members have engaged in energy conservation campaigns and launched a Conservation Guide geared towards children. The association has adopted schools in Akosombo, Abuasi and Tema. They visit these schools to teach girls about hygiene and encourage them to pursue courses in Mathematics and Science. They are planning on buying a mammography machine for the Akosombo community. Have done walks and fun games. They honour retired ladies.

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<sup>7</sup> Date from GRIDCo website (March 2020)

The association has given itself the challenge of ensuring that a female CEO is appointed in the VRA in the future; an idea that is supported by the current CEO. To this end, the association is trying to find 10 to 20 ladies who they will begin to groom towards the CEO role. The association also seeks to educate its members to help them understand the business of VRA. Again, the association has launched a Women in Leadership and Women in Management program for women in the energy sector. The program will begin in 2020. Even before this program begins, members of the association have been paired up for the purpose of mentoring, grooming and sharing of experiences

#### 4.4.2 Current branding of female employee associations in the Energy sector

Female employee associations in the sector are currently distinguished, largely, by two brands; the brand of sisterly-solidarity and the brand of service to the society. Thus, female employee associations are largely perceived of, as platforms for nurturing women as “sisters” in solidarity with each other, and again, platforms for mobilizing female staff to undertake activities in service of their organizations and the communities in which their organizations operate.

This is because the focus of female employee associations in the sector has largely been on the welfare and wellbeing of women, promotion of the business of their organizations, and corporate social responsibility. These are important and necessary activities. They position female employee associations as highly relevant to their organizations and the sector as a whole.

However, the focus of female employee associations could be deepened to encompass activities that support women to excel as Science, Technology Engineering and Mathematics (STEM) professionals and leaders. In this way female employee associations could re-engineer their brand to present themselves to their organizations and the wider sector as “platforms of excellence” where female employees are groomed, challenged and supported to excel in their organizational roles and advance to leadership positions.

## 5.0 Problem Analysis

### 5.1 Root causes of women’s low participation in Energy sector

Male domination of the Energy sector in Ghana has its roots in Ghana’s socio-cultural, educational and organizational systems.

#### 5.1.1 Socio-cultural constraints

The Ghanaian society has deeply rooted beliefs about the roles that women may play in the society and within the economic sector. Women are recognized as key actors in the economic sector and in the generation of incomes for their homes and families. Women are therefore active in all sectors of the Ghanaian economy such as Agriculture, Fisheries, Trading, Manufacturing and Mining. However, the roles that women are expected, socio-culturally, to play in these sectors are largely limited to small-scale levels. Women tend therefore to limit their participation in these sectors to the subsistence and petty level as expected of them. Women are again expected to take up primary responsibility for maintaining the home and raising children. These domestic roles are expected to be prioritized by women vis-à-vis their economic activities.

For women who enter the corporate world, the socio-cultural expectation is that they will remain within administrative roles, or roles that are regarded as “soft” or non-technical. Fields such as Science, Technology, Engineering and Mathematics are regarded as the domain of males. Girls are

considered to be unable to perform well in STEM subjects. They tend therefore to be encouraged to see these subjects as male disciplines.

The traditional Ghanaian society therefore encourages gender-based segregation of professions and does not encourage girls and women to venture into STEM-related careers.

Girls and boys are socialized with these beliefs and norms from their childhood. The inculcation of these beliefs tends to be so deeply inherent that even after exposure to less stringent views about gender roles, men and women who may consider themselves to be reasonably modern in their thinking, may still catch themselves acting out unconscious biases about each other's roles in society.

### 5.1.2 Educational constraints

Socio-cultural beliefs about the roles of women in society extend to the Educational sector. At the primary, secondary and tertiary levels, girls may be discouraged from enrolling in STEM education by the teaching and learning approaches in their schools, and the unconscious biases of their teachers. Girls tend to view STEM subjects as too difficult for them to excel in. They therefore tend to be fearful of enrolling in these subjects.

Enrolment in STEM education is therefore one of the core reasons for women's low levels of participation in the Energy sector. In 2011, female students accounted for 25% of students in STEM education at the tertiary level in Ghana. However, female students' enrolment in core courses relevant for career in the technical fields in the power sector remains low. For example, at the Kwame Nkrumah University of Science and Technology (KNUST), women accounted for 12% at the College of Engineering and only 8.3% of those enrolled in computer and electrical engineering courses<sup>8</sup>.

Significant changes have been made in this trend over the past two decades, through national programs such as the University of Ghana's Science & Mathematics Competition, which encourages participation by both girls and boys. However, much still remains to be done to increase the numbers of girls enrolling in STEM courses and advancing into careers in industry such as the Energy sector.

### 5.1.3 Sector/Organizational constraints

The few females who advance from tertiary institutions into the Energy sector experience several barriers and bottlenecks to their advancement in their organizations and within the sector.

The first barrier is the male-dominated character of the Energy sector. This tends to be the overriding challenge to women who wish to enter the sector and rise to leadership levels. Women in the sector face subtle discrimination from some male colleagues, who may unconsciously regard women as incapable of performing excellently at the work entailed in the sector. For example, some male engineers are unwilling to accept females as equally capable and competent engineers. They may seek to prevent females from taking up challenging jobs, such as climbing electricity poles, ostensibly or genuinely out of concern for their wellbeing. Women however experience this concern as a covert and/or unconscious form of discrimination.

Again, female engineers struggle to be taken seriously by industry players. They are compelled to validate themselves continually and justify their presence in the sector. Women have had experiences

where some male counterparts have belittled their work and put impediments in their way, simply because they are females.

Sexual harassment is a barrier to women's functioning in the sector. Women in the sector experience overt and covert forms of harassment. Again, recruitment policies and health & safety policies and practices are largely gender blind. Protective gear tend to be designed for males and are therefore ill-fitting for women. Separate washroom facilities may not be provided for males and females and tend not to be equipped to cater for the needs of women.

Another major constraint is the demanding nature of field work in the sector. While women have the capacity to work successfully in the field, the domestic duties expected of them by the society compel them to make hard choices between their careers and their domestic lives. They may forgo opportunities for advancement in the sector for fear of the toll this might take on their family lives.

Few organizations in the sector have responded to the above barriers to women's advancement. Gender-sensitive interventions such as creches for young mothers and flexible work schedules are not available in many Energy sector organizations.

#### 5.1.4 Constrained leadership capacity of women

Women have distinctive leadership qualities. These include intuition, empathy, emotional intelligence and authenticity. These qualities are found not only in women but also in males. They however seem to be prevalent in female leaders and are often termed feminine leadership qualities. The modern corporate world is increasingly placing value on feminine leadership qualities and the benefits they bring to business development and growth.

Women's ability to bring these leadership qualities to bear on their work in the Energy sector is however constrained by the socio-cultural, educational and sector/organizational constraints described above. Few women feel able to exhibit the levels of grooming, self-confidence, determination, corporate savvy and ambition required to pursue senior management and executive positions in the sector. They also have few role models to look up to, for counsel in their pursuit of those positions.

## 5.2 Emerging Opportunities

Opportunities for women's participation in the Energy sector have however emerged in recent times. These include national policy direction, the MCC Power Compact, and the recognition of female employee associations as potential platforms for developing the leadership potential of females in the sector.

### 5.2.1 National policy direction

The policy direction of successive governments over the past decade and a half signal an appreciable level of political will and interest in strengthening gender equity, and women's participation in governance across the sectors of the economy. Interventions such as various STEM programs for girls, the development of the Affirmative Action Bill and a growing interest in anti-sexual harassment policies present an enabling environment within which females in the energy sector may strengthen their participation in the sector. Again, the Ghana Employers' Association has embarked upon a program to develop the leadership capacities of women in management and executive roles.

## 5.2.2 Ghana Power Compact

The strong gender focus of the Ghana Power Compact presents an opportunity and a momentum, which organizations in the sector may tap into to strengthen gender mainstreaming. Again, the first Women in Energy Conference organized by MiDA in November 2019, has whipped up the interest of women in strengthening their own participation and leadership in the sector. A second conference is planned for 2020.

## 6.0 Strategic Components

### 6.1 Definition of terms

**Vision:** Vision is defined for the purposes of this strategic document as an overview of where key stakeholders in the Energy sector wish the sector to be in the future. It is the dream, which MiDA, MCC, government agencies, civil society, WiNE and female employee associations all share, and are working towards.

**Goal:** A specific financial or non-financial result or destination that an organization is working towards.

**Objective:** A specific result that a person or system aims to achieve within a timeframe and with available resources. In general, objectives are more specific and easier to measure than goals. Objectives are basic tools that underlie all planning and strategic activities (BusinessDictionary.com).

**Short term:** One to three years

**Medium term:** Three to five years

### 6.2 Vision, Goal and Objectives

#### Vision

“Energy organizations in public and private sector have achieved gender parity in the composition of their boards of directors, management teams and staff”. (Female employee associations in the Energy sector seek to contribute to the attainment of this vision through their strategy and activities).

#### Goal

Women in the Energy sector of Ghana are recognized by the sector and positioned in their organizations as competent and capable professionals and leaders.

#### Objectives

- i. Female employee associations are set up in all organizations in the Energy sector
- ii. Female employee associations are functioning as “platforms of excellence” for grooming women into leadership positions in the sector
- iii. Female Employee associations are contributing to activities in the organizations more effectively and with more recognition
- iv. Energy sector organizations are cooperating with their female employee associations to promote female employees’ advancement to senior management and executive positions.

## 7.0 Positioning Strategy

The strategy is to position females for leadership roles in the Energy sector by developing female employee associations into “platforms of excellence” where female employees are groomed, challenged and supported, through national advocacy, organizational policy interventions and individual mentorship, to excel in their organizational roles and rise to leadership positions in the sector. The strategy comprises interventions at the associational, national level, organizational and group/individual level as below.

### 7.1 Levels of intervention

The Positioning Strategy entails interventions at four (4) levels as follows:

- a. Interventions at the association level
- b. Interventions at the organizational level
- c. Interventions at the individual level
- d. Interventions at the sector level

**Association level interventions** will comprise actions processes designed to re-brand existing female employee associations as not only welfare and corporate social responsibility groups, but also platforms where female employees are groomed, challenged and supported to excel in their organizational roles and aspire to leadership positions. Association level interventions will further include processes to re-orient female employee associations on their broadened brand and role.

**Organizational level interventions** will comprise lobbying for the introduction of female employee associations; lobbying for organizational budgetary allocation for the activities of female employee associations; support to gender policy interventions such as gender assessments, gender audits, and gender sensitization.

**Individual level interventions** will comprise leadership coaching & mentoring, grooming and capacity-building of female employees.

**Sector level interventions** will include networking with other female employee associations; participation in advocacy for gender equality in the sector; alliance-building with primary, secondary, tertiary institutions regarding girls in STEM; and increased engagement with WinE.

### 7.2 Strategic Allies

Institutional and individual allies upon whom female employee associations will rely in the execution of this strategy are the following:

1. Women in Engineering (WinE)
2. Gender and Women’s Rights Organizations eg Network for Women’s Rights in Ghana (NETRIGHT), Women in Law and Development (WiLDAF), ABANTU for Development
3. High profile female leaders in public and private sectors and within the development partner community
4. MiDA
5. Gender and Energy Network (ENERGIA ), Ghana

6. Women in STEM Ghana (WiSTEM GH)
7. Women in Energy Network (WiE) Ghana

### 7.3 Activities

It is recognized that organizations in the sector are at different levels of gender awareness and responsiveness. The activities listed in the strategy may therefore not be carried out by all organizations at the same time. Some organizations may need to focus on the organizational level strategy in the short term, and pick up the association, individual and sector level elements of the strategy after they have attained approval of the boards and Management of their organizations for the establishment and functioning of female employee associations.

Those organizations that already have female employee associations may begin immediately with the association, organization and sector level interventions.

The following section presents the activities that female employee associations could engage in, in the short to medium-term, in pursuit of the positioning strategy.

#### 7.3.1 Organizations without female employee associations

- i. **Select champions for establishment of female employee associations:** The first step for organizations without female employee associations will be for female employees to meet to select a small team of champions. The team of champions will lead the process of lobbying for the establishment of female employee associations in their organization. Ideally the team of champions should include one male employee at management level to be a strategic ally.
- ii. **Discuss Positioning Strategy:** The next step will be for the champions to call a meeting of female employees, where the Positioning Strategy will be discussed for their buy-in and input into the strategy.
- iii. **Lobby for establishment of association:** Meetings with management and staff to lobby for establishment of female employee associations, and for organizational budgetary support.
- iv. **Establish female employee associations:** With the support of MiDA and WinE, female employee associations will define vision, role and objectives of their association. They will develop a motto, value statement and list of characteristics of the female employee in energy as a professional and a leader; and encourage female employees to live up to these values and characteristics.
- v. **Hold meetings with strategic allies:** Newly established female employee associations may then initiate meetings with WinE, WROs and selected females at executive levels of leadership to seek their coaching and mentoring support to female employees.
- vi. **Develop annual action plan**
- vii. **Mentoring of females by women in energy sector:** Members of WinE, Women in STEM Ghana, ENERGIA and other females in senior management and executive roles in and outside of the Energy sector are expected to provide female employees with mentoring. Females will be mentored on issues such as the following:
  - Understanding the Energy sector
  - Maintaining a healthy work-life balance
  - Professionalism at work
  - Developing self-confidence, grooming and corporate savvy
  - Managing one's emotions at work



- Supervising other females
  - Relating professionally with male counterparts in the sector
  - Responding to socio-cultural and organizational barriers
  - Responding to sexual harassment
  - Preparing for interviews
  - Building one's CV
- viii. **Mentoring female interns from GPCIMP and interns in STEM post-GPCIMP**
- ix. **Visits to schools:** Visits to primary, secondary and tertiary institutions in operational areas during their career fairs or career days, delivery of motivational speeches

### 7.3.2 Organizations with female employee associations

- i. **Discuss Positioning Strategy:** mm
- ii. **Re-brand female employee association:** Female employee associations will meet to agree on the new brand of their association as not only a platform for welfare and corporate social responsibility, but also a platform of excellence where females are groomed for leadership positions in the sector
- iii. **Re-brand female employees:** Female employee associations will develop a motto, value statement and list of characteristics of the female professional in the Energy sector. They will develop a motto, value statement and list of characteristics of the female employee in energy as a professional and a leader; and encourage female employees to live up to these values and characteristics. They will agree and encourage female employees to exhibit the new brand in their daily operations and interactions within their organization and in the sector.
- iv. **Hold meetings with strategic allies:** Newly established female employee associations may then initiate meetings with WinE, WROs and selected females at executive levels of leadership to seek their coaching and mentoring support to female employees.
- v. **Develop annual action plan:** mmm
- vi. **Mentoring of females by women in energy sector:** Members of WinE, Women in STEM Ghana, ENERGIA and other females in senior management and executive roles in and outside of the Energy sector are expected to provide female employees with mentoring. Females will be mentored on issues such as the following:
  - a. Understanding the Energy sector
  - b. Maintaining a healthy work-life balance
  - c. Professionalism at work
  - d. Developing self-confidence, grooming and corporate savvy
  - e. Managing one's emotions at work
  - f. Supervising other females
  - g. Relating professionally with male counterparts in the sector
  - h. Responding to socio-cultural and organizational barriers
  - i. Responding to sexual harassment
  - j. Preparing for interviews
  - k. Building one's CV
- vii. **Mentoring interns from GPCIMP and interns in STEM post-GPCIMP**
- viii. Visits to primary, secondary and tertiary institutions in operational areas, delivery of motivational speeches

- ix. **Visit primary, secondary and tertiary institutions:** Female employee associations may select representatives to visit primary, secondary and tertiary institutions in their operational areas, to interact with students and deliver speeches that will stir female students' interest in STEM subjects and in pursuing careers in the Energy sector.

### 7.3.3 Management-led activities

This section provides a list of activities that would require the leadership of Management of Energy sector organizations. Female employee associations may select a few of the listed activities each year, and lobby management to lead, fund, and carry out the selected activities. Upon Management approval and buy-in to the selected activities, female employee associations may then include the approved activities in their action plans.

- i. Gender and social inclusion audits and development of Gender and social inclusion policy for the organization
- ii. Introduction of interventions to strengthen work-life balance and general wellbeing of staff; e.g. paternity leave, creches, separate washrooms for male and female staff.
- iii. Gender orientation of staff during staff retreats
- iv. Capacity-building of female staff on how to mentor and coach
- v. Women in Energy forums
- vi. Organization of excursions/field visits to organization's technical sites, for girls in primary, secondary and tertiary institutions in organization's operational areas
- vii. "Bring your Daughter/female ward to Work" day
- viii. Awards/recognition ceremonies for outstanding female employees
- ix. Sessions on gender issues during staff retreats

## 7.4 Expected Results

Results of the above activities are expected at the governance levels of Energy organizations, the level of Management and staff, the level of female employee associations, individual female staff levels and at the level of the wider Energy sector, as below.

### **Governance level**

- i. Boards of directors of 80% of Energy, Power and Oil & gas organizations without female employee associations have given approval for the creation and financing of female employee associations in their organizations and have created the associations.

### **Management and Staff level**

- ii. Management and staff of organizations with newly created female employee associations have bought into the concept, necessity and benefits of equality in women's participation in leadership of their organizations.
- iii. Energy organizations have introduced gender-responsive policies and practices...
- iv. Female employees are contributing to, and influencing decision-making in their organizations

### **Association level**

- v. Newly created female employee associations have defined short and medium-term targets, activities and sources of funding for their associations.

#### **Individual level**

- vi. Females across senior, middle and early career levels of their organizations are receiving mentoring from their peers and senior colleagues
- vii. Female engineers in the Energy sector have been re-branded as equally professional, capable and competent as their male colleagues
- viii. Females in Energy sector organizations are overcoming barriers to their performance in their organizations and are exhibiting high levels of professionalism in their organizations.

#### **Sector level**

- ix. Female employee associations are recognized by the sector as platforms for mentoring women as professionals and leaders
- x. More females are applying for, and gaining, employment with Energy organizations
- xi. More females in the sector are advancing, and encouraging other females to advance, to leadership positions in the sector.
- xii. More females are contributing to, and influencing decision-making on the strategic direction of the sector

### **7.5 Monitoring of Results**

It is expected that the Monitoring and Evaluation units of the organizations will develop indicators to enable female employee associations track their progress towards the objectives of the strategy, and support female employee associations to develop a reporting schedule.

### **8.0 Funding**

Activities are expected to be funded by budget allocations from the organizations.