



USAID ENGENDERING INDUSTRIES: WORKFORCE GENDER EQUALITY ACCELERATED PROGRAM



PHOTO: CELSIA/COLOMBIA

PARTICIPANT HANDBOOK



USAID'S ENGENDERING INDUSTRIES:
WORKFORCE GENDER EQUALITY
ACCELERATED COURSE
PARTICIPANT HANDBOOK

Prepared for:
Center for Environment, Energy, and Infrastructure
U.S. Agency For International Development
1300 Pennsylvania Avenue NW
Washington, D.C. 20523

Submitted by:
Tetra Tech ES, Inc.
1320 North Courthouse Road, Suite 600
Arlington, VA 22201
tetratech.com

DISCLAIMER

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WELCOME

Welcome to the Workforce Gender Equality Accelerated Program! USAID's Engendering Industries program is excited to offer this program as an activity that managers, leaders, and organizations in male-dominated industries can use to advance gender equality in the workforce.

Expanding women's participation in traditionally male-dominated industries leads to tangible economic outcomes and improved organizational performance that benefits everyone. Women represent half of the world's employment potential, and developing their talent increases an organization's competitive advantage. Research shows that gender equality pays dividends, and a 2018 McKinsey study of 1,000 companies across 12 countries found that gender-diverse companies were more profitable than their national industry average.¹ Tapping into women's unique contributions and experiences can strengthen organizations in male-dominated industries and add trillions to global gross domestic product. Strong organizations drive strong economies.

Each of us has an important role to play in making gender equality a reality, and we look forward to collaborating with you to advance this important work around the world. Changing workplace culture, policies, and practices that improve gender equality takes an intentional and sustained effort by both women and men within organizations. When we work toward this common goal together, everyone thrives. Thank you for being on this journey with us, and we look forward to seeing the great change you will bring to the world.

Sincerely,



Corinne Hart
Senior Advisor for Gender and Environment
Office of Gender Equality and Women's Empowerment
USAID
cohart@usaid.gov



¹ McKinsey. Delivering through Diversity. https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity_full-report.ashx

INTRODUCTION

Increasing gender equality in the workplace has become a priority for organizations around the world, and research shows gender diversity is correlated with improved company performance. Today, most organizations are working to advance workplace gender equality to recruit and retain the best talent, increase productivity, build resiliency, and improve brand and reputation. The Workforce Gender Equality Accelerated Program was created to meet the high demand for gender equality interventions at organizations around the world. Designed by USAID's Engendering Industries program, the Accelerated Program is a six- to 12-month program that consists of pre- and post-program assessments, a course (which will be delivered virtually over a ten-week period or in-person over six days, and up to one year of change management coaching.) The Accelerated Program is a truncated and adapted version of the Engendering Industries Intensive Program, a two-year program that has advanced gender equality at 41 organizations across 27 countries. The Accelerated Program strategically selects approaches and tools used in the Intensive Program, and supports participating organizations to apply them on a shorter (six -to 12-month) timeline.

The Workforce Gender Equality Accelerated Program prepares managers to become agents of change within their organizations by developing the skills needed to:

- Identify gender equality gaps within their organization.
- Develop a business case that demonstrates how gender equality will benefit the organization's bottom line and create tangible, strategic action, grounded in assessment, to increase gender equality in their organization.
- Take targeted, tangible, and strategic action, grounded in assessment, to increase gender equality in your organization.
- Strengthen leadership and change management skills and exercise more influence to create an equitable and diverse workplace.
- Effectively engage other male and female leaders within their organization in support of desired change.



USAID'S ENGENDERING INDUSTRIES PROGRAM

USAID's Engendering Industries program works with public and private sector partners in male-dominated industries to improve gender equality in the workforce. Through customized interventions, demand-driven coaching, and a Gender Equity Executive Leadership Program, Engendering Industries builds the capacity of leaders to implement gender equality interventions in their organizations.

Engendering Industries works with partners to:

- Uptake best practices known to increase gender equality in the workplace.
- Use a framework to support the implementation of gender equality interventions. *USAID's Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries* provides partners with the resources they need to implement gender equality interventions across the employee life cycle.
- Work with change management coaches. Each organization is paired with expert change management and gender equality coaches who provide tailored technical support.
- Attend the Gender Equity Executive Leadership Program (GEELP). Developed by USAID and Georgetown University McDonough School of Business, this 12-month program empowers employees to integrate gender equality initiatives within their organization's structure.

THE ACCELERATED PROGRAM

PARTICIPANT HANDBOOK

This handbook is intended for use by participants of the Workforce Gender Equality Accelerated Program; a short yet intensive program that rapidly develops the skills managers need to increase gender equality within their organizations. While the program was originally designed to be delivered in person over one week, it has been adapted for virtual delivery over a ten-week period. This participant guide contains all of the exercises, tools, and instructions needed to successfully complete the program virtually or in person. Using this handbook, participants will be able to effectively manage their learning across the four phases of the Accelerated Program.

Please note that many of the activities in this handbook are correlated with additional worksheets that are available for download on the [Accelerated Program Materials and Resources](#) webpage. Additionally, the program recommends that all participants create a Microsoft Word file where more extensive notes can be taken, and questions in this workbook can be answered.



PHASE 1

REGISTER FOR THE PROGRAM

- Complete [online registration](#)
- Provide required participant information, including CVs and a Letter of Support from your leadership team



PHASE 2

CONDUCT PRE-PROGRAM ASSESSMENTS AND PREREQUISITE LEARNING

- Take the required knowledge, attitudes, and practices [self-assessment](#)
- Complete, in collaboration with colleagues from your organization, one [rapid organizational gender equality assessment](#)
- Review online pre-program learning materials, including:
 - Pre-program required readings
 - [Gender 101 Training](#) (online)
 - [Change Management 101 Training](#) (online)



PHASE 3

PARTICIPATE IN THE PROGRAM IN PERSON OR VIRTUALLY

- Participate in and contribute to an open and enabling learning environment
- Participate in knowledge sharing, group work, and practical exercises
- Create, in collaboration with colleagues from your organization, a [Gender Action Plan](#) for your organization
- Complete program evaluation and feedback surveys, and conduct a follow-up knowledge, attitudes, and practices self-assessment



PHASE 4

PARTICIPATE IN CHANGE-MANAGEMENT COACHING AND POST-PROGRAM ASSESSMENTS

- Participate in five- to 12-months change-management coaching sessions over four months with your organization
- Conduct an additional post-program knowledge, attitudes, and practices self-assessment and analyze results
- Complete, in collaboration with colleagues from your organization, a post-program rapid organizational gender equality assessment and analyze results with support from your coach to assess progress made in advancing gender equality at your organization

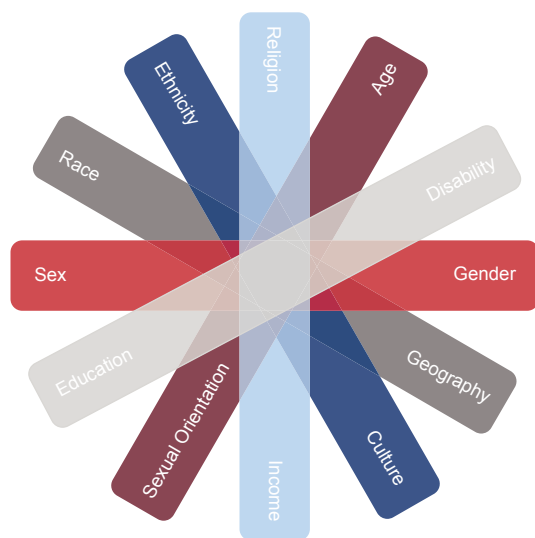
THE ACCELERATED PROGRAM APPROACH

The Workforce Gender Equality Accelerated Program is intersectional, knowledge-based, and action-oriented.

INTERSECTIONAL

The content delivered by the Workforce Gender Equality Accelerated Program is adapted from *Delivering Gender Equality: a Best Practices Framework for Male-Dominated Industries*. This framework is the foundational tool used by USAID's Engendering Industries program to advance gender equality in male-dominated sectors worldwide.

Gender equality is only one lens through which to improve diversity and inclusion in an organization or industry. All of the best practices presented in this program can be applied to broader diversity and inclusion goals, and participants will be reminded at intervals of the importance of the intersectionality of gender equality alongside other social identities (e.g., race, socioeconomic status, ability status, etc.).



The Accelerated Program is delivered globally, and program designers have developed content with a global lens to ensure diverse representation across the resources, imagery, photos, graphics, references, and case studies used in program materials. Additionally, the program was designed and will be delivered by individuals of mixed gender, race, and social identities.

KNOWLEDGE-BASED

The Engendering Industries Best Practices Framework illustrates how managers and organizations can implement gender equality initiatives at each phase of the employee life cycle: from recruiting and hiring, to promoting and succession planning. The framework demonstrates how an organization can assess the current status of gender equality in their workforce, use global best practices known to increase gender equality in an organization, and use data to benchmark progress towards gender equality. The framework provides a description of each best practice, how to implement each practice successfully, an overview of potential implementation challenges, and tools, resources, and templates to assist organizations on their journey towards gender equality.

ACTION-ORIENTED

The Accelerated Program supports participants to define culturally relevant solutions that will drive sustainable change. Whether the program is delivered in person or virtually, participants will learn how to put their training into practice at work. The program fosters peer-to-peer and inquiry-based learning, and prioritizes peer interactions over top-down knowledge sharing. The content provided and actions suggested by the program are simple and relatively easy to implement at work. These actions will not require significant expert guidance, and do not pose a risk of doing harm. Participants will be given ample opportunity to work on solutions that are tailor-made to meet the needs of their organization.

Over the course of the Accelerated Program, participants will design a Gender Action Plan (GAP). Participants will progressively build their GAPs as they are exposed to program content, tailoring their plan to meet the unique needs of their organization. Upon completion of the Accelerated Program, each participating organization will receive five- to 12-months of coaching sessions with a change-management expert, who will support participants to prioritize and implement the interventions identified in their GAP.

GENDER-AWARE PROGRAM DESIGN AND DELIVERY

A fundamental guiding principle of the Workforce Gender Equality Accelerated Program is first, do no harm. Curricula, training, and facilitation have the potential to exacerbate gender inequality. This can happen when one gender has more access to training than others, or when one gender is addressed and engaged in the training more frequently and meaningfully than others. When this occurs, trainings may serve to strengthen existing gender stereotypes and inequality. To avoid this, the Accelerated Program modules were designed and will be facilitated using gender-aware facilitation principles.

GENDER-AWARE FACILITATION

- Facilitators and teaching staff are diverse so that program participants feel represented by course implementers.
- Facilitators will work to respond to, include, and engage female and male participants equally by:
 - Giving women and men equal amounts of time to participate in discussions, ask questions, and respond to the material;
 - Giving equal authority in their voices, to harness their talents;
 - Using a gender lens and approach to motivate, encourage, and provide feedback to men and women; and
 - Addressing and engaging men in conversations regarding gender equality.
- Facilitators seek to model gender-equitable behavior and work to create an equitable learning environment.
 - If participants are perpetuating gender stereotypes, facilitators will seek to identify, discuss, and correct the issue during the session.
 - Facilitators will also seek to recognize and counteract gendered divisions of labor that arise during sessions, such as women preparing food and snacks, taking notes, writing on flip charts, and men presenting. Women and men should share the burden of labor during the program.
- Facilitators will seek to provide participants with explicit knowledge targets and clear expectations of what is required by the program.

GENDER-AWARE ORGANIZATION AND LOGISTICS

- Program organizers recognize the gendered burden of care and work-life balance that may hinder effective participation in the program. To the extent possible, program organizers will seek to:
 - Organize the time and place of the in-person program such that child care may be available; and
 - Ensure breastfeeding mothers have adequate space and facilities to feed their children and/or utilize a pump during in-person sessions.
- Ensure the curriculum and expected pre-reading and homework are created in a way that participants with less time available for studying have an equal opportunity to successfully finish the program.

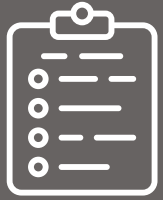
ADDRESSING GENDER-BASED VIOLENCE (GBV) AND SEXUAL HARASSMENT

Gender-based violence (GBV), sexual harassment, and domestic violence are key obstacles to gender equality in the workplace, and these issues are addressed throughout the Accelerated Program. Modules are designed to progressively familiarize participants with the definitions, challenges, and realities of GBV in the workplace, and survivor-centered approaches and proactive male allyship are highlighted as important components of the solution. Modules that address these issues include:

- Accelerated Program Module 2 defines GBV and sexual harassment.
- Accelerated Program Module 3 addresses violence against boys and men.

- Accelerated Program Module 4 illustrates the cost of GBV for companies, and the importance of campaigns against GBV.
- Accelerated Program Module 7 illustrates the importance of male engagement, and the need for men to move from passive supporters to proactive allies.
- Accelerated Program Module 8 articulates how companies can prevent and respond to GBV, sexual harassment, and domestic violence in the workplace.





PHASE 2

COMPLETE PRE-PROGRAM ASSESSMENTS AND LEARNING



PRE-PROGRAM PARTICIPANT LEARNING AND PREP-WORK

Participants will receive a welcome package one month prior to program commencement. This package includes:

- The Accelerated Program Participant Handbook, along with electronic copies of tools and templates for participants to use and edit and throughout the course.
- The [Accelerated Program brochure](#) and specific schedule with dates and times.
- Calendar invites with location details (location for in-person, web link for virtual sessions).
- Engendering Industries' [Delivering Equality: A Best Practices Framework for Male-Dominated Industries](#).
- Gender 101 Training ([online](#)).
- Change Management 101 Training ([online](#)).
- The Accelerated Program Who's Who Brochure, which includes photos and bios of the facilitators and all individual program participants. Your bio and photo will have been collected during the registration process.
- Invitation to join the closed [Engendering Industries LinkedIn page](#) to join the community practice of all global Engendering Industries Intensive and Accelerated Program participants and facilitators.
- Invitation to join a WhatsApp group created by the academic partner for the program participants and faculty of each regional program to provide reminders to participants and facilitate discussion.
- Your facilitator will send you links to the two surveys that must be completed before the program commences, including the Organizational Rapid Gender Assessment and the Individual Self-Assessment Survey.

USAID'S ENGENDERING INDUSTRIES LINKEDIN PAGE

The Engendering Industries [LinkedIn page](#) is a closed network comprised of current and former Engendering Industries' participants, as well as Engendering Industries' program facilitators. It is a place for all global Engendering Industries' participants to connect, network, learn, and share. Members of the page will have access to information webinars, events, and new resources, and will have a supportive and advisory community of practice.



Your facilitator will provide clear instructions by email for the completion of all prerequisites for the program, including due dates for each. Participant materials and links will be housed on a virtual platform or drive for ease of access and reference, in both English and other languages as needed. Links to folders and materials will be shared by your facilitator.



ASSESSMENT AND SURVEY TOOLS

The Accelerated Program utilizes three assessment and survey tools, which are described below. Each serves a specific, unique purpose, supports learning, and allows program implementers to evaluate the effectiveness of the program. Survey tools include:

Rapid Organizational Assessment on Gender Equality

- **What is it?** The [Rapid Organizational Assessment](#) is conducted before and after the program, and is a requirement of each participating organization. The Rapid Organizational Assessment covers four thematic areas: 1. Policies; 2. Best Practices; 3. Staff Composition and Human Resources; and 4. Broad Organizational Strategies. These results will be presented and discussed throughout the program's modules to support identification of gender equality gaps and development of strategic gender equality interventions and a business case that demonstrates how gender equality will benefit the organization's bottom line. The survey will be repeated to measure change and impact at the organization as a result of this Accelerated Program. As part of the post-coaching organizational assessment, participants will also be asked to report on what they accomplished, summarizing the three priority actions they identified in their GAP, what was done or not done, any additional actions taken, results of all actions, what they learned from the process, and their intentions for next steps or subsequent priority actions they will work on independently.
- **Who completes it?** One assessment per organization is to be completed by all of the organization's individual program participants. It may require input from other teams not participating in the program, including the organization's human resources management department.
- **When is it completed?** It should be completed for the first time at least one month before the start of the program, as a prerequisite. It should be completed for the second time between six and 12 months after the conclusion of the Accelerated Program coaching.
- **How is the data used?** Data gathered the first time will be analyzed and reviewed by the Engendering Industries program team and shared with the program facilitator and each organization. Prior to the kick-off session, results from all organizations will be summarized so that they can be shared during the Accelerated Course. *The data presented during the Accelerated Course will be aggregated across organizations and will be anonymous.* Data gathered after completion of the course will measure changes against the original survey. Survey analyses will be shared with each respective organization so they may understand the results, motivate further action, and develop communications around their successes and challenges. Data will be shared with the Engendering Industries program team to analyze impact and effectiveness of the Accelerated Program globally.

Individual Participant Self-Assessment

- **What is it?** The [Individual Participant Self-Assessment](#) is completed before and after the program and is a requirement of each participating individual. This survey assesses each participating individual's knowledge, attitudes, and practices related to gender equality. These survey results will be shared with individual participants throughout the program modules and presented in aggregate for all program participants. The self-assessment will be repeated again (twice) after the program concludes to measure the impact of the program on changing individuals' knowledge, attitudes, and practices.

- **Who completes it?** One assessment is completed by each individual participant.
- **When is it completed?** It should be completed the first time at least one month before the start of the program modules as a prerequisite. It should be completed the second time on the last day of the workshop sessions immediately following the conclusion of the last module. It should also be repeated a third time at the conclusion of the coaching sessions.
- **How is the data used?** Data gathered will be analyzed and reviewed by the Engendering Industries program team or other implementer, then shared with the program facilitator and each respective individual with their own results prior to the first session. Prior to the kick-off session aggregate results across participating individuals will be summarized and included in the session presentation slides. Data gathered the second and third times will be analyzed, comparing changes from the first time the survey was conducted prior to the program. This analysis of the change will be shared with each respective individual, and will be shared with the Engendering Industries program team or program implementer to analyze impact and effectiveness of the Accelerated Program globally on individuals.

Participant Post-Program Satisfaction Survey

- **What is it?** The Individual Participant Program Satisfaction Survey is a requirement of each participating individual. The satisfaction survey provides critical feedback to both the Engendering Industries program team and implementing partners' and their staff and faculty on how satisfied individual program participants were with the program's content, structure, facilitation, and perceived success in achieving the program's stated objectives. These results will be analyzed and used by the Engendering Industries program or other implementer to make decisions about required modifications to the program to ensure high quality, effective program delivery over the long-term.
- **Who completes it?** One survey is to be completed by each individual program participant.
- **When is it completed?** It should be completed once on the last day of the workshop when Module 12 is delivered, and once again at the conclusion of the last coaching session.
- **How is the data used?** Data gathered will be analyzed and reviewed by the Engendering Industries program team or other implementer to compare participant satisfaction globally across implementing partners, and each respective implementing partner, to identify strengths and challenges that may require modification to program content, facilitation, or delivery approach to ensure high-quality program delivery meets the stated Accelerated Program objectives.





PHASE 3

PARTICIPATE IN ACCELERATED PROGRAM VIRTUALLY OR IN PERSON

The Accelerated Program was designed and intended to be delivered in person but has been adapted for virtual facilitation during COVID-19. The Accelerated Program Who's Who Guide provides photos and bios of all course facilitators. Over the course of the Accelerated Program, participants will do the following.



REVIEW BEST PRACTICES FOR ADVANCING GENDER EQUALITY IN MALE-DOMINATED INDUSTRIES

This course draws heavily on [Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries](#). The best practices that are highlighted across the Accelerated Program are included in the table below. Additional best practices can be found in the Best Practices Framework, and participants are encouraged to explore the possibility of implementing these at your organization. The best practices featured in the Accelerated Course were chosen because they are easier to implement and require minimal support from a gender equality change management coach.

GENDER EQUALITY BEST PRACTICES FEATURED IN THE ACCELERATED PROGRAM

Program Module	Best Practice	Employee Life Cycle Phase
Module 5 Gender Strategy and Change Management (Part I)	1. Develop a business case for gender equality, diversity, and inclusion based on company-specific gender and diversity assessment	Corporate Culture and Leadership
	2. Dedicate budget and track use of financial resources to increase gender equality and diversity	Company Performance and Reporting

Continued on next page

GENDER EQUALITY BEST PRACTICES FEATURED IN THE ACCELERATED PROGRAM

Program Module	Best Practice	Employee Life Cycle Phase
Module 6 Gender Equality, Organizational Culture, and Corporate Communication	3. Disclose gender equality and diversity targets and/or key performance indicators (KPIs) on gender equality and D&I in publicly available reports and indices	Company Performance and Reporting
	4. Adopt international standards and endorse international commitments for gender equality	Company Performance and Reporting
	5. Assess and revise internal and external communications to communicate gender equality, diversity, and inclusion commitment and provide gender equitable messaging, language and photos	Corporate Communications and Branding
	6. Develop or join communication campaigns and organize events to promote gender equality, diversity, and inclusion	Corporate Communications and Branding
Module 7 Gender Equality and the Role of Male Leaders as Allies (Part 2)	7. Support male engagement through identification of male change agents and motivating them to act as promoters and ambassadors for gender equality	Corporate Culture and Leadership
	8. Engage senior leadership and staff in gender equality, diversity, and inclusion efforts	Retention and Employee Engagement
Module 8 Gender Equality in the Workforce (Part 1)	9. Establish a corporate-level equal employment opportunity (EEO) policy	Policies and Grievance Management
	10. Conduct outreach to educational institutions that leads to long-term attraction of female job candidates with diverse social identities	Attraction and Talent Outreach
	11. Attract more diverse women candidates through inclusive job ads	Recruiting and Hiring
	12. Equitable and inclusive recruitment and hiring practices applied, including behavior-based interviewing, assessment criteria valuing more diverse skill sets, diverse interview panels, selection criteria that supports women and men from diverse backgrounds, mandatory unconscious bias training for all employees involved in the hiring process, work sample tests, gender-balanced shortlists, removal of biographic information from CVs	Recruiting and Hiring
	13. A Gender Equitable Recruitment Policy with targets and processes defined, including for interns, is in place	Recruiting and Hiring
	14. Consider targeted hiring to fill open positions and increase overall percentage of women in the company in general and/or in the technical areas	Recruiting and Hiring
	15. Establish child-care facilities (e.g., <i>crèche</i> or nursery) or provide monetary assistance with child-care arrangements	Performance Management, Compensation, and Benefits
	16. Provide parental leave (maternity and paternity leave) that meets or exceeds the requirements of national legislation	Policies and Grievance Management
17. Adopt a survivor-centered sexual harassment and gender-based violence (GBV) policy including grievance management	Policies and Grievance Management	
18. Develop workplace policies to prevent and respond to domestic violence	Policies and Grievance Management	

Continued on next page

GENDER EQUALITY BEST PRACTICES FEATURED IN THE ACCELERATED PROGRAM

Program Module	Best Practice	Employee Life Cycle Phase
Module 8 Gender Equality in the Workforce (Part I)	19. Develop and conduct gender awareness, anti-discrimination, diversity and inclusion, and unconscious bias trainings	Onboarding and Training
	20. Create standardized training plan with must-have trainings for all employees	Onboarding and Training
	21. Communicate company commitment to gender equality, diversity, and inclusion during onboarding	Onboarding and Training
	22. Written plan and data collection method on retrenchment ensures no disparate impact on females or other particular group	Separation and Retirement
	23. Company administers sex-disaggregated workplace climate and employee satisfaction surveys incorporating several gender and diversity related questions on fair and equal treatment based on global best practices at least bi-annually	Retention and Employee Engagement
Module 10 Gender Equality in Management and Leadership Teams (Part I)	24. Design and implement a fair and unbiased employee performance management and appraisal system and process	Performance Management, Compensation, and Benefits
	25. Company conducts sex-disaggregated equity and impact analysis of benefits, including usage and uptake of benefits, benchmarked against national legislation and international best practice, and redresses inequities in a transparent process	Performance Management, Compensation, and Benefits
	26. Create working conditions that support improved reconciliation of work life and family life for women and men with care duties	Performance Management, Compensation, and Benefits
	27. Devise a targeted strategy to retain top female talent including high-performing women, women in key technical functions, and women demonstrating leadership potential	Retention and Employee Engagement
	28. Develop structured talent development plan and process to counteract bias and gender parity and diversity imbalances in talent pool	Talent and Leadership Development
Module 10 Gender Equality in Management and Leadership Teams (Part I)	29. High-quality company mentoring program for women with diverse social identities to cultivate their talent and mentoring for men to foster male allies with transparent goals, tools, guidelines and metrics to measure achievements and satisfaction by all parties	Talent and Leadership Development
	30. High-quality company sponsorship program for women with diverse social identities to make them more visible for promotion with transparent goals, tools, guidelines, and metrics or KPIs to ensure and measure achievements and satisfaction by all parties	Talent and Leadership Development
	31. Provide leadership and technical skills training to women to prepare them for new roles and responsibilities	Onboarding and Training



DEVELOP A STRATEGIC GAP (GAP)

The Gender Action Plan (GAP)—the roadmap that will be used to advance gender equality at participating organizations—is the key expected outcome at the conclusion of the course. Your GAP will be created progressively over the course. Participants will add to their GAP as they are exposed to new content, issues, tools, and best practices. The GAP for each organization will include long-term strategic targets and actions, as well as three strategic interventions that are prioritized for implementation immediately following the course with virtual coaching support. The GAP will also serve as a road map for coaches who are supporting program participants to implement gender equality interventions upon completion of the program.

Participants should frequently reflect on how content presented throughout the course can be included in their GAPs and take notes and record their thoughts in their Participant Handbook. By the conclusion of Module 11, participants will have a final GAP that they will present to the plenary group during the final session (Module 12). GAPs will outline priority interventions and plans for virtual follow-on coaching to support implementation at each organization.

The following activities, tools, and methods presented throughout the modules will inform each participant's GAP.

- Participants will use the findings from their organization's Rapid Organizational Gender Assessment to inform which interventions could be used to advance gender equality at their organizations.
- The Engendering Industries Best Practices Framework articulates best practices for advancing gender equality at each phase of the employee life cycle. Participants will identify and discuss both long-term strategic goals and priority best practices that can be implemented in their organizations at the end of modules 5, 6, 7, 8, and 9 that support achievement of, or progress toward, long-term goals. These best practices will address the gaps and challenges identified by participants throughout the course.
- Exercises in Module 5 teach participants how to design a gender strategy, select strategic gender equality interventions, set gender equality goals and targets, and formulate a business case for gender equality specific to the organization.
- The SWOT analysis conducted in Module 5 will inform GAP priorities and design.
- The organizational gender equality roadmap assessment conducted in Module 5 is another key tool used to select and prioritize gender equality initiatives.

The GAP template is available on the Engendering Industries Accelerated Program website and is downloadable as a Microsoft Excel file. Participants are encouraged to work on separate GAPs in Excel. In Module 11, you and your colleagues will combine your ideas into one organizational GAP.



VIRTUAL LEARNING

The program is designed to be facilitated in person over the course of one week, but will be delivered virtually in 2021–2022 and may be offered in both in-person and virtual formats in the future.

- **Zoom, or another platform designated by the host institution**, will be used as the virtual platform for delivery of the virtual course.
- **Use mute.** All participants should stay on mute while the facilitator is speaking. Participants should also

minimize distractions by turning off cell phones and, if possible, ensuring they are in a quiet place.

- **Use white boards.** The facilitator will use virtual white boards, which enables everyone in the meeting to contribute with freehand drawings, text, stamps, etc. If you have any questions about how to use this function, simply enter your question into the platform virtual chat box.
- **Use polls.** Polls allow for real-time feedback, knowledge checks, and engagement. You are encouraged to participate actively!
- **Use reactions. Participants are encouraged to use** the reaction buttons on Zoom or other virtual platforms. These tell the facilitator how you are feeling and that participants are receiving audio. Show us your thumbs-up!
- **Participate in virtual breakout sessions.** Using virtual breakout rooms allows participants to discuss topics and issues in small, comfortable groups. Use this time to speak up, workshop the issues, and get to know your peers. Slides that contain the discussion prompts, questions, or activity instructions will remain visible during virtual small-group discussions.

Language and Translation

Any required language translation services will be arranged in advance to ensure the comfort and learning of all participants.



PREPARE IN ADVANCE!

Review any materials that are provided by the facilitator in advance of the course and/or each session. Review the required readings and homework required before the following session.

This will enhance the learning and make for more lively and informed discussion. At the end of each module, facilitators will remind participants of the readings required for the next session.



STAY CONNECTED!

- Each participant will be assigned a contact person on the Engendering Industries program team or implementing partner team to provide individual support when needed and answer any questions about the program.
- Halfway through the program, each participant will join a 30-minute check-in call with the contact person and his/her colleagues. Your contact person will likely be the coach who will support your organization upon completion of the course.
- Utilize the WhatsApp group created for your cohort, where you will receive reminders of session times, prerequisites, and reading materials and participate in discussion.
- Network with peers across organizations during and after the course and join the Engendering Industries LinkedIn Network!



ENGAGE!

This workshop, both in-person and virtual, is a mix of plenary discussions, small working group sessions, role-playing exercises, activities, and polling with multimedia presentations.

- Plenary discussions encourage participants to interact with the entire group and facilitator.

- Small working groups and breakout sessions break up the presentation and ensure participants have ample time to interact and discuss program content in an intimate space. This fosters engagement and facilitates a more comfortable space to speak and share for less vocal participants.
- The course is designed to ensure that 70 percent of sessions are interactive.
 - Information sharing by the facilitator is limited to 30 percent of each 1.5 hour session.
 - Each 1.5 hour session includes a 20- to 35-minute workshop activity.
 - Each 1.5 hour session presents a video for reflection and/or discussion.
 - Each session starts or ends with a quiz or reflection question presented to participants and announced in advance to keep participants' attention (e.g., *"We showed you last week a picture with a man and a woman climbing a ladder and working on an electric line; what are the two concepts around gender equality that this picture illustrates?"*)



PHASE 4

POST-PROGRAM ASSESSMENTS AND COACHING



CONDUCT POST-PROGRAM ASSESSMENTS

At the conclusion of Module 12, participants should immediately complete two surveys: 1) Individual Self-Assessment Survey and 2) Individual Program Satisfaction Survey. After the conclusion of virtual coaching sessions, participants should also complete the organizational gender assessment survey, and the second Program Satisfaction Survey. These surveys, their purpose, and links are included in Phase 2 preceding this section. These are all critical surveys that are used to analyze individual, organizational, and program changes, results, impacts, and areas for further improvement.



COACHING SUPPORT FOR IMPLEMENTATION OF GAP

Upon completion of the course, your organization will participate in at least five coaching sessions over a coaching session over a five- to 12-month period, with the goal of successfully implementing the GAP that each organization developed during the program. These coaching sessions provide program participants from each organization the guidance, support, and technical assistance they need to implement gender equality interventions at their organization. The coaching is also designed to support the program participants to become effective change agents within their organizations. Coaching is a mandatory part of the program. By the end of the coaching period, participants should be in the process of implementing their gender equality interventions as identified in their GAP. By the end of the four-month period, participants should be in the process of implementing their priority gender equality interventions as identified in their GAP.

Each organization's coaching plan will be tailored to meet the unique needs of the organization. These needs are identified during the pre-program organizational gender assessment, expanded during the Accelerated Program, and refined as participants create their GAPs. Each organization will be assigned a dedicated coach, who will be one of the trained faculty/facilitators with each implementing partner. Each faculty/trainer will receive approximately three organizations to coach and coordinate each virtual coaching session with all three organizations' program participants as a group.

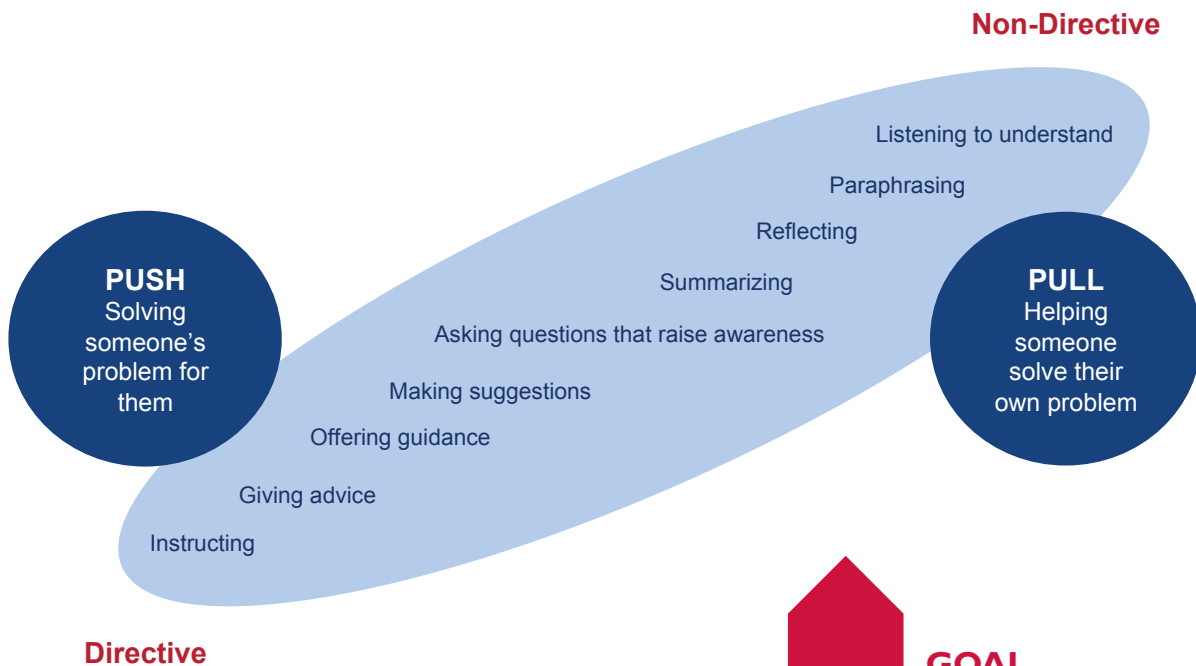
In Module 11, participants meet their assigned coach and receive support to realistically frame the scope of their gender strategy/GAP that will be used for coaching activity. During the Module 11 session, all participants receive guidance to design their GAP in small groups, with their assigned coach spending approximately 10 to 15

minutes with each of their assigned organizations. After Module 11, and before Module 12, a 45-minute session is held with participants of the same organization and their assigned coach to discuss and finalize the prioritized interventions that will receive specific support through the five coaching sessions.

At the conclusion of coaching, program participants are reminded to complete the organizational gender assessment again. Upon successful conclusion of the coaching and the final organizational gender assessment, the individual participants, as well as the organization as an entity, will receive an Accelerated Program Certificate of Completion.

Push/Pull Approach to Coaching

The coaching model for Engendering Industries uses a push and pull approach. The coach uses coaching methodologies to help the participants to find their own solutions, but also provides technical expertise and guidance.



The GROW Model

Engendering Industries coaches use the GROW model to support real action. This includes:

- Defining a **G**oal
- Reviewing the **R**eality in which the goal implementation will be embedded
- Explore ideas and **O**ptions for moving forward
- Help to create the **W**ill for moving forward and creating accountability for achieving the desired goal



Systemic Approach to Coaching

Engendering Industries coaches utilize a systemic approach to coaching, which takes into consideration that all actions and interventions take place in the system in which we operate. Using a systems lens helps participants to understand an organization's interdependencies, which increases the participant's ability to navigate barriers and seize opportunities as they arise. It also helps participants identify organizational levers that can be used for reaching the desired goal.

Coaching Session Objectives and Structure

The main objective of coaching is to support program participants to implement the three priority actions identified in their GAP. Coaches will support the integration of program learning into the GAP in Modules 11 and 12 and will provide follow-up coaching after the course, acting as a sounding board for the participants to support the first steps in developing and implementing interventions.

Coaching sessions are meant to be a check-in point for participants to:

- Discuss their ideas and approaches to starting and implementing their interventions;
- Receive feedback and technical advice on how to improve approaches, overcome challenges, and make the interventions sustainable;
- Receive moral support and motivation from coaches; and
- Increase their accountability to continue working on interventions and increasing impact.



ACCELERATED PROGRAM CERTIFICATE OF COMPLETION

A certificate of completion will be distributed to program participants after all program requirements have been completed, including the virtual coaching sessions and final organizational gender assessment. Certificate of Completion requirements include:

- Pre-program and post-program organizational gender assessment and individual self-assessment complete;
- Attendance and participation in all 12 modules;
- Completion of an organizational GAP at the conclusion of the modules; and
- Attendance and participation in five follow-on virtual coaching sessions.



PHOTO: IBEDC/NIGERIA



PHOTO: GRENLEC/GRENADA

ACCELERATED COURSE MODULES

INTRODUCTION MODULE

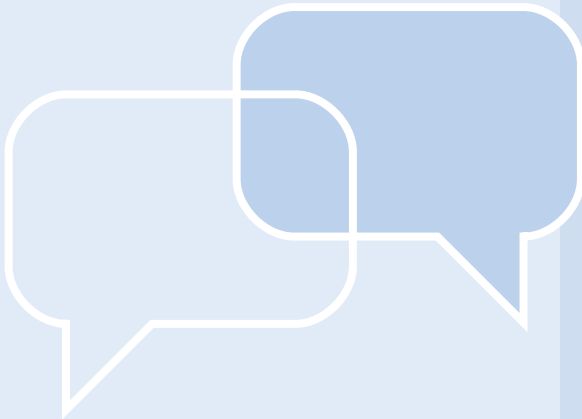


DURATION: 1 hour



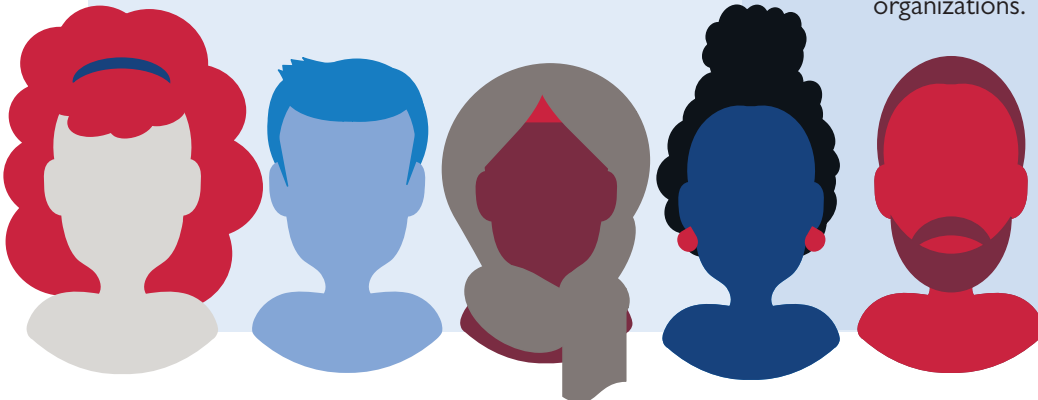
INTRODUCTION MODULE OVERVIEW

The introduction module introduces the group of participants to the facilitator and each other, and presents the Workforce Gender Equality Accelerated Program Objectives, the USAID Engendering Industries program, the program phases, agenda, institutional partners, and rules of engagement.



PARTICIPANT LEARNING OBJECTIVES

1. Participants are introduced to facilitators and peers.
2. Participants understand how the program will work technologically (muting microphones, raising hands, attending virtual breakout sessions, etc.).
3. Participants understand the “ground rules” (respect for differences of opinion, respect for others who are speaking, awareness that topics are sensitive and to treat each other with kindness).
4. Participants understand the trajectory of the program:
 - Each module has a set of assigned readings to be reviewed in advance of the module.
 - A key objective is the progressive production of a GAP that you will use to advance gender equality within your organizations.



KEY EXERCISES AND ACTIVITIES IN INTRODUCTION MODULE

Activity 1: Introductions and “Why I Joined the Program”

Instructions: In your small group, introduce yourself and share why you decided to join the program.



PHOTO: RYAN KILPATRICK FOR USAID

MODULE 1: GENDER EQUALITY: THE VISION



DURATION: 2 hours



OVERVIEW

Module 1 builds upon what participants have learned in the prerequisite Gender 101 training. While the Gender 101 webinar focuses on some of the fundamental concepts and facts about gender equality, Module 1 focuses on gender equality in the workplace to help participants build a vision of a gender equal workforce.



PARTICIPANT LEARNING OBJECTIVES

1. Learn and be able to explain the foundational concepts and facts about gender equality in the workplace to friends, colleagues, and management/leadership teams.
2. Learn to benchmark your organization's gender performance against other organizations in the same industry.
3. Build and share a vision of a gender equal workplace.
4. Analyze and brainstorm how the content and issues presented in this module could be addressed in your GAP.



PHOTO: EDESUR, Dominican Republic



PRE-MODULE READING REQUIREMENTS

Participants should read the following materials in advance of the session:

- Status of gender equality in your country using the following online resources:
 - PNUD. (2020) [Human Development Report](#).
 - The World Bank Group. [Women, Business and the Law](#).
- [Delivering Gender Equality: A Best Practices Framework for Male Dominated Industries](#), with special attention on the following chapters:
 - Why Gender Equality Matters
 - Glossary of Gender-Related Terms
- [UN Women Website](#)
- World Bank. (2019). [Women in Water Utilities: Breaking Barriers](#).
- Nick Johnstone and M. Silva. [Gender Diversity in Energy: What We Know and What We Don't Know](#). (2020).
- United Nations. [Gender Equality](#).

KEY EXERCISES AND ACTIVITIES IN MODULE I

In Module I there are three activities that will require use of the **Participant Handbook**.

Activity I: Circle of Trust

Instructions: In the space below, write the names of the five to six people you trust the most who are not family members.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Activity 2: Intersectionality

Instructions: In the space below, write down groups of people or identities that face discrimination in your country or community.

Activity 3: Let's Build the Vision of a Gender Equal Workplace!

Instructions: Group Discussion: Take part in a group discussion on the questions below and note your thoughts here. Think big!

1. What does your organization's workforce look like now that gender equality is achieved?
2. What does your organization's leadership team look like? Do you run the organization differently, with different priorities?
3. What negative practices are not in place anymore?

4. Are only female staff benefiting from gender equality, or are male staff benefiting too?

5. Who has access to the highest salaries?



NEXT STEPS AND PREPARATIONS FOR MODULE 2

- Upon completion of Module 1, take some time to brainstorm ideas in your GAP based on the three activities you completed.
- Ensure that you have completed the summarized organizational gender assessment results section in your GAP.
- Reflect upon what kind of gender equality champion you are, or want to be, and brainstorm about other gender equality champions at your organization (specific individuals) that could help to build, implement, and support your GAP. Once this workshop concludes and it is time to implement the plan, this list of people who can help with implementation, formally or informally, will be critical to the plan's success.
- Review the required readings for the next session.



PHOTO: GRENILEC/GRENADA

NOTES FROM MODULE I

Use the space below to journal or make notes on observations, ideas, and key takeaways from Module I.



GENDER EQUITY:

The process of reaching equality. The process of being fair to women and men, boys and girls. To ensure fairness, equity measures or interventions must be taken to compensate for cumulative economic, social and political disadvantages that prevent women and men, boys and girls from operating on a level playing field.

MODULE 2: GENDER EQUALITY: COMMON OBSTACLES



DURATION: 2 hours



OVERVIEW

In Module 1, participants built a vision for workplace gender equality. In Module 2, participants will learn about obstacles to workplace gender equality and how to apply a gender lens to improve gender equality in the workplace.



PARTICIPANT LEARNING OBJECTIVES

1. Understand and be able to explain the economic, social, and cultural obstacles to gender equality, including gender-based stereotypes, biases, discrimination, gender-based violence, and sexual harassment.
2. Understand what it means to reflect on personal biases and apply a gender lens in decision-making to improve gender equality in our lives and work environments.
3. Analyze and brainstorm how the content and issues presented in this module could be addressed in your GAP.





PRE-MODULE READING REQUIREMENTS

Participants should read the following materials in advance of the session.

- United Nations and the Rule of Law: [Human Rights and Gender](#).
- Catalyst. (2020). [Women in Male-Dominated Industries and Occupations: Quick Take](#).
- Western University, [Recognize and Respond to Domestic Violence in Your Workplace](#). (2014).
- Iris Bohnet. [What Works: Gender Equality by Design](#) (2016).

KEY EXERCISES AND ACTIVITIES IN MODULE 2

In Module 2 there are three activities that will require use of the **Participant Handbook**.

Activity 1: Presentation and Discussion of Individual Self-Assessment Survey Results

Instructions: Review the key findings of the individual self-assessment results. Reflect on areas you would like to change (as a group and individually). The Individual Self-Assessment survey was conducted prior to the start of the program by each participant. The facilitator will discuss the overall trends and observations of all the participants' knowledge, attitudes, and practices. Take three minutes to reflect on your own individual self-assessment, compared to the overall results, and knowledge, attitudes, and beliefs of your peers. Write down two to three areas of knowledge, attitudes, or practices you would like to work on as an individual, and two to three areas you would like to change with others at your organization.

1. **What are two to three areas of knowledge, attitudes, or practices you would like to work on as an individual?**

2. **What are two to three areas you would like to work on changing with others at your organization?**

Activity 2: Gender-Based Stereotypes and Bias

Instructions: Reflect on gender-based stereotypes and biases that individual participants hold or that may be pervasive within your organization. First, write down words and/or stereotypes that are typically associated with women. Then, watch the video with the plenary and discuss with the group.

List stereotypical words commonly associated with **women** in the table below.

List stereotypical words commonly associated with **men** in the table below.

Use the space below to note how these stereotypes harm women or men in the workplace.

Activity 3: What are the Main Obstacles to Gender Equality in Your Organization?

Instructions: Reflect on barriers to gender equality in your organization. In the space below, record your thoughts on the three main obstacles women have to overcome to be recruited by your organization and the three main obstacles women have to overcome to work in the department of their choice at your organization.

1. **What are the three main obstacles women have to overcome to be recruited by your organization?**

	<i>Give example(s):</i>
	<i>Give example(s):</i>
	<i>Give example(s):</i>

2. **What are the three obstacles women have to overcome to work in the department of their choice in the organization?**

	<i>Give example(s):</i>
	<i>Give example(s):</i>
	<i>Give example(s):</i>



NEXT STEPS AND PREPARATIONS FOR MODULE 3

- Upon completion of Module 2, take some time to brainstorm ideas in your GAP based on the activities you completed.
- Review the required readings for the next session.

NOTES FROM MODULE 2

Use the space below to journal or make notes on observations, ideas, and key takeaways from the module.

MODULE 3: GENDER EQUALITY AND THE ROLE OF MALE LEADERS



DURATION: 2.5 hours



OVERVIEW

Module 3 illustrates the importance and role of male leaders in advancing women's empowerment and gender equality. This module illustrates how organizations can engage men to become strong allies for women and gender equality in the workplace.



PARTICIPANT LEARNING OBJECTIVES

1. Understand how to move from androcentrism—dominant patriarchal norms, values, behaviors, and stereotyped masculinities—to positive and supportive gender norms and related behaviors that engage men as allies to women's empowerment and to gender equality in society, at home, and in the workplace to the benefit of everyone, while understanding and addressing the growing opposition to gender equality.
2. Analyze and brainstorm how the content and issues presented in this module could be addressed in your GAP.



PHOTO: RYAN KILPATRICK FOR USAID



PRE-MODULE READING REQUIREMENTS

Participants should read the following materials in advance of the session.


- The Man Box: A Study on Being a Young Man in Australia.
- What Men Have to do with It: Public Policies to Promote Gender Equality.
- The International Men and Gender Equality Survey (IMAGES). Please review the IMAGES reports for your participants' countries.
- Promundo. *State of the World's Fathers: Time for Action*. (2017).
- The Week. (2020). *The Countries Where Homosexuality is Illegal*. (2020).
- Men Engage. www.menengage.org
- Promundo. <https://promundoglobal.org/resources>
- MenEngage. *Delhi Declaration and Call to Action*. (2014).
- State of the World's Fathers. *Unlocking the Power of Men's Care*. (2019).

KEY EXERCISES AND ACTIVITIES IN MODULE 3

In Module 3 there are two activities that will require use of the **Participant Handbook**.

Activity 1: Social Norms about Manhood and Maleness

Instructions: Develop your understanding of social norms for men, social pressures that motivate men to adhere to social norms, and sanctions for men who do not adhere to social norms. Reflect on the questions below in your small group, then discuss in the plenary.

1.  **ank k sl gvw*as jrs pc*npans l rpwF**
2. **Whose opinions influence men's attitudes, beliefs, and behaviors in your community, culture, or country? In other words, who is setting the expectation for how men are supposed to behave?**

3. **What are the consequences for men who deviate from traditional characteristics of maleness in your community, culture, or country?**

Activity 2: What Is the Problem with Men? Are Men Really the Problem?

Instructions: Increase your understanding of the ways patriarchy is bad for women and men and the ways patriarchy curtails opportunities for both. Reflect on the following questions in small groups, answering as honestly as you can.

- What is the problem with men?
- Why don't men recognize that patriarchy harms them?
- Why are men afraid to acknowledge the straitjacket they live in?
- What do men have to lose if gender equality is achieved?
- What do men have to gain if gender equality is achieved?

After you complete your small group discussion, your facilitator will instruct you to answer the questions below.

1. **Are you happy in the roles prescribed by the patriarchal norms and traditions of your society (as a man, woman, or non-binary person)?**
2. **Do you consider men as the problem for gender and other inequalities?**
3. **Would you like to change the norms and practices... if you could?**
4. **Is the use of physical, psychological, or emotional violence part of your life, as perpetrator or survivor at home, in the public sphere or in your job?**
5. **Can you think of ways to change that? Do you think it should be changed?**
6. **Are you motivated to work on challenging and changing the prescribed roles and transforming gender power relations and traditions toward equal opportunities, improving everyone's life at work and at home?**



NEXT STEPS AND PREPARATIONS FOR MODULE 4

- Take time after the module concludes to brainstorm ideas in your GAP. Reflect on what you have recorded in your Participant Handbook, and if possible, discuss with colleagues at your own organization before the next session:
 - What are the social and/or gender norms and opinions about manhood and maleness within your community, culture and country, and what are the consequences for men within your organization who deviate from traditional characteristics?
 - What can you, and others at your organization do, to change norms and practices?
 - What support would you find at your organization to make this change? From whom?
 - What resistance would you find at your organization to make this change? From whom?
 - Would joining the MenEngage Network help you and your organization to build your capacities for the change process in your company and personally? Would this motivate and position others to promote change at your organization?
- Review the required readings for the next session.

NOTES FROM MODULE 3

Use the space below to journal or make notes on observations, ideas, and key takeaways from the module.



MODULE 4: GENDER EQUALITY: THE BENEFITS



DURATION: 2 hours



OVERVIEW

Module 4 illustrates how advancing gender equality can improve your business performance, reputation, and resilience. This module also demonstrates how participants can use the Engendering Industries Best Practices Framework for Male-Dominated Industries.



PARTICIPANT LEARNING OBJECTIVES

1. Understand and be able to explain how gender equality benefits an organization and use this knowledge to create a business case for gender equality at your organization.
2. Discover how to use Engendering Industries' Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries to improve gender equality at your organization.
3. Analyze and brainstorm how the content and issues presented in this module could be addressed in your GAP.



PHOTO: RYAN KILPATRICK FOR USAID

1. How can gender equality improve the above benefits?

2. List any concrete examples that you are aware of:



NEXT STEPS AND PREPARATIONS FOR MODULE 5

- Take time after the module concludes to brainstorm ideas in your GAP. At the conclusion of this module:
 - Reflect on what the benefits are for your own organization to improve gender equality (e.g., start to think about the business case and ideas to complete that portion of the GAP).
 - Reflect on how COVID-19 has impacted women and men differently at your organization and begin to note some ideas for strategic goals, targets, and activities in your GAP that your organization could consider to address, or mitigate, the gendered impacts of COVID-19.
 - Reflect on what is already included in the GAP and apply your learnings to update or revise what you have put in your plan accordingly.
- Review the required readings for the next session.

NOTES FROM MODULE 4

Use the space below to journal or make notes on observations, ideas, and key takeaways from the module.

MODULE 5: GENDER EQUALITY STRATEGY AND CHANGE MANAGEMENT

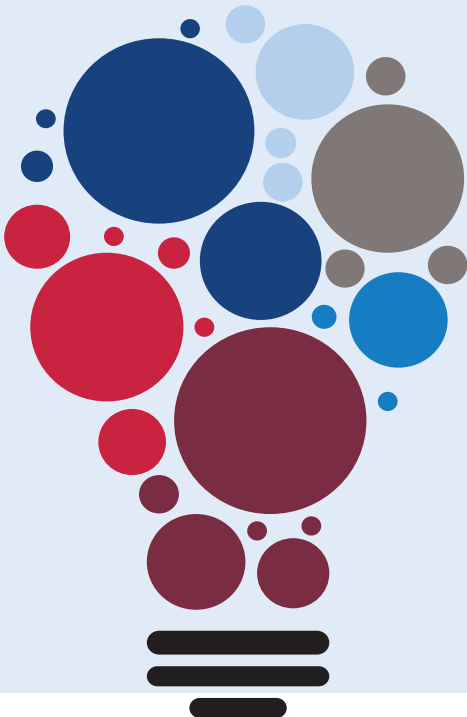


DURATION: 4.5 hours



OVERVIEW

Module 5 builds on Module 4 (Gender Equality: The Benefits) and illustrates how organizations can use data to design a gender equality strategy that includes a business case for gender equality. The module will also demonstrate how to set SMART goals and targets for gender equality, and how to plan interventions and activities using a change management approach. This session introduces some critical activities that serve as building blocks to completing the gender action plan.



PARTICIPANT LEARNING OBJECTIVES

1. Learn how to design and implement a gender equality strategy using change management theories.
2. Learn how to successfully engage stakeholders, including leadership, to advance gender equality.
3. Learn how to anticipate and address challenges and resistance to change.
4. Learn how to conduct a robust gender gap assessment, based on your organization's pre-program rapid organizational gender assessment, and start designing a gender equality strategy for your organization.
5. Learn the basics of creating a dedicated budget and tracking use of financial resources to increase gender equality and diversity.
6. Analyze and brainstorm how the content and issues presented in this module could be addressed in your GAP.



PRE-MODULE READING REQUIREMENTS

Participants should read the following materials in advance of the session.

- Australian Government. [Workplace Gender Equality Strategy Guide](#)
- Women Empowerment Principles: [Gender Gap Analysis Tool](#)
- USAID’s Engendering Industries Program: [Developing a Business Case for Gender Equality](#)
- USAID’s Engendering Industries Program: [Setting Strategic Gender Equality Targets](#)
- USAID’s Engendering Industries Program: [Organizational Goal Setting for Gender Equality](#)
- USAID’s Engendering Industries Program: [Integrating Gender into Workplace Policies](#)

KEY EXERCISES AND ACTIVITIES IN MODULE 5

In Module 5 there are six activities that will require use of the **Participant Handbook**.

EXERCISES: DAY I

Activity I: Create a Causal Map and Build the Business Case

Instructions: A causal map is a tool that is used to explain how factors lead to a specific outcome. During this module, you will build a causal map, linking gender equality interventions to gender equality goals and business performance objectives. Work collaboratively with colleagues from your organization to populate the [Causal Map Worksheet](#). Then, reflecting on your causal map, answer the following questions for your organization.

A) GENDER EQUALITY INTERVENTION	B) GENDER EQUALITY GOAL	C) BUSINESS PERFORMANCE OBJECTIVE
<i>Example: Employ more women in revenue collection, billing, connections, and disconnections</i>	<i>Example: Increase revenue collection</i>	<i>Example: Increase business performance</i>

1. List two business priorities/objectives of your organization in Column C of the Causal Map, referring back to your responses in the pre-program organizational assessment. Work backwards to Column B, then A.
2. Explain how gender equality can contribute to these objectives and the benefits of increased gender equality at your organization.

Activity 2: Gender Equality Road Map Organizational Assessment

Instructions: Work with colleagues from your organization for 20 minutes with intermittent co-facilitator guidance on the [Gender Equality Road Map Organizational Assessment Tool](#). Participants may choose to work collaboratively on a soft (electronic) copy. Participants may not complete this in full, but this is a chance to get started with a co-facilitator to support, and they may continue to work with their colleagues to complete after the session. This exercise will help to develop strategic priorities within your GAP.

THE GENDER EQUALITY ROAD MAP ORGANIZATIONAL PHASE ASSESSMENT:

PHASE	CHARACTERISTICS	APPLIES TO MY/OUR ORGANIZATION (YES/NO)	COMMENT/ EXPLANATION
Avoiding	Structural and cultural barriers to female career progression are unrecognized or denied.		
	Exclusive and/or discriminatory behavior towards women accepted and/or normalized.		
	No measurement or reporting of gender representation or equality issues.		
	No one accepts (or sees a need to allocate) accountability for gender equality/diversity.		
Compliant	Gender equality/diversity are seen as a compliance risk, not a business enabler or imperative.		
	Any gender equality/diversity activity is limited to meeting compliance obligations.		
	Responsibility for compliance with gender legislation or regulation is owned by support functions.		
	Only data required to meet compliance obligations is gathered and is not exploited.		
Programmatic	Gender equality/diversity activity occurs only in response to issues that can't be ignored.		
	Actions and initiatives are ad hoc, reactive, and tactical rather than planned, proactive, and strategic.		
	Gender initiatives are disconnected and fragmented, which limits synergies, efficiencies, and impact.		
	Business priorities take precedence and displace gender equality action if/when necessary.		
	Failure of gender program initiatives to achieve progress or change undermines long-term support.		

Continued on next page

Strategic	A specific business case for addressing gender equality is identified and promoted by leaders.		
	A gender strategy is developed that links to and supports business strategy and objectives.		
	Gender strategy is used to guide effort, investment, and specific initiatives and is regularly reviewed.		
	GAPs are developed and implemented to realize gender equality strategic objectives.		
	Governance and reporting mechanisms are in place to ensure leadership oversight.		

THE GENDER EQUALITY ROAD MAP ORGANIZATIONAL PHASE ASSESSMENT:

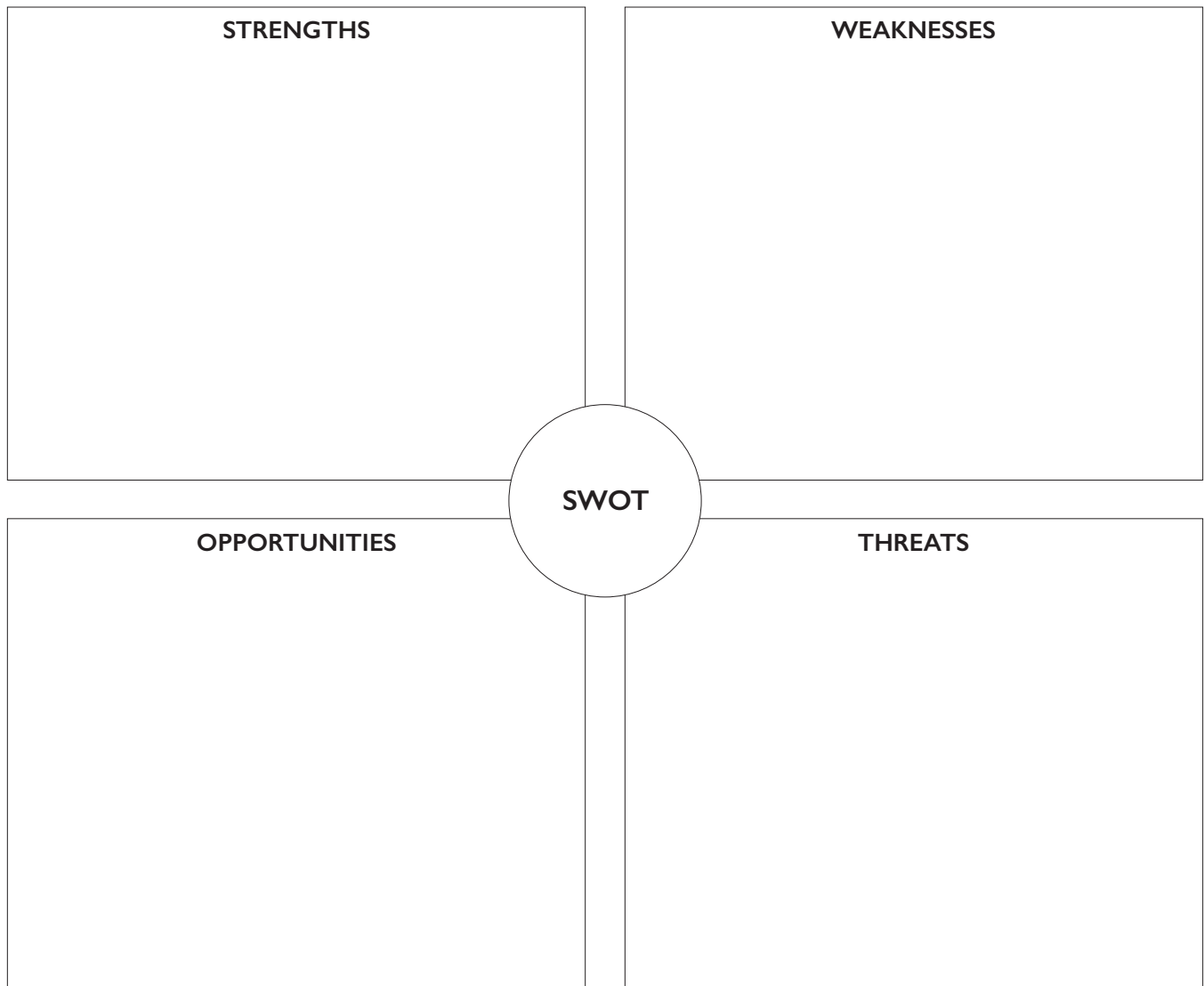
PHASE	CHARACTERISTICS	APPLIES TO MY/OUR ORGANIZATION (YES/NO)	COMMENT/ EXPLANATION
Integrated	Gender equality best practice is integrated into business and personnel policies and processes.		
	The business case for gender equality is understood and embraced at all organizational levels.		
	Commitment to, and investment in, gender equality progress is unaffected by business challenges.		
	Structural and cultural barriers to female career progression are actively challenged and addressed.		
Sustainable	Business leaders hold themselves and their people publicly accountable for gender equality outcomes.		
	Leaders have the necessary capability, confidence, and commitment to build gender-inclusive culture(s).		
	The organization and its leaders are role models for gender equality/inclusion and they influence others.		
	Ongoing commitment to gender equality is unaffected by changes in leadership composition.		
	Gender equality is simply part of how business is done and how people work together—always.		

Activity 3: Conducting a SWOT Analysis

Instructions: Working with colleagues from your organization, conduct a gender equality Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis using the [SWOT Tool](#). Examples of strengths, weaknesses, opportunities, and threats could include

- **Strengths:** What are the principal strengths that support gender equality? People, policies, processes that are favored?
- **Weaknesses:** What are the internal weaknesses or challenges to gender equality? People, policies, processes that are obstacles to gender equality?
- **Opportunities:** Are there external factors or opportunities that can advance gender equality at the organization?
- **Threats:** Are there external factors or obstacles to advancing gender equality at the organization?

A template is available below. If you are unable to complete your SWOT, you can continue working on this exercise with your colleagues at a later time.



Activity 4: Identifying Challenges and Securing Leadership Buy-In

Instructions: Work with your peers to identify the main challenges to implementing gender equality efforts and brainstorm ideas to address these challenges, with a focus on securing leadership buy-in. Record your insights in the space below, then share your ideas with the plenary.

EXERCISES: DAY 2

Activity 5: Start Working on Your Gender Equality Plan

Instructions: Populate the [Gender Equality Goals, Targets, and Activities template](#) with the gender equality goals identified in your causal map. Then, work collaboratively with colleagues from your organization to identify SMART targets using the [SMART Targets Worksheet](#). If needed, refer to the Engendering Industries [Setting Strategic Gender Equality Targets Guide](#) for more information. Finally, identify corresponding activities, thinking strategically about activities that can be implemented in the short, medium, and long term. Then, share your ideas in the plenary.

EXAMPLE: GENDER EQUALITY STRATEGY: GOALS, SMART TARGETS, AND ACTIVITIES

GENDER EQUALITY GOAL	SMART TARGET	PLAN		
		YEAR 1	YEAR 2	YEAR 3
<i>Example: Equal pay for women and men</i>	<i>Example: Ensure women and men are all paid equally for equal work within job types and functions within three years</i>	<i>Example: Conduct a salary gap analysis to identify gender differences within job types and functions; prohibit asking for previous salary history for all new hires</i>	<i>Example: Close the gender pay gap within job types and functions by 50 percent by increasing salaries during annual performance reviews</i>	<i>Example: Close the gender pay gap within job types and functions by 75 percent by increasing salaries during annual performance reviews</i>

Activity 6: Stakeholder Mapping

Instructions: The goal of this exercise is to increase your understanding of stakeholders in your organization and their influence over the successful implementation of your GAP. Work with your colleagues to complete the [Stakeholder Mapping Template](#).

A stakeholder is someone:

- With an interest or concern about something
- Who can derail a project
- Who can enable a project
- Who is affected by a project

Once you have completed your matrix, answer the following question in the space provided below: ***How do you balance the needs and interests of different stakeholders (including staff, clients, regulators, partners, and family of employees) within your organization?***



NEXT STEPS AND PREPARATIONS FOR MODULE 6

- **HOMEWORK:** Take time after the module concludes to brainstorm ideas in your GAP. Continue to refine the following tools with your colleagues:
 - Causal map
 - Gender Equality Road Map Organizational Assessment
 - SMART goals
 - Gender equality challenges and senior leadership buy-in strategies
 - Stakeholder Mapping Tool
- Participants should complete the activities in this section and submit it as homework to their assigned coach or point of contact for the course.
- In Module 11 you will have more time to reflect on these inputs to your GAP. In the meantime, ensure you review any content you already have documented in your plan and update anything according to your learnings today.
- In advance of the next session, review your organization’s website. See if your organization reports on gender and diversity indicators and look at the pictures and wording used to present the organization, products and services, and the workforce. If possible, tell participants to bring electronic or printed copies of your organization’s comms practices.
- Review the required readings for the next session.

NOTES FROM MODULE 5

Use the space below to journal or make notes on observations, ideas, and key takeaways from the module.



PHOTO: USUG/MONGOLIA

MODULE 6: GENDER EQUALITY, ORGANIZATIONAL CULTURE, AND CORPORATE COMMUNICATION



DURATION: 2 hours



OVERVIEW

Module 6 builds upon Module 5 by discussing how the gender equality strategy can be integrated into the organizational culture. Module 6 further explores how an organization can adopt international standards and join international campaigns on gender equality to gain support for its actions and improve its reputation. It also examines the importance of public commitments to goals and regular reporting on progress and provides guidance to develop more gender-responsive corporate communications practices.

ARTIFACTS:
Norms, Practices, Symbols

FOUNDATIONS:
Assumptions, Values,
Meanings



PARTICIPANT LEARNING OBJECTIVES

1. Learn how to shift a male-dominated organizational culture to a culture and leadership that actively advances gender equality, and how to communicate this intention to the organization.
2. Discover how to adopt international standards, endorse international commitments, and join international campaigns for gender equality that will benefit your organization's reputation and sustain its gender strategy. Learn how to discuss these options with organizational leadership.
3. Learn how to disclose gender equality goals (internally within the organization, and externally to the public) and align corporate communication and branding practices with gender equality goals.
4. Learn how to engage your organization's leaders and communications department to develop more gender-responsive corporate communications practices.
5. Analyze and brainstorm how the content and issues presented in this module could be addressed in your GAP.



PRE-MODULE READING REQUIREMENTS

Participants should read the following materials in advance of the session.

- Review your organization's website: see if your organization reports on gender and diversity indicators and look at the pictures and wording used to present the organization, products and services, and the workforce. If possible, participants should have with them during the module electronically saved (for virtual) or printed examples (for in-person) of their organization's communications practices.
- Read about the Women's Empowerment Principles (WEPs) on their website: <https://www.weps.org/>.
- UNDP. "Let's Speak Gender": 10 Principles for gender-responsive communications for development.
- New York Times. [Madam C.E.O., get me a coffee.](#)



PHOTO: TPDDL/INDIA

KEY EXERCISES AND ACTIVITIES IN MODULE 6

In Module 6 there are four activities that will require use of the **Participant Handbook**.

Activity 1: Artifacts and Foundations of Organizational Culture (Iceberg Example)

Instructions: Discover the visible artifacts and deep-rooted foundations of organizational culture. Organizational culture is a set of shared assumptions that guide behaviors. Artifacts are things you can see, such as:

- Awards given;
- Dress norms;
- Preferred parking spots for the boss versus the “employee of the month;”
- Office locations and sizes; and
- Promotion practices.

Foundations are not as visible, but they underlie the artifacts and include:

- Hard work will be rewarded;
- Family members will be promoted over non-family staff; and
- Delivering outcomes is more important than the process used to achieve them.

In the table provided below, reflect on the following questions. Your answers will support the development of your GAP, ensuring that there are strategic goals in place to address both the artifacts and underlying organizational culture that lead to harmful assumptions.

ARTIFACTS	FOUNDATION

Activity 4: Creating Gender-Responsive Communication

Instructions: The objective of this activity is to analyze the role of imagery in conveying an organization's commitment to gender equality. Based on the principles for gender-responsive communications, ask participants to discuss the three images presented on the slide in small groups for four minutes, and record their thoughts in their participant handbook.



NEXT STEPS AND PREPARATIONS FOR MODULE 7

- **HOMEWORK:** Corporate Communication Exercise:
 - Review your organization's website to see if the organization reports on gender and diversity indicators and to look at the pictures and wording used to present the organization, products and services, and the workforce.
 - Identify three ways to strengthen your organization's communications policies and guidelines to be more gender responsive, recording them in their Participant Handbook.
 - Discuss your key recommendations with your colleagues and reflect on what you may incorporate into your GAP in the Communications Strategy, and potentially in the Communications ELC table, based on what you have learned so far.
- Take time after the module concludes to brainstorm ideas in your GAP. At the conclusion of this module.
 - Review and reflect on what you have recorded on challenges within the organizational culture, challenges to changing it, and ideas on strategies, actions, and targets to incorporate into your GAP, particularly in the Corporate Culture employee life cycle.
 - Review other ideas recorded in your GAP, and reflecting on your learning today.
 - Discuss with colleagues from your organization and make revisions or updates to reflect your learnings.
- Review the required readings for the next session.

NOTES FROM MODULE 6

Use the space below to journal or make notes on observations, ideas, and key takeaways from the module.



PHOTO: USUG/MONGOLIA

MODULE 7: GENDER EQUALITY AND THE ROLE OF MALE LEADERS AS ALLIES



DURATION: 2 hours



OVERVIEW

This module builds upon the content taught in Module 3 on male engagement and Module 6 on organizational culture and corporate communication by focusing on male engagement interventions in the workplace.



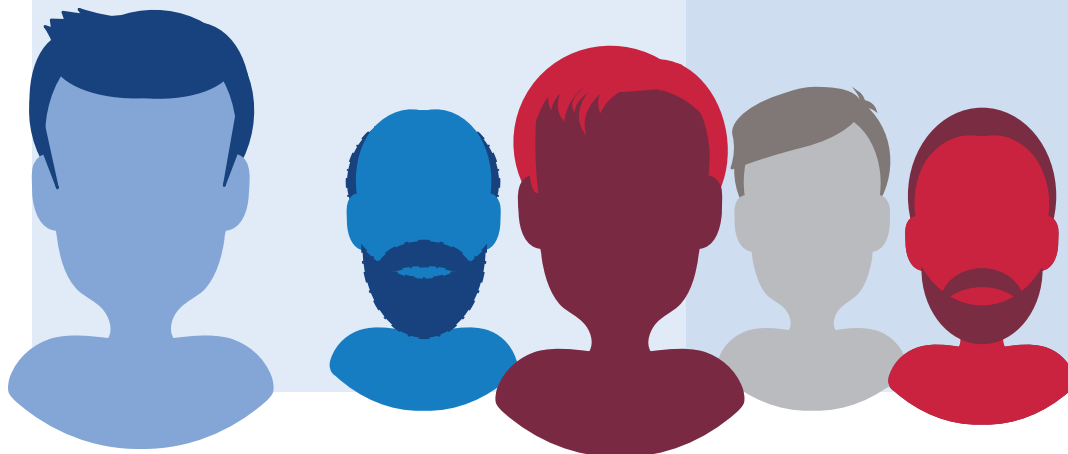
PARTICIPANT LEARNING OBJECTIVES

1. Learn how to develop transformative strategies for male-dominated industries and discuss goals for corporate change.
2. Learn to support male engagement, identify male change agents, and motivate them to act as promoters and ambassadors for gender equality.
3. Learn how to engage senior leadership and staff in gender equality and inclusion efforts.
4. Learn how to intervene when witnessing discriminatory or inappropriate behaviors towards women and other employees.
5. Analyze and brainstorm how the content and issues presented in this module could be addressed in your GAP.

INCLUSION

INCLUSION

INCLUSION





PRE-MODULE READING REQUIREMENTS

- [Actions Men Can Take to Create an Inclusive Workplace](#) (MARC by Catalyst)
- [HeforShe Campaign](#)

KEY EXERCISES AND ACTIVITIES IN MODULE 7

In Module 7 there are five activities that will require use of the **Participant Handbook**.

Activity 1: From Tolerating Women to Inviting Women as Equals

Instructions: Identify the conditions required for men to move from tolerating women in the workplace, to inviting women as equals, and for women to feel accepted and invited as equals. In small groups discuss the following questions. Use your assigned gender champion to think big and bold and develop ideas, especially around the aspect of gender equality that is your champion's focus. Record your thoughts in the space provided below to capture your ideas and incorporate them into your GAP.

QUESTION 1

What does it take for men to move from tolerating > accepting > welcoming > to inviting women as equals in all technical, managerial and other fields of your industries and institutions and as indispensable for success?

List and explain two conditions (policies, equal pay, etc.).

QUESTION 2

What does it take for women to feel accepted, welcomed, and invited as equals in all technical, managerial and other fields of your industries and institutions and as indispensable for success? What would attract more women in technical/higher positions in your industry?

List and explain two conditions (policies, career opportunities, equal pay, etc.). Don't forget about the role of men in the company, from board and top management to field staff.

Activity 2: Fears or Anxieties for Equal Opportunities and Pay

Instructions: In same-sex groups, explore how the concept of “gender equality” may cause fear for men and women, respectively. In your same-sex small group, discuss the questions below. Ask yourself if fears are exacerbated in times of crisis, like a pandemic or a recession. After your group discussion, share your thoughts in the plenary discussion.

MEN’S GROUP

Men: Does the concept of gender equality bring up any fears for you? This could include:

1. Losing power?
2. A woman as your boss?
3. Losing “male” culture of company?
4. Competition/job insecurity?
5. Women (or own wife) earning more than you?
6. Women (or your wife) becoming (economically) independent?
7. More chores at home?
8. Are these fears reinforced in times of crisis?

WOMEN’S GROUP

Women: Does the concept of gender equality bring up any fears for you? This could include:

1. Increasing workload/burden?
2. Conflicting priorities: unpaid care work versus paid work?
3. (Increased) domestic violence?
4. Risk of abuse/abusive situations?
5. Not being taken seriously?
6. Not being accepted as a boss?
7. Being patronized?
8. Constantly being tested (e.g., with heavy physical work)?
9. Are these fears reinforced in times of crisis?

Activity 5: Engaging Men for Transformative Action

Instructions: Reflect on the ways patriarchy is bad for women and men and the ways patriarchy curtails opportunities for both. The facilitator presented the need for organizations to engage in transformative action for change and exercises in equality. These include:

- Transformative action includes the need to:
 - Understand, acknowledge, address gender injustices;
 - Understand and acknowledge resistance to change; and
 - Build ingredients for change at every level: micro and macro (at home, work, public spaces and policy levels), e.g., child-care facilities; safe transport; safe workspaces; health care; language use; and career opportunities.
- Exercises in equality include the need to:
 - Share caregiver and wage-earner roles;
 - Publicly promote and support gender equality;
 - Push for policy changes that support equality/justice;
 - Allow mistakes without condemnation;
 - Build support in communities and alliances; and
 - Reject bystander behavior.

Review the points above, and discuss the questions below for five minutes in your small group. Record your own thoughts in the space below.

1. **Would such an approach work for you?**

2. **Would your company support the actions listed above?**



NEXT STEPS AND PREPARATIONS FOR MODULE 8

- Take time after the module concludes to brainstorm ideas in your GAP. At the conclusion of this module, reflect on how you can:
 - Inspire dialogue at your organization to overcome fears related to gender equality and move from tolerating to inviting women as equals.
 - Become proactive allies and inspire others to do the same, with concrete strategies and actions embedded into your GAP.
 - Review previous ideas on goals or activities from Module 3 related to male engagement and from Module 6 on organizational culture change that were recorded in the GAP and make any necessary adjustments based on learning today.
- Review the required readings for the next session.

NOTES FROM MODULE 7

Use the space below to journal or make notes on observations, ideas, and key takeaways from the module.



PHOTO: EVN VIETNAM

MODULE 8: GENDER EQUALITY IN THE WORKFORCE



DURATION: 5 hours



OVERVIEW

Module 8 presents foundational best practices and policies that address one of the most critical challenges male-dominated organizations face: how to attract, hire, and retain more women. These three sessions focus very squarely on the Best Practices Framework. Participants should become familiar with the Best Practices Framework through active engagement in these sessions. There will be several opportunities for participants to work with colleagues from their organization to work on exercises to craft interventions within specific employee life cycle phases, with an end goal of transferring their work to their GAP.



PARTICIPANT LEARNING OBJECTIVES

Learn and practice applying internationally recognized best practices and policies to improve gender equality and women's participation in the workforce, including:

1. Best practices to attract, recruit, and hire a more diverse pool of talent;
2. Human resources policies that are foundational to increase gender equality; and
3. Best practices for gender-responsive onboarding and training, retention and employee engagement, and separation and retirement.





PRE-MODULE READING REQUIREMENTS

- [LeanIn: 50 Ways to Fight Bias](#)
- [Business Fights Poverty: How Businesses Can Tackle Gender-Based Violence in the World of Work](#)
- [Best Practices Framework](#) Sections:
 - Attraction and talent outreach
 - Recruiting and hiring
 - Onboarding and training
 - Retention and employee engagement
 - Separation and retirement
 - Policies and grievance management
- [USAID: Integrating Gender into Workplace Policies](#)



PHOTO: STEG, Tunisia

KEY EXERCISES AND ACTIVITIES IN MODULE 8

In Module 8 there are five activities that will require use of the **Participant Handbook**.

Activity 1: Setting Short and Medium-Term Targets

Instructions: The objective is to apply learnings from Module 8 about how to set gender equitable SMART targets in your own organization. Work with other participants on a practical example of setting short and medium term targets. You will read about a company that has 18 percent women in its workforce but wants to increase its percentage to 40 percent. The goal is to identify short and medium term targets or processes that your organization could put in place to achieve this target of 40 percent. Remember that your targets should be SMART!

List a short-term target:

List a medium-term target:

Activity 2: Reviewing Recruitment and Hiring Best Practices

Instructions: Take stock of all best practices discussed thus far in Module 8 and identify what your organization has done so far and what else it can do. Then, work with others in your organization to discuss which recruitment and hiring best practices presented in Module 8 that your organization has already implemented as well as which best practices you may wish to implement in the future. This activity should help you begin thinking about the Recruitment and Hiring phase in their Gender Action Plan. As a reminder, the practices discussed in Module 8 include:

- Gender equitable recruitment policies
- Outreach to educational institutions
- Adopting an Equal Employment Opportunity Policy
- Gender-inclusive recruitment and hiring practices, including behavior-based interviewing, unconscious bias training for selection committees, gender-balanced shortlists and removal of biographic information from CVs
- Gender-inclusive job ads to attract more women candidates

1. List some best practices that your organization is already implementing.

2. How can your organization strengthen existing practices?

3. What practices can your organization implement in the future?

Activity 3: What is a Company's Role in Providing Childcare?

Instructions: Discuss whether or your company should make an effort and carry the financial burden of providing childcare to the children of employees. You will work in random small groups to discuss the question of whether or not companies should make an effort and carry the financial burden of providing childcare to the children of employees. Think about this question in the context of your own country and cultural context. Remember that as long as women still do proportionately more unpaid work, compared with men, related to home and family, these duties will continue to block career development and limit employability. Think of benefits to employer provided childcare (e.g., improved productivity, absenteeism, etc.)

Should a company make an effort and carry the financial burden of providing childcare to the children of employees? Record your thoughts below.

Activity 4: What is a Company's Role in Responding to Domestic Violence?

Instructions: Discuss whether your company should respond to domestic violence. You will work in random small groups to discuss the question of whether domestic violence is an issue for companies and whether or not addressing domestic violence crosses a line by interfering in the private lives of employees. Remember the impact of domestic violence on an employee and how it impacts the workplace (e.g. mental health and productivity of the survivor, perpetrators bringing unsafe behavior into the workplace, etc.). Think also about the steps that an employer can do to address domestic violence (e.g., providing counseling, training, external support, etc.).

Should a company respond to domestic violence? Record your thoughts below.

Activity 5: Increasing Gender Equality Across the Employee Lifecycle

Instructions: Work with colleagues from your organization on the ELC exercise in the GAP template. The goal is to identify best practices for increasing gender equality across the employee lifecycle. You should focus on best practices and policies that are most important for your organization, and identify any challenges you expect to encounter in their implementation. You can use the template below or work in a collaborative document-sharing platform. You may not be able to complete this exercise, but are encouraged to continue reflecting, inserting concrete actions from the ELC template into your GAP as you progress through modules and further develop your plan.

PRIORITY GENDER EQUALITY INTERVENTIONS ACROSS EMPLOYEE LIFE CYCLE (Long-Term)						
Employee Life Cycle Phase	Vision What do you want to achieve?	SMART Targets How do you break down the vision to make it actionable?	Actions How are we going to reach the target?	Responsibilities Who will drive the process? Who will support the process?	Timelines When will this be achieved?	Budget Do we need a budget? Who will approve it?
Attraction and Talent Outreach						
Recruiting and Hiring						
Onboarding and Training						
Performance Management, Compensation, and Benefits						
Talent and Leadership Development						
Retention and Employee Engagement						
Succession Planning and Promotion						
Separation and Retirement						



NEXT STEPS AND PREPARATIONS FOR MODULE 9

- Brainstorm ideas from this module in your GAP. Carefully consider all five ELC phases that were covered in this module.
- Review the required readings for the next session.

NOTES FROM MODULE 8

Use the space below to journal or make notes on observations, ideas, and key takeaways from the module.

MODULE 9: GENDER EQUALITY IN MANAGEMENT AND LEADERSHIP TEAMS



DURATION: 4.5 hours



OVERVIEW

Module 8 focuses on how to attract, hire, and retain more women, while Module 9 presents best practices that address other critical challenges male-dominated organizations face: how to develop more gender-diverse management and leadership teams that will contribute to organizations becoming more successful and resilient.



PARTICIPANT LEARNING OBJECTIVES

1. Learn how to apply internationally recognized practices to empower women in the organization and increase gender equality and diversity among management and leadership teams.
2. Workshop your own gender-equity strategies and GAPs to successfully design a fair and unbiased employee performance management system; equitable salary, compensation, and benefits system; and unbiased talent development and promotion plan.
3. Learn tips to run successful mentoring and sponsoring programs for talented male and female employees.



- Brainstorm solutions to these phenomena. How can they be prevented?

Activity 2: Mentoring vs. Sponsoring

Instructions: Break into small groups of five people for a ten minute discussion of the questions below. Take notes with your thoughts in the space below.

- How can mentorship and/or sponsorship help Linda?

- How can mentorship and/or sponsorship help Kim?

Activity 3: Increasing Gender Equality Across the Employee Lifecycle in the Talent and Leadership Development and the Performance Management, Compensation, and Benefits Phases of the Employee Life Cycle

Instructions: Work with participants from your organization on the ELC exercise in the GAP template. The goal is to identify best practices for increasing gender equality across the employee lifecycle. You should focus on the best practices in the Talent and Leadership Development and the Performance Management, Compensation, and Benefits phases for 25 minutes to identify which best practices and policies are most important for their organization and identify any challenges they expect to encounter in their implementation. You can choose to work on the template below or in a collaborative document-sharing platform.

PRIORITY GENDER EQUALITY INTERVENTIONS ACROSS EMPLOYEE LIFE CYCLE (Long-Term)						
Employee Life Cycle Phase	Vision What do you want to achieve?	SMART Targets How do you break down the vision to make it actionable?	Actions How are we going to reach the target?	Responsibilities Who will drive the process? Who will support the process?	Timelines When will this be achieved?	Budget Do we need a budget? Who will approve it?
Attraction and Talent Outreach						
Recruiting and Hiring						
Onboarding and Training						
Performance Management, Compensation, and Benefits						
Talent and Leadership Development						
Retention and Employee Engagement						
Succession Planning and Promotion						
Separation and Retirement						



NEXT STEPS AND PREPARATIONS FOR MODULE 9

- Brainstorm ideas from this module in your GAP. Carefully consider all five ELC phases that were covered in this module.
- Review the required readings for the next session.

*The average cost through lost productivity is
\$22,500 per person working in a team
affected by harassment*

Source: International Center for Research on Women (ICRW). 2018. *The Costs of Sex-based Harassment to Businesses: An In-Depth Look at the Workplace.*



PHOTO: LASURECO/PHILIPPINES

NOTES FROM MODULE 9

Use the space below to journal or make notes on observations, ideas, and key takeaways from the module.

MODULE 10: EMPOWER YOURSELF AND LEAD THE CHANGE



DURATION: 3 hours



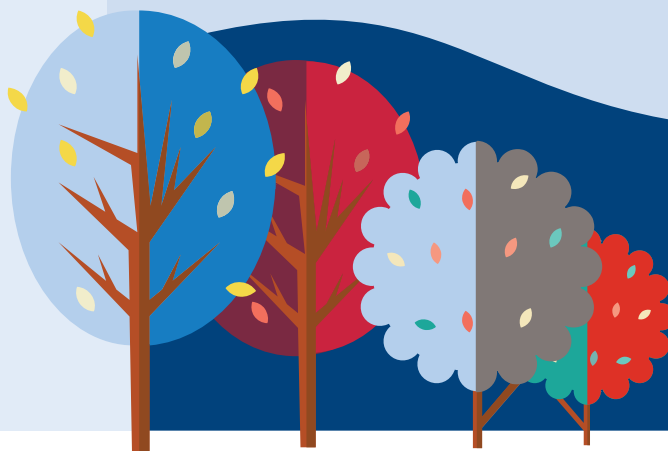
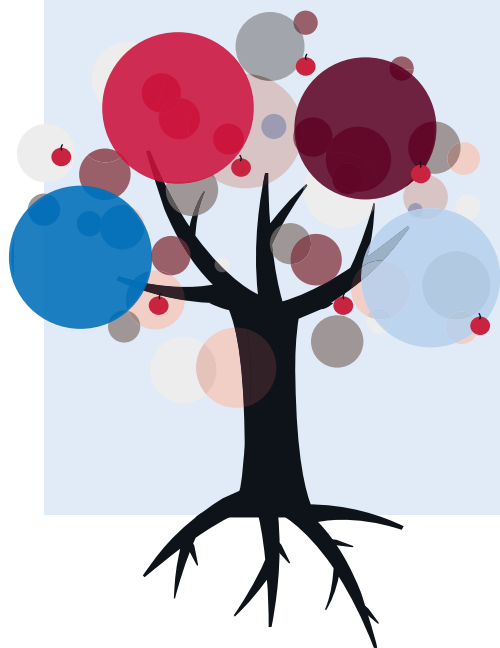
OVERVIEW

Module 10 is designed to provide participants with the tools and skills needed to develop positive mental habits for personal empowerment and growth as a leader. Participants will learn about the Think-Feel-Do cycle to understand how thoughts and emotions influence our actions. Through individual and group activities, participants will explore their past experiences, achievements, and goals and develop visions for various aspects of their life. These activities will enable participants to overcome limiting beliefs and develop techniques to proactively establish a clear vision and set goals for their lives.



PARTICIPANT LEARNING OBJECTIVES

1. Develop leadership skills and agency, drawing on lessons from the Johns Hopkins University SEE Change Initiative.
2. Reflect on personal needs and goals and learn how to overcome limiting beliefs and develop positive mental habits.
3. Enhance leadership competencies and develop techniques to establish a clear vision and set goals.
4. Analyze and brainstorm how the content and issues presented in this module could be addressed in your GAP.





PRE-MODULE READING

There are no pre-assigned readings for this module, however if you are interested in learning more about empowering employees and entrepreneurs, additional resources are available [here](#).

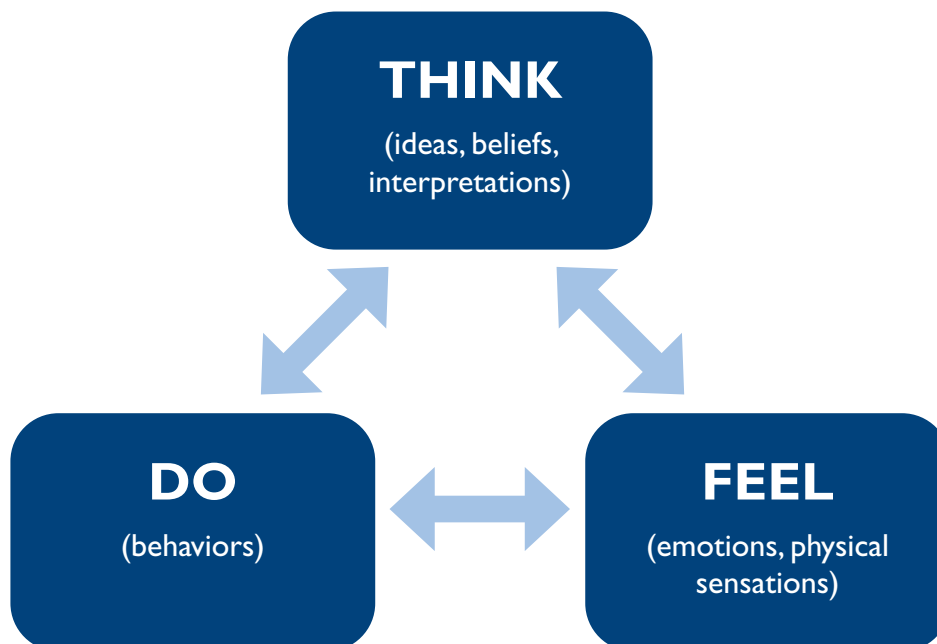
KEY EXERCISES AND ACTIVITIES IN MODULE 10

In Module 10 there are seven activities that will require use of the **Participant Handbook**.

The activities in this module support you in examining your goals and the vision you have for your life. The activities consist of independent journaling followed by group sharing and exploration. Individuals will share personal information, and the facilitator should reiterate the need for respect, kindness, and patience toward other program participants as information is shared with the group.

Activity 1: Think-Feel-Do

Instructions: The premise of the Think-Feel-Do cycle is that our thoughts, emotions, and behaviors are interconnected and influence our actions. Use the space below to journal your thoughts after the facilitator walks you through the Think-Feel-Do cycle.

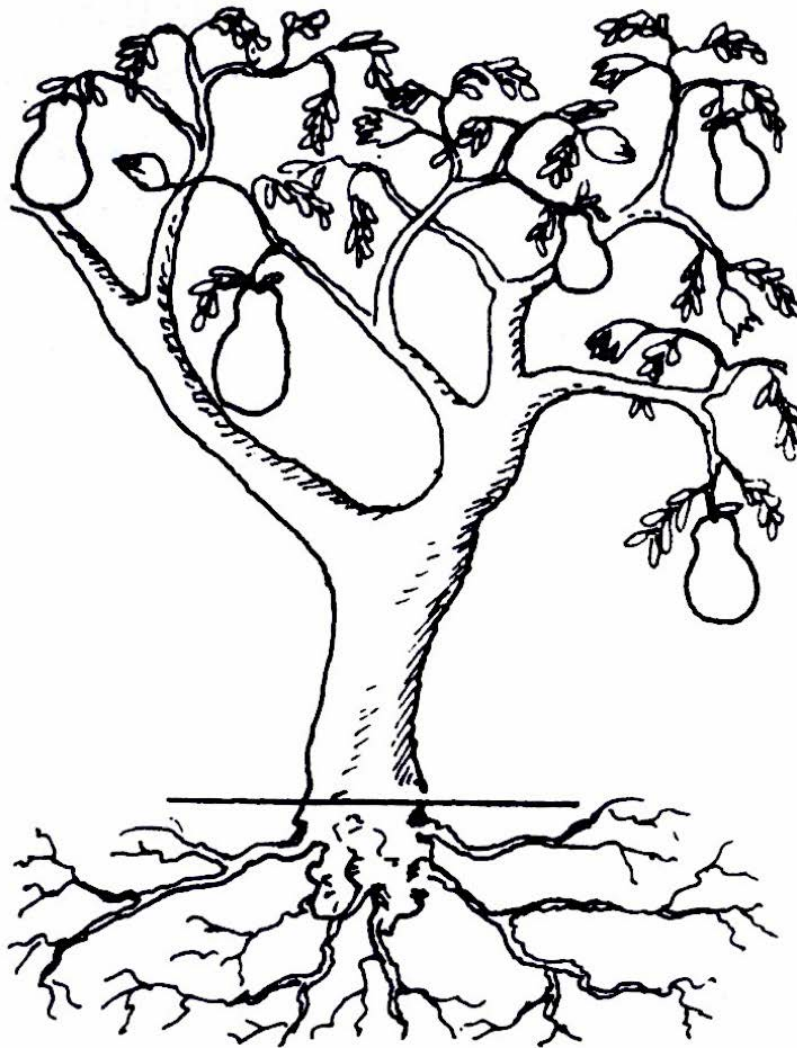


Activity 2: Myself, My Friend

Instructions: Learn about the importance of valuing and loving yourself as much as you love your family and friends. List all of the people you love in the space below. You will then share examples of the people you love and how you treat the people you love. Through this exercise, the facilitator will articulate the importance of self-love, and how self-love, self-compassion, and self-understanding are the foundation to confidence and success. You will then practice a meditation on [Mindful Body Awareness](#).

Activity 3: Tree of Life

Instructions: Reflect on how your life has shaped you, using the [Tree of Life](#) and its components as a symbol for your life. The roots represent an individual's personal and family history. The trunk represents present-day life. The fruits represent an individual's accomplishments, and the buds represent hopes and dreams. Download the [tree template](#) and use it to draw your tree of life below, then share your tree with the larger group.



Activity 4: Limiting Beliefs and Reframes

Instructions: Learn about different types of limiting beliefs and identify your own limiting beliefs. Then, practice reframing your limiting beliefs.

Activity 5: Developing Our Vision Webs

Instructions: Participants will have ten minutes of self-reflection to develop their personal vision webs. Draw the web in the space below.

Activity 6: Developing Our Work Visions

Instructions: During this exercise, develop a clear vision for your life and work. Building upon your Vision Web, we will focus on one area of life—work. You will do a group visualization meditation, followed by independent journaling and group sharing.

Activity 7: Developing SMART Goals

Instructions: Review the components of a SMART goal. Using the [Developing SMART Goals Worksheet](#), develop at least one SMART goal that will enable you to progress toward your work vision. Then, share with the group (optional).

My Goal:

Is my goal SMART?

Specific:

What:

Who else is involved:

When:

Where:

How:

Why:



NEXT STEPS AND PREPARATIONS FOR MODULE 11

- Take time after the module concludes to brainstorm ideas in your GAP. Reflect on your role as a change agent, and what type of vision and SMART goals you need to create momentum and sustain change at your organization.
- Review the required readings for the next session.

NOTES FROM MODULE 10

Use the space below to journal or make notes on observations, ideas, and key takeaways from the module.



USAID
FROM THE AMERICAN PEOPLE



Delivering Gender Equality

A BEST PRACTICES FRAMEWORK FOR UTILITIES

To... to implement gender equality
...out the employee life cycle

Policies a



PHOTO: RYAN KILPATRICK FOR USAID

MODULE 11: BUILD YOUR GENDER ACTION PLAN AND PLAN FOR SUCCESS



DURATION: 1.5 hours



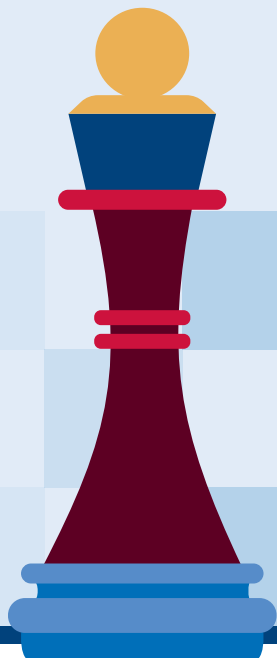
OVERVIEW

At this point you have identified gaps and potential interventions, learned about some of the most important best practices, and developed skills to design and implement tailor-made gender equality interventions at your organization. In Module 11 you will refine and finalize a GAP together with your colleagues with support from your assigned coach. This will include long-term strategic approaches and interventions, out of which three priority interventions will be selected to implement within the next four months with coaching support.



PARTICIPANT LEARNING OBJECTIVES

1. Synthesize learnings and identify best practices to integrate into the GAP.
2. Agree with colleagues from your organization on the long-term strategic approach with a complementary long list of possible interventions.
3. Prioritize three interventions for your organization to implement with coaching support within the next four months.
4. Develop ideas on how to create leadership and organizational buy-in for the planned interventions.
5. Develop more detailed GAPs with clear responsibilities and realistic timelines.
6. Meet your assigned coach and plan for next steps.





PRE-MODULE READING REQUIREMENTS

- [WGEA Gender Equality Strategy Guide](#)
- [Engendering Industries Organizational Goal Setting Guide](#)
- [Engendering Industries Setting Strategic Gender Equality Targets](#)



PRE-MODULE PARTICIPANT ASSIGNMENT

Review your GAP with colleagues from your organization. At this point, your GAP should already be partially completed. Review the work you have done in your Participant Handbook, reflect on what you have learned, individually and with your colleagues, and begin to refine your GAP as a team.

KEY EXERCISES AND ACTIVITIES IN MODULE 11

In Module 11 there is one activity that will require use of the **Participant Handbook**.

Activity: Refining and Finalizing the GAP

Instructions: Work with your colleagues to complete the GAP and verify that it includes the latest learnings. Solidify your long-term vision, goals, targets, and actions, with a range of possible strategic interventions across the ELC, including clear actions to address organizational culture change. Your assigned coach will spend time with you to answer questions and provide feedback. Teams should also define next steps to finalize the GAP before presenting it to others in Module 12.



NEXT STEPS AND PREPARATIONS FOR COACHING SESSION AND MODULE 12

- Take time after the module concludes to refine and finalize, as needed, your GAP, identifying outstanding questions you wish to discuss with your assigned coach during your scheduled one-on-one coaching session.
- Prepare to present your GAP in Module 12, focusing on your vision, business case, and the three priority actions you wish to implement in the near term. Ensure you are able to describe the strategic reason and SMART targets for those priority actions.
- If possible, share a soft copy of your GAP with your assigned coach immediately after Module 11 concludes, even if not final, so that the assigned coach may also come prepared to the one-on-one coaching session.
- Review and reflect on all your activities and recorded notes from Modules 1 through 10 to identify areas to improve and strengthen your GAP.
- It is important to keep the scheduled one-on-one coaching sessions, which all participants should attend jointly, as it is an important opportunity to receive expert guidance and feedback prior to presenting your GAP in Module 12.

COACHING SESSION



DURATION: 45 Minutes



OVERVIEW

Each team of participants from the same organization will have the opportunity to have a dedicated coaching session with their assigned coach. Coaches will be introduced to approximately mid-way through the course, around Module 4 or 5. Coaches will then schedule the first coaching session at least one to two weeks in advance. This first session will take place after Module 8 and before Module 12. The session will be an opportunity for the coach and participants to build a relationship to support engagement after the end of the workshop. It will also be an opportunity for the coach to become familiar with the GAP, raise questions to help the team think through the plan, and help prepare the team for presenting the plan during Module 12 and implementing it later.



PARTICIPANT LEARNING OBJECTIVES

1. Refine your GAP and prepare to present the final plan.
2. Familiarize yourself with your assigned coach.
3. Receive expert coaching support and guidance to help finalize your plan.



PRE-COACHING SESSION PARTICIPANT ASSIGNMENT

Participants should finalize the GAP with colleagues from their organization and share the document with their assigned coach for a brief review prior to this session.



NOTES FROM COACHING SESSION

MODULE 12: WRAP-UP



DURATION: 2 hours



OVERVIEW

This last module will recap the key takeaways and learnings over the course of all sessions. Participants will have time to present their GAP to their peers, faculty, and coaches, identifying the three priority actions they will focus on with coaching support in the next four months, alongside any other key areas of focus or their business case. Time will be provided for planning next steps in their program journey, reminders, and some celebration.



PARTICIPANT LEARNING OBJECTIVES

1. Recap what you have learned and key takeaways from the modules.
2. Present your organization's GAP and receive feedback from facilitators, coaches, and peers.
3. Plan for next steps to implement the GAP and ensure coaching sessions are scheduled with your assigned coach.
4. Provide feedback on your satisfaction with the program.
5. Celebrate the conclusion of this part of the journey and get ready for action!



KEY EXERCISES AND ACTIVITIES IN MODULE

In Module 12 there is one activity that will require use of the **Participant Handbook**.

Activity Title: **GAP Presentation and Peer Review**

Instructions: As the final activity of the Accelerated Course, you will present your final GAP and receive feedback from your coach and peers.





REMINDERS AND ACTIONS

- Join the [Engendering Industries Partner and Alumni Network](#).
- Within a week following Module 12, please complete the following:
 - Satisfaction survey (10 minutes to complete); and
 - Second individual self-assessment survey (30 minutes to complete).
- Remember that this is only the beginning of your journey. After you leave, the goal is to implement your GAP. Submit your final GAP in soft copy to your coach within the next two weeks and prior to the first coaching call.
- Put your upcoming/scheduled coaching call on your calendar!
- Once your coaching calls conclude, you will be asked to complete the organizational gender assessment and individual self-assessment again. As part of the post-coaching organizational assessment, report on what you accomplished, summarizing the three priority actions identified in your GAP, what was done or not done, any additional actions taken, results of all actions, what you learned from the process, and your intentions for next steps or subsequent priority actions you will work on independently.
- Repeat the post-organizational assessment again in one year, and if asked, participate in an interview or focus group discussion to elaborate on observed changes, results, and lessons learned.

ANNEX: Accelerated Program Materials, Tools, and Templates for Participants

OVERARCHING ACCELERATED PROGRAM MATERIALS:

- [Participant Registration Form](#)
- [Accelerated Program Brochure \[Español\] \[Tiếng Việt\]](#)
- [Frequently Asked Questions](#)

PARTICIPANT PREREQUISITE MATERIALS:

- [Workplace Gender Equality Organizational Assessment](#)
- [Gender Equality Self Assessment](#)
- [Gender 101 Training Video](#)
- [Change Management 101 Training Video](#)
- [Best Practices Framework \[Español\] \[Tiếng Việt\] \[Français\]](#)

PARTICIPANT COURSE MATERIALS AND WORKSHEETS

- [Gender Action Plan Template \[Español\] \[Tiếng Việt\]](#)
- [Causal Map Tool \[Español\] \[Tiếng Việt\]](#)
- [Developing SMART Goals \[Español\] \[Tiếng Việt\]](#)
- [Gender Equality Goals, SMART Targets, and Activities \[Español\] \[Tiếng Việt\]](#)
- [Organizational Gender Equality SWOT Analysis Template \[Español\] \[Tiếng Việt\]](#)
- [Stakeholder Mapping Tool \[Español\] \[Tiếng Việt\]](#)
- [Gender Equality Roadmap Organizational Phase Assessment \[Español\] \[Tiếng Việt\]](#)
- [Tree of Life Worksheet \[Español\] \[Tiếng Việt\]](#)

COURSE FOUNDATIONAL RESOURCES

- [Gender Equality Guides](#)



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