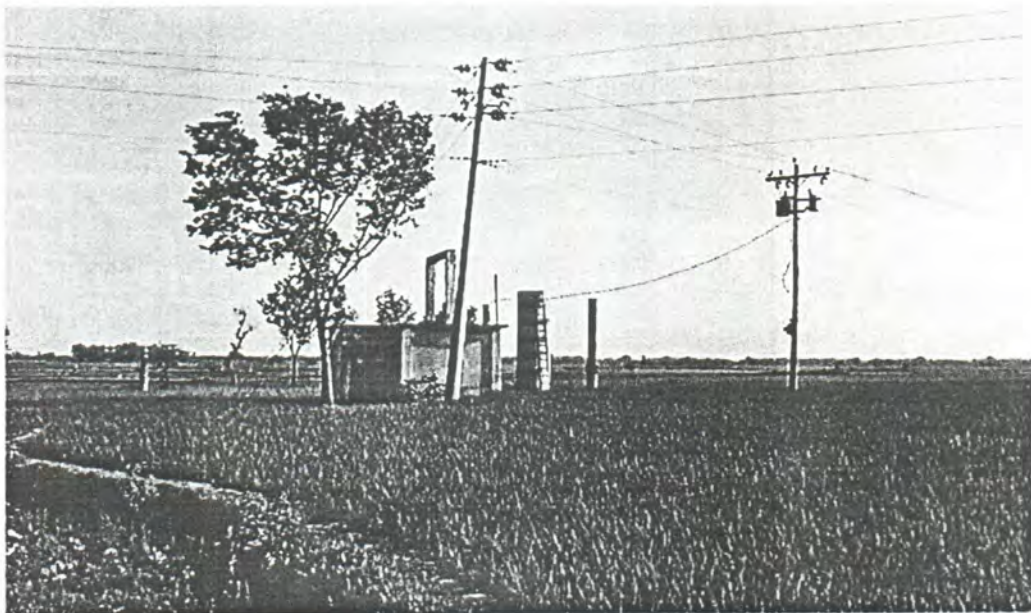




Gender Equality and Social Inclusion Strategy

2024-2030



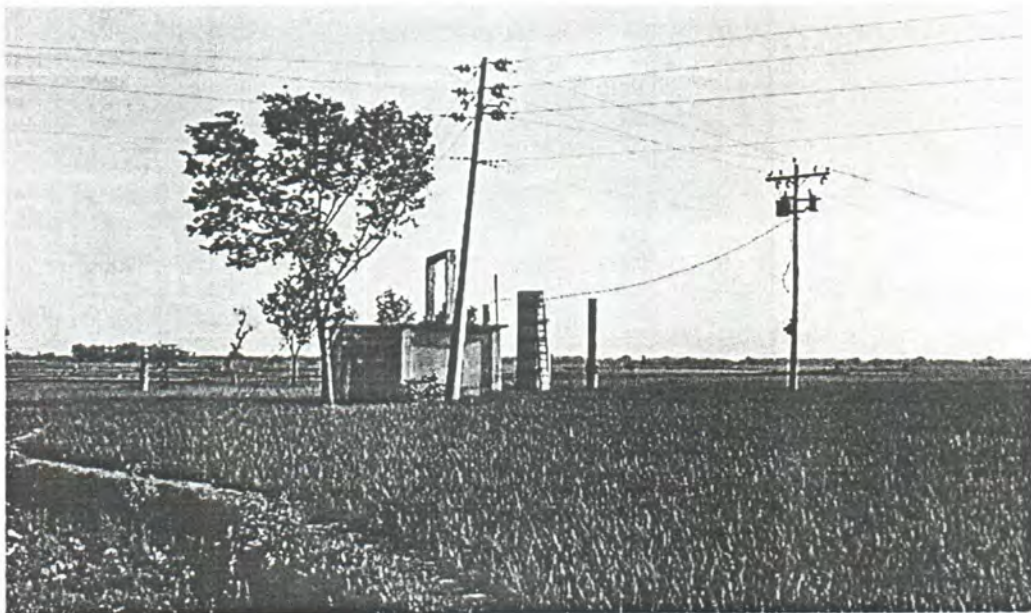
Bangladesh Rural Electrification Board

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Gender Equality and Social Inclusion Strategy

2024-2030



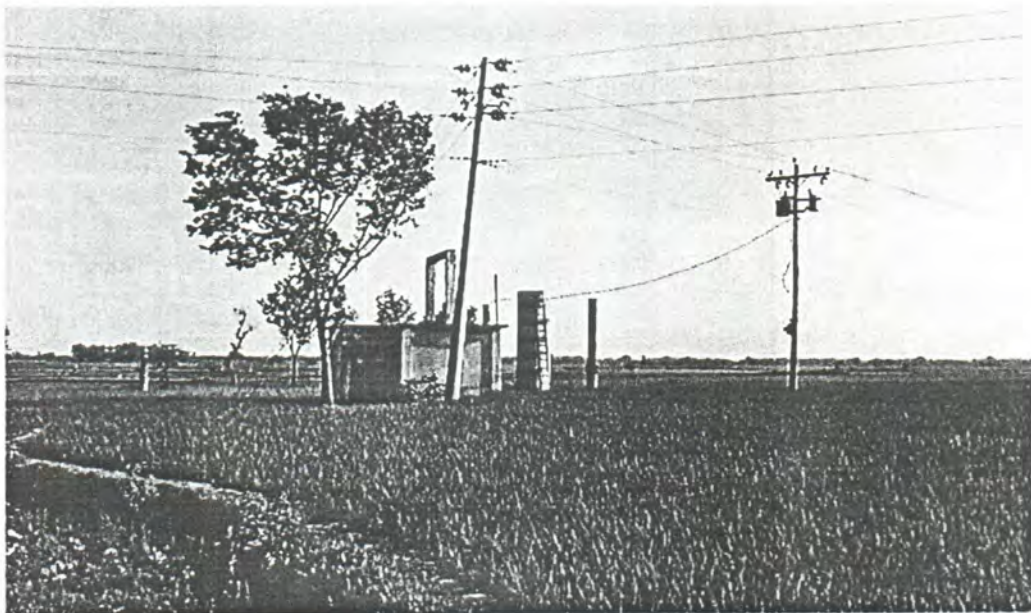
Bangladesh Rural Electrification Board

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Gender Equality and Social Inclusion Strategy

2024-2030



Bangladesh Rural Electrification Board

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Abbreviations

ADB	Asian Development Bank
BREB	Bangladesh Rural Electrification Board
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CSO	Civil Society Organization
GDP	Gross Domestic Product
GESI	Gender Equality and Social Inclusion
M&E	Monitoring and Evaluation
MIS	management Information System
NWDP	National Women Development Policy
PBS	Palli Bidyut Samity
FYP	Five Years Plan
PWDs	Persons with Disabilities

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GENDER EQUALITY AND SOCIAL INCLUSION STRATEGY

1. Introduction

1.1 Background

The Constitution of Bangladesh upholds the political, socio-economic and cultural rights of all citizens and prevents any discrimination on the basis of age, sex, ethnicity, disability, geographical vulnerability and such other characteristics. This is in consistency with international norms and treaties. Bangladesh is a signatory of several international instruments and treaties that uphold equality for all. Accordingly, the Government of Bangladesh (GOB) has adopted laws, policies and measures for the protection of human rights and development of the people of all groups and strata. The National Women Development Policy (NWDP), 2011 and many other policies have adopted comprehensive approaches for promoting gender equality and inclusive development. All the agencies of the GOB are to act for gender equality and social inclusion (GESI) within their own mandates. The Bangladesh Rural Electrification Board (BREB), an autonomous agency of the GOB is also to uphold the principles of GESI¹ in its operation. Therefore BREB embarked on developing this gender equality and social inclusion strategy (henceforth the GESI strategy).

জেন্ডার বলতে পুরুষ, নারী এবং অন্যান্য লিঙ্গ পরিচয়ের কারণে সমাজ দ্বারা স্বীকৃত যথোপযুক্ত সামাজিক, সাংস্কৃতিক ও মনস্তাত্ত্বিক গুণাবলী এবং আচরণকে বোঝায়। জেন্ডার পুরুষ বা নারীর সমাজের প্রত্যাশা অনুসারে প্রচলিত ভূমিকা, নিয়ম এবং আচরণকে অন্তর্ভুক্ত করে। এতে অনেক সময় নারী বা পুরুষ হওয়ার কারণে বৈষম্যের সৃষ্টি হয়ে থাকে। জেন্ডার সামাজিক ভাবে নির্ধারিত বিষয়-তাই বিভিন্ন সমাজে এবং সময়ের সাথে পরিবর্তন হতে পারে। একটি নির্দিষ্ট সমাজের জেন্ডার প্রেক্ষিতে বোঝা প্রচলিত নিয়ম এবং টেরিটোরি-থেকে উদ্ভূত বৈষম্য এবং পক্ষপাতগুলি ও তার কারন অনুধাবন করা গেলে সমস্যার সমাধান এবং সমতা ও সমান অধিকার অর্জন করতে সহায়ক হয়।

The main objective of this GESI Strategy is to present strategies that will support BREB in applying the principles of promoting GESI in the institutional systems and , excluded and the vulnerable groups by increasing the participation operations. According to this Strategy, BREB intends to gradually integrate GESI perspectives in all systems and activities to ensure participation of the women, excluded and the vulnerable² groups in all institutional systems and developmental activities, as well as in the decision making process to empower them.

জেন্ডার সমতা বলতে বোঝায় সমস্ত লিঙ্গের ব্যক্তিদের অধিকার, দায়িত্ব এবং সুযোগের সমতা। জেন্ডার সমতা হল নারী-পুরুষ, তৃতীয় লিঙ্গ নির্বিশেষে, সকলের সমান মানবাধিকার সম্পূর্ণভাবে ভোগ করা, সমস্ত সম্পদ ও সুযোগের সমান প্রবেশাধিকার, ও সমস্ত বৈষম্য দূর করা। সামাজিক অন্তর্ভুক্তি হল এমন একটি প্রক্রিয়া যা সবাইকে তাদের অবস্থা নির্বিশেষে সামাজিক, অর্থনৈতিক এবং রাজনৈতিক জীবনে সম্পূর্ণ অংশগ্রহণের সুযোগ দেয় এবং তাদের পরিস্থিতি উন্নত করে। সামাজিক অন্তর্ভুক্তি বৈষম্য, দারিদ্র্য সহ সব বাধা দূর করে সড়ককে সমাজে সমানভাবে অবদান রাখতে এবং উপকৃত হতে দেয়। জেন্ডার অন্যান্য সামাজিক বৈষম্য যেমন বয়স, শ্রেণী, প্রতিবন্ধিতা, নৃগোষ্ঠী এবং জৈবলিঙ্গিক-অবস্থানের সাথেও সম্পর্কিত, যা বৈষম্য এবং অনুবিধাকে আরও জটিল করে তোলে, যা ইন্টারসেকশনালিটি হিসাবে পরিচিত। জেন্ডার সমতা এবং সামাজিক অন্তর্ভুক্তির প্রসার করা মানে এমন নীতি প্রণয়ন এবং আচরণ করা যা সমতা এবং বৈচিত্র্যের প্রতি শ্রদ্ধাশীল, ও বৈষম্য এবং পরিবর্তনকে স্থায়ী করার পদ্ধতিগত সমস্যাগুলি দূর করার জন্য সক্রিয় ভূমিকা রাখে।

¹ Please see Glossary of terms in Annex 1

² Please see Glossary of terms in Annex 1

1.2 Bangladesh Rural Electrification Board (BREB)

The Bangladesh Rural Electrification Board (BREB) is responsible for electricity supply in the rural and semi-urban areas of the country. The BREB ensures last-mile connectivity through its network of 80 Palli Bidyut Samities (PBS) in 61 districts, excluding the Chittagong Hill Tract districts, to support the Government of Bangladesh (GOB) in achieving its target of 100 percent electrification by 2021. The organization develops connectivity and also creates demand for electricity in semi-urban and rural areas to serve domestic, industrial, irrigation, and commercial purposes. The activities of BREB also contribute to achieving the GESI-related objectives of the GOB. With a commitment to promoting GESI, the BREB has developed this strategy to ensure gender equality and social inclusion of all vulnerable groups through its programs.

The foundation of the GESI Strategy of the BREB is the Constitution, laws, and policies on human rights and equality of the country, and the NWDP, 2011. It is also consistent with the objectives of the Eighth Five Year Plan (8th FYP) and the Sustainable Development Goals (SDGs). This strategy incorporates measures to promote GESI, e.g., by ensuring services; increasing participation of women, excluded, and vulnerable groups; developing a congenial work environment; enhancing the capacity of the organization and its staff; and increasing share in resources and services for women and all disadvantaged groups at the ground level through the activities of BREB.

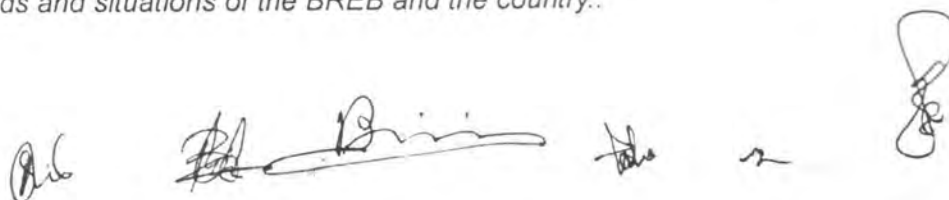
1.3 Approach of BREB GESI Strategy

BREB adopts a number of approaches and methodologies for designing and implementing its activities for connectivity and provision of services. At the central level, BREB provides strategies, policies, guidelines, and measures for the operation of the PBSs. The approaches and methodologies vary according to the geographical conditions and economic development of the PBS areas.

This GESI Strategy outlines entry points and action areas for BREB to consciously address the specific challenges and needs identified through a self-assessment of systems and practices of GESI using available data and consultations at the BREB and PBS levels. It also provides approaches to integrating GESI principles and GESI-focused initiatives across all activities of BREB based on the identified challenges and gaps.

The GESI Strategy focuses on mainstreaming GESI principles across all policies, systems, initiatives, and operations of BREB. To achieve the goal of equality and inclusion, some targeted interventions are also required in areas needing specific attention. Therefore, it suggests a mix of targeted and mainstreaming approaches for attaining the GESI-related objectives. The targeted activities aim to demonstrate the potential for significantly bringing socio-economic benefits to the community and enhancing awareness, including for women, persons with disabilities (PWDs), and all excluded and vulnerable groups, through the services of BREB at the community level. Additionally, specific activities for influencing practices on GESI within the organization and community have been incorporated.

This strategy is a flexible living document that can be refined and modified based on the evolving needs and situations of the BREB and the country..

The image shows five handwritten signatures in black ink, arranged horizontally. From left to right: the first signature is a stylized 'Aib'; the second is a long, flowing signature that appears to be 'Bh. Binn'; the third is a small, compact signature; the fourth is a simple, horizontal line; and the fifth is a signature that starts with a large loop and ends with a vertical stroke.

The strategy assumes that three complementary elements are critical for achieving good GESI results as depicted in the following figure:

- Mainstreaming GESI principles in organizational policies, systems, initiatives and operations
- Influencing practices by awareness, knowledge and capacity
- Implementing actions benefiting community women, and the marginalized



In accordance with this GESI Strategy, BREB will undertake its operations in a way that gradually ensures the inclusion, retention, and involvement of women, excluded, and vulnerable groups in all institutional and developmental activities, including the decision-making process. This includes ensuring gender- and disability-friendly design and management of all infrastructure, developing organizational capacity, and enhancing economic opportunities for the excluded, vulnerable, and women. The GESI Strategy outlines ways to mainstream GESI aspects in all systems and action areas of BREB. It identifies actions for establishing organizational systems, policies, measures, service delivery, planning, monitoring, and disseminating BREB's achievements in GESI.

The service of BREB in the field is inclusive in terms of clientele, aiming for 100 percent electrification. The services for lifeline consumers mean serving the ultra-poor by providing access to a valuable utility service. However, gender and other vulnerabilities may lead to exclusion and deprivation, slowing down access to opportunities and services.

This GESI Strategy identifies areas of intervention to benefit and involve women, excluded, and vulnerable groups, as they face various constraints. These constraints may inhibit their participation and continuation in the workforce and inhibit their access to opportunities, making

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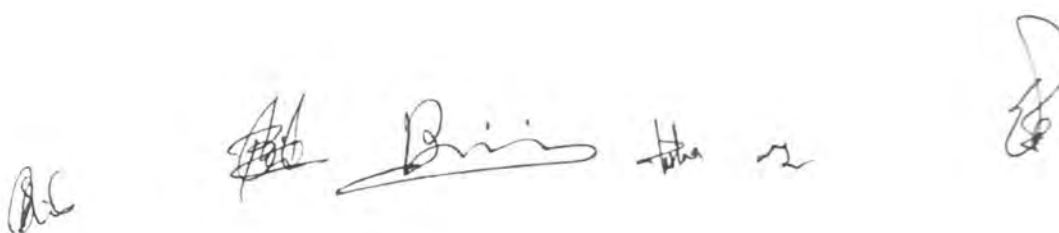
them more vulnerable in public spheres. The intersectionality between gender, poverty, and other vulnerabilities can result in discrimination, exclusion, and marginalization due to different norms and stigmas. Suitable infrastructural facilities, income-generating opportunities, and social empowerment can facilitate access to services and workforce participation for people with disabilities, the elderly, and excluded and vulnerable persons, thereby reducing discrimination. This strategy will attempt to address these identified areas as deemed possible for BREB. In infrastructure and other service areas, it specifically focuses on addressing the needs of women, excluded and vulnerable groups, the elderly, and persons with disabilities.

1.4 Underlying Assumptions of the GESI Strategy

The GESI Strategy is based upon the following assumptions:

- a. An institutional vision and arrangement are critical to uphold, coordinate, and implement GESI principles in an organization for effective results.
- b. GESI-integrated policies, systems, and capacities can lead to improved practices, behaviors, and services that benefit and empower women, excluded, and vulnerable people.
- c. A GESI-supportive environment, infrastructure, and facilities are critical elements in an organization to facilitate the entry, retention, and benefit of women, excluded, and vulnerable groups.
- d. Increased evidence of the benefits of integrating GESI in service delivery can enhance positive practices for better GESI results in field operations, benefiting BREB.
- e. Improved and accessible consultation with community women, persons with disabilities, the elderly, excluded, and vulnerable groups provides opportunities to disseminate and receive useful information and experiences, identify needs, and benefit both the community and the organization.
- f. Support for skills related to safety, economic energy consumption, and affordable energy-based livelihoods through field interventions and consumer participation in development platforms brings positive socio-economic changes to communities.
- g. Collaboration with technical universities and institutions for internships can be a source of documentation and dissemination of good practices and lessons, as well as a means of attracting human resources.

Based on the above assumptions, the following sections include the elements of the GESI strategy with proposed entry points and activities for BREB.

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2. The Strategy

With the adoption of this Gender Equality and Social Inclusion (GESI) Strategy, BREB commits to promoting participation and benefits for women, excluded, and vulnerable groups, thereby contributing to the socio-economic development of the country. BREB will prioritize the creation of women and disability-friendly infrastructures, ensuring universal access to services, and fostering employment and social development opportunities for all, including the economically disadvantaged, excluded, and vulnerable groups.

A process will be initiated to gradually increase participation in decision-making and empower women, as well as excluded and vulnerable groups. Through the implementation of the GESI Strategy, BREB aims to establish itself as a public sector agency that actively promotes GESI principles.

The GESI Strategy is designed as a flexible document in line with the principles of equal human rights for all, as enshrined in the Constitution, relevant policies, the National Women Development Policy of 2011, and the Sustainable Development Goals (SDGs).

2.1 Vision

To transform BREB into a socially inclusive and gender equality-oriented power supply organization through its operations.

2.2 Objectives

- a. To enable BREB's policies, systems, programs, and services to be socially inclusive and gender equality-oriented, ensuring non-discrimination and the empowerment of women, excluded groups, and vulnerable populations.
- b. To strengthen BREB's capacity to institutionalize GESI perspectives in decision-making, systems, programs, activities, services, and results tracking.
- c. To address the GESI-based needs of women, excluded groups, and vulnerable communities, reducing their risks and vulnerabilities through the provision of services.

2.3 Scope

The GESI Strategy will be applicable for all systems, measures and practices of BREB's departments, directorates, PBSs, other offices and operations. All staff of departments, directorates, and PBSs will be responsible to implement the GESI action plan (GESI-AP) within their own terms of reference (TOR).

2.4 GESI Entry Points

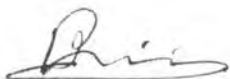
The GESI Strategy identified nine areas of intervention based on the GESI assessment undertaken in 2021 and 2023. The following table presents the action areas of the GESI-AP.

Key Area	Priority Area	GESI Mainstreaming Priority Actions
Organizational system	Institutional Vision and Arrangement	• An institutional vision on GESI • A GESI strategy and action plan upholding the institutional vision • Institutional arrangement (GESI Unit/ Forum and Focal Point)



Key Area	Priority Area	GESI Mainstreaming Priority Actions
		• Staff responsibility and accountability mechanism
	Human Resource	• Inclusive, equal opportunities and special positive measures in recruitment for gender parity and social inclusion. • Inclusive HR policies, reward and retention mechanism • Career development opportunities and job satisfaction
	Work Environment, Support Services	• Inclusive infrastructure design and management • GESI responsive support facilities • Code of behavior • Prevention and protection from workplace sexual harassment, abuse and bullying ensuring a safeguard mechanism Sexual harassment Prevention guidelines and orientation for all
	Planning	• Guideline on GESI responsive project design • Orientation on GESI responsive project planning system • Establishing GESI responsive project planning system
	Training	• Leadership development training for all relevant officers • Development of Trainers on GESI • GESI in training course in training calendar • Integrating GESI contents in selected training • Training module against sexual harassment at workplace. • Addressing convenience for training (infrastructure, support services) • Training for No work No pay staff
	Participation and Leadership	• Inclusion of women, excluded and disadvantaged in consultation, committees and platforms • Arrange platform for general participation
	Financing	• Resources for GESI mainstreaming
Influencing	Training, Capacity Building, Awareness	• GESI orientation, awareness and sensitization for all officers and staff • GESI in training manual • Capacity to assess, mainstream, implement GESI focused actions • Awareness on GESI friendly work environment, workplace harassment, and redress mechanism








Key Area	Priority Area	GESI Mainstreaming Priority Actions
	GESI Inclusive Community Services	- Community awareness – courtyard meetings - GESI responsive project activities and service delivery,- awareness, skills, input support for income generating activities
	Public Relations	- Highlighting GESI achievements and issues in reports, publications, leadership speeches and news - Observing International Women's Day - Campaign against sexual harassment and GESI issues
Implementation	Community Awareness and Services	- Community awareness on services and benefits - GESI responsive services for social development and empowerment – IGA, skills enhancement, input support.
	Participation and Empowerment of women , excluded and vulnerable	- Opportunity for participation of women, excluded and vulnerable groups - Opportunity for skills development, job creation, and IGAs for women, excluded and vulnerable groups - Support for entrepreneurship - Space in decision making

2.5 The Action Areas of the GESI Strategy

2.5.1 Institutional Vision and Implementation Arrangement

The strategy emphasizes a GESI action plan and institutional arrangements to implement and track progress on the strategy and its implementation.

Mainstreaming GESI activities	Timing	Remark
A structured institutional vision for GESI integrated with an explicit GESI strategy	Short term	To be approved and disseminated to all
A GESI Action Plan with future actions and timelines in all relevant areas of the strategy, along with accountability for implementation	Continuous	To be prepared, approved and disseminated to all
A GESI Unit or Forum with human resources headed by a Senior Official	Short term	To be approved with ToRs
A GESI Focal Point for each department, directorate and PBSs with TOR	Short and Medium term	To be approved and disseminated

A. GESI Action Plan:

This GESI Strategy demonstrates the commitment of BREB authorities to promote GESI within the organization. Upon approval of the strategy, a GESI Action Plan (GESI-AP) will incorporate time-bound actions to implement the strategy. A proposed GESI-AP has been developed, incorporating proposed activities with indicators for mainstreaming GESI in systems and operations within the framework of the strategy.

The GESI Strategy and the GESI-AP, upon approval by BREB management, will be disseminated among the officials and staff at HQ and the PBSs by the GESI Unit/Forum, with assistance from the Public Relations (PR), Training Divisions, and the ED's Office. Officers and staff will be oriented on their roles in the implementation of the GESI-AP. Necessary TORs will be developed and instructions will be issued. The GESI-AP will be implemented, monitored, and revised periodically. It will be a living document, modified based on evolving needs.

B. Institutional Arrangement: Institutional arrangements will be established to coordinate, support, and monitor the implementation of the strategy and the GESI-AP once approved. A GESI Unit will be established with specific TOR for the implementation of the GESI strategy and the GESI-AP, with the strategic leadership of a senior officer to act as a secretariat, which will be institutionalized in due course. Initially a few staff will be assigned to the Environment and Social Management Unit to support GESI mainstreaming. The Unit will provide strategic guidance and support for institutionalizing GESI perspectives in all policies and practices, coordinate activities, support capacity building, and monitor results. It will also support the prevention of sexual harassment and coordinate with the DIE campaign, especially on the prevention of extra-marital affairs within its TOR. The Unit will also oversee the activities of WePower, guide internal and external communications on inclusive development, and oversee the creation of a congenial work environment through organizing committees (a draft constitution is submitted separately).

In addition, GESI Focal Points will be identified in the directorates and PBSs to support the implementation and monitoring of the GESI-AP. They will assist in implementing, coordinating, and monitoring their respective GESI activities based on the GESI-AP.

2.4.2 Human Resource

BREB will be mindful of gradually employing more women, members of PWDs, and ethnic minorities as staff, in projects, through outsourcing, as consultants, and in other positions following the rules.

Mainstreaming GESI activities	Timing	Remark
<i>Explore provisions for positive discrimination in the employment of women, excluded, and vulnerable groups.</i>	Medium term	To be decided by the BREB management
<i>Consider reviewing the PBS recruitment and service rules to ensure quota provisions for women in technical positions.</i>	Medium term	To be decided by the BREB management
<i>Consider including a specific clause in the recruitment notice encouraging women, excluded, and disadvantaged groups</i>	Short-term	To be decided by the BREB management
<i>Generate and maintain sex-disaggregated HR data categorized by social groups.</i>	Being done	Direction of the authorities
<i>Measures and incentives for additional workload etc.</i>	To be decided	BREB management's decision

The scope of employment, engagement at various levels of PBSs and projects, as well as career progression of women, excluded, and vulnerable groups will be identified and explored where possible, as per the rules. Actions may include: Inclusion of specific clauses in the recruitment notice;



- i) Attention to the recruitment of persons with disabilities (PWD), ethnic minorities, excluded, and other vulnerable groups;
- ii) Fulfillment of existing quota provisions for staff;
- iii) Generation and maintenance of sex-disaggregated HR data, including data on PWD, ethnic minorities, and other excluded groups; and
- iv) Incorporating accountability for mainstreaming GESI in work distribution.

Ensuring equal access and opportunity, work-life balance, and affirmative actions will be considered if necessary. Provisions in employment on a "no work, no pay" basis will be reviewed to incorporate provisions for training and capacity building.

2.4.3 Inclusive Work Environment, Support Services, and Opportunities

BREB will ensure an inclusive work environment and provide support services and equal opportunities for all.

Mainstreaming GESI activities	Timing	Remark
Assessment and provision of GESI-inclusive facilities, as well as the design and management of infrastructure	Short term and continuous	To be directed by BREB management
Development of GESI-inclusive guidelines and standards for the design and management of infrastructure.	Short Term	To be directed by BREB management
Implementation of a zero-tolerance policy towards sexual harassment in the workplace; development of guidelines to combat it; and promotion of awareness in alignment with directives from the Honorable High Court.	Short term and continuous	To be directed by BREB management
Evaluation of the effectiveness of committees at both HQ and PBS levels and reformulate committee as per the directives from the Honorable High Court.	Short term	To be directed by BREB management
Orientation of contractors on women's employment, support facilities at sites, equal wages, combating sexual harassment, and adherence to labor laws.	Medium term and continuous	BREB management's decision

All BREB infrastructures will gradually incorporate GESI-inclusive features in their design, construction, and maintenance. Access, privacy, and safety aspects for women and persons with disabilities (PWD) will be ensured. Provisions to address the specific needs and essential facilities for women and PWDs will be implemented in all offices after conducting an assessment. A checklist with standards for such infrastructure will be prepared and followed.

The relevant section of BREB will take steps to develop a common guideline and ensure the quality of infrastructure design and construction following GESI criteria. Support services like sitting spaces, single-sex toilet facilities, prayer rooms, dining areas, primary medical care, and women cleaners will be provided according to a standardized checklist. The need for child day care facilities in the PBSs will be reviewed to ensure child-friendly amenities and standards, where

necessary. The relevant units of BREB and PBSs will ensure the implementation and maintenance of infrastructures as per the standards.

The BREB management declares zero tolerance for workplace sexual harassment. A guideline to combat sexual harassment, including a code of conduct for all, will be developed. This guideline will define the scope and mechanisms to handle incidents, if any; raise organization-wide awareness; and coordinate campaigns with the DIE campaign.

The guidelines will include definitions and the scope of harassment, mechanisms such as the formation of committees at different levels, methods for receiving and addressing complaints, and reporting procedures. The policy will cover harassment of staff, consultants, and workers under contractors while working.

Construction contracts will include provisions of labor laws, and contractors will be oriented to encourage the participation of women, excluded, and vulnerable groups in the short- and long-term employment opportunities created for skilled and unskilled laborers, as far as possible. Contractors will be encouraged and monitored to ensure equal wages for equal work and equal access to resources for both women and men of all excluded and vulnerable groups. Measures will be considered, if necessary, to encourage women's effective participation in such employment.

Provisions of equal wages for equal work, safety measures, and suitable infrastructural facilities will be ensured in all activities of BREB. Labor laws will be followed to ensure drinking water, water for other uses, sanitation, occupational health and safety, security, and other facilities for the workers as per the labor laws. Guidelines and measures to this effect will be developed and used to integrate these requirements into all requests for proposals (RFP), contracts, and Bills of Quantity (BOQ), and their implementation will be supervised.

2.4.4 GESI Awareness, Training and Capacity Building

To develop awareness and capacity among officers and staff, training will be provided on the concepts and practices of GESI within an organization, its systems, and its services.

Mainstreaming GESI activities	Type of activity	Timing	Remark
Develop a GESI training manual including several modules considering BREB's organizational and field activities.	Influencing	To be determined	To be directed by BREB management
Introduce GESI awareness, sensitivity, and code of conduct in the foundation training for all officers and staff.	Influencing	To be determined	To be initiated by Training Directorate
Develop a group of GESI trainers and enhance their skills through providing Training of Trainers (TOT) on GESI.	Organizational system	To be determined	BREB management's decision
Incorporate GESI training into the training calendar.	Influencing	To be determined	BREB management's decision



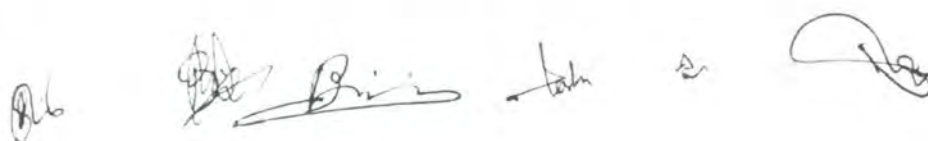
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Mainstreaming GESI activities	Type of activity	Timing	Remark
Include GESI modules in key courses	Organizational system	To be determined	To be directed by BREB management
Conduct training needs assessment and provide training/orientation on GESI for all	Influencing	To be determined	To be directed by BREB management
Impart leadership training and subject-based training for all women officers.	Influencing	To be determined	To be directed by BREB management
Include the Sexual Harassment Prevention Guidelines in the key courses	Influencing	To be determined	To be directed by BREB management
Develop and disseminate guidelines, handbooks, and awareness messages on relevant topics.	Influencing	To be determined	As per needs identified.
Celebrate International Women's Day with participation and recognition of women.	Influencing	Annual	Decision of management required

To enhance the institutional capacity of BREB in promoting GESI, necessary steps will be taken to analyze the needs of all departments and PBSs. The capacity of officials will be enhanced to integrate GESI into all BREB activities. Training needs will be assessed to align with BREB's work requirements. Skilled and capable human resources will be developed by providing appropriate GESI-focused development and related skills training to all staff, delivered by skilled trainers and experts. A group of skilled trainers will be developed through Training of Trainers (TOT) programs to orient, raise awareness, and develop skills at all staff levels to ensure smooth implementation of the GESI-AP. The TOT will include topics such as GESI mainstreaming, workplace GESI issues, and strategies for addressing them.

GESI aspects will be incorporated into training programs such as the Foundation course and other relevant training. Training manuals will be reviewed to integrate GESI aspects into all relevant training. A comprehensive GESI training manual will be developed with modules covering all relevant areas of BREB operations. These modules will be suitable for inclusion in various subject-based training programs. Capacity will be enhanced for GESI-focused planning, budgeting, monitoring, as well as GESI analysis and reporting. Training will be provided at the PBS level to enhance the capacity for GESI-focused field service delivery and monitoring.

Leadership training with a GESI perspective in the energy sector will be incorporated into training content. The participation of women staff and officers in all relevant training will be ensured to enhance their skills. Clients, laborers, contractors, and other stakeholders will be oriented. Necessary GESI-friendly capacity-building opportunities, infrastructures, and support services will be provided for training. Infrastructure and support services will be ensured for trainees at venues and dormitories, considering their needs, especially for trainees with small children.



The sexual harassment prevention guidelines will be incorporated into orientation and training, with the broader definition, its application, information on redress mechanisms, and TORs of the committee, reaching all levels of officers and staff. Online sensitization and orientation on sexual harassment prevention will be arranged to reach all officers and staff at HQ and PBSs. The collection and reporting of sex-disaggregated data on training will be ensured.

Knowledge and capacity for GESI mainstreaming will be enhanced and ensured in all organizational activities. To achieve this, necessary instructions and guidelines to include and promote GESI will be developed and issued by the relevant departments/directorates. Necessary orientation and training will be provided to ensure the practice of GESI and the use of the guidelines.

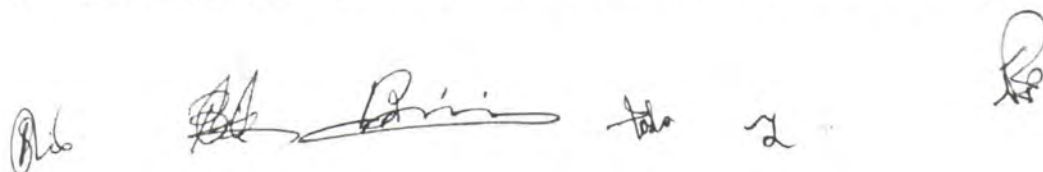
International Women's Day will be celebrated both at the headquarters and PBS levels, highlighting BREB's contribution to socio-economic development to raise awareness in the community. A standard for celebration will be determined for all PBSs, and followed as well as and a mechanism for recognizing women entrepreneurs/PBSs will be considered.

2.4.5 Gender Equal and Socially Inclusive Community Services

Some activities based on the learnings from different projects will be mainstreamed. Suitable activities will be identified that can address poverty and facilitate the socio-economic development of women and people from excluded and vulnerable groups, particularly among life-line consumers, by integrating them into project activities and services. Several ongoing activities will be expanded and integrated into regular activities, as appropriate.

Targeted GESI activities	Type of activity	Timing	Remark
Incorporate awareness of the safe use of electricity, socio-economic development, and GESI into the guidelines for courtyard meetings	Influencing	Continuous	To be incorporated in the guidelines for courtyard meeting. Management decision needed
Enhance skills through providing need-based training.	Implementation	To be determined	Depends-mainstreaming or separate projects
Provide self-employment opportunities through associated support (input, finance).	Implementation	To be determined	Depends-mainstreaming or separate projects
Develop inclusive infrastructure for client services.	Organizational system	Continuous	New or renovated infrastructure
Create work opportunity for women as well as excluded and vulnerable groups in construction work.	Implementation	Continuous	GOV and donor projects infrastructure and construction work

Gender Equal and Socially Inclusive Community Services will be facilitated through:



- **Community Engagement:** Continuing and emphasizing activities like court-yard meetings to promote safety and economic use of electricity, involving the target group members.
- **Skill Development:** Supporting target group members in acquiring need-based skills through training and other support mechanisms.
- **Entrepreneurship/employment Opportunities:** Creating employment opportunities as entrepreneurs and for self-employment, especially targeting women and excluded/vulnerable groups in energy-related sectors.
- **Integration into Project Designs:** Mainstreaming activities like those of BREB (Bangladesh Rural Electrification Board) into project designs, drawing from good-practice examples.
- **Technical Assistance and CSR:** Undertaking new technical assistance projects and identifying opportunities for such activities through regular projects and corporate social responsibility funds.
- **Tariff Considerations:** Considering lower tariff rates for lifeline consumers in geographically vulnerable and hard-to-reach areas.
- **Accessibility:** Ensuring facilities are in place for women and persons with disabilities to access and utilize infrastructure facilities of BREB, including water, sanitation, and rest areas when they arrive for services.

2.4.6 Empowerment: Participation and Decision Making

Effective participation of women and the excluded and vulnerable groups will be ensured in all areas of BREB operation.

Targeted GESI activities	Type of activity	Timing	Remark
Identify and create opportunities for women, excluded and vulnerable groups for participation, employment, training, self-employment, membership etc.	Implementation	Continuous	Opportunities to be assessed and created
Ensure participation in decision making, committees, leadership, delegation, etc.	Implementation	Continuous	Opportunities to be assessed and created
Partnership with WePower to increase participation of women in BREB	Influencing	Continuous	New MOU to be established

The GESI Unit will support and monitor the establishment of a congenial working environment and increased active participation of women, excluded, and vulnerable groups. The scope and areas of participation and empowerment will be identified (such as employment, training, committees, leadership, self-employment, etc.) through appropriate assessment. A proportional share of women, excluded, and vulnerable individuals will be determined where necessary, and their employment, involvement, participation, membership, and opportunities will be facilitated.

Women's participation at all levels of decision-making in forums/committees at the directorate, PBS, and project levels as members, as well as in internal and external decision-making forums,

will be ensured through selection, nomination, and posting. Participation and empowerment of women, excluded, and vulnerable groups will be facilitated through project interventions aimed at increasing access to resources and decision-making opportunities. Proportions will be determined and specified in required cases and in project documents as necessary.

The terms of partnership with WePower will be reviewed to further strengthen it and define new ways of partnership that enhance BREB's capacity for wider women's participation and empowerment."

2.4.7 GESI Responsive Project Planning

As BREB's development work primarily revolves around projects, the organization will integrate Gender Equality and Social Inclusion (GESI) features into project design documents and implement them to institutionalize GESI within its service delivery.

Mainstreaming GESI activities	Type of activity	Timing	Remark
Develop and introduce GESI-responsive planning guidelines	Influencing and organizational system	To be determined	To be directed by BREB management
Establish a system (Committee/GESI Unit/forum member) to ensure GESI responsive project design and review	Organizational system	To be determined	BREB management's decision
Provide capacity enhancement for selected officers on GESI responsive project design and review	Influencing	To be determined	To be directed by BREB management

The scope of participation and empowerment of women, excluded, and vulnerable groups will be identified to promote GESI perspectives and reduce gaps. Strategies, methods, and activities will be incorporated into project designs following the Government's Gender Responsive Guidelines for Design and Review of Projects. Specific indicators on GESI for BREB as an institution will be determined, and project designs will be consistent to achieve them.

A brief guideline for project design and monitoring will be developed following the Government's guidelines, incorporating how to address GESI aspects in various sections of the Development Project Proposal (DPP), the logical framework, indicators, targets, budget, and other relevant areas. A GESI Action Plan (AP) will be prepared as part of project documents, in selected GESI focused projects.

A group of relevant officials involved in planning will be oriented to design and review project proposals. BREB will establish a system for reviewing project documents by a team of experts before proposals are sent for approval to ensure the incorporation of GESI design features.

The Program Planning Directorate will take responsibility, provide necessary guidance, and supervise the incorporation of GESI features in projects. Projects will be designed with required



budget provisions and provisions for monitoring, assessments, and evaluations of GESI mainstreaming aspects.

The Terms of Reference (TORs) of consultants will incorporate activities promoting GESI aspects within the services to be provided."

2.4.8 GESI Focused Monitoring and Result Reporting

To monitor GESI-related progress, a disaggregated data collection and reporting system will be introduced to track milestones incorporated in the GESI-AP.

Mainstreaming GESI activities	Type of activity	Timing	Remark
Identify a set of GESI indicators for incorporation into the central progress monitoring system.	Organizational system	To be determined	BREB management decision necessary
Develop formats for collecting sex-disaggregated data from PBS and other sources based on the indicators.	Organizational system	To be determined	BREB management decision necessary
Collect disaggregated data from various sources at regular intervals and develop a comprehensive database.	Organizational system	Continuous	Management directives necessary
Integrate data within the ICT based database of BREB.	Organizational system	Continuous	Management directives necessary
Analyze collected data, prepare reports and use them for planning, decision-making and external dissemination.	Influencing	To be determined	Management decision necessary
Undertake/commission socio-economic impact assessments at periodic intervals.	Influencing	5 yearly	Management decision necessary

All client and staff-related data/information, irrespective of their sources, whether government-funded or development partner-assisted projects, will be disaggregated by sex for all areas and activities. A few simple, easy-to-monitor indicators will be identified and incorporated into the central progress monitoring system for periodic reporting by the PBSs.

To monitor the results of all GESI-related activities of BREB, the GESI Unit/Forum will develop formats containing simple key indicators to be incorporated into the electronic system. These indicators will be consistent with national-level and SDG indicators. Qualitative assessments will also be integrated during progress monitoring. Data/information will be sent from the PBSs to the GESI Unit/Forum on a half-yearly basis. All client data will gradually be disaggregated by sex within a specified timeframe, and the information will be integrated into the upcoming automated progress monitoring system

Based on the information, the GESI Unit/Forum will support the analysis of GESI-related monitoring and evaluation, providing evidence for planning, decision-making, and external advocacy. Key highlights on the progress of the GESI-AP will be regularly reviewed and presented at Unit/Forum and other meetings for information and strategic decision-making. All quarterly,



annual, and other reports will include data-based analysis and relevant stories and will be disseminated externally as relevant. Attention will be given to the optimal use of information technology.

Projects can use other formats with different relevant indicators for their purposes. An annual GESI-focused report will be formulated by tracking and compiling PBS-wise progress. Case studies and examples of GESI-inclusive client services, as well as efforts for the socio-economic development of the poor, women, and excluded and vulnerable groups, will be highlighted in the annual publications. The GESI Unit/Forum will lead this effort with support from the PBSs, and the Public Relations Directorate will assist with report publication and external dissemination. The report will also include the progress of the GESI-AP.

In addition, the GESI Unit/Forum will undertake or commission a socio-economic study at regular intervals (every five years) to assess the impacts of rural electrification and GESI on overall development.

BREB will ensure that its communication and dissemination strategies adhere to GESI principles, use inclusive and non-discriminatory language, avoid reinforcing stereotypes, and are accessible to all.

2.4.9 Financing

The required finances to implement the GESI-AP and promote the institutionalization of GESI will be secured from various sources.

Mainstreaming GESI activities	Type of activity	Timing	Remark
Allocation of budget for implementing the GESI-AP.	Organizational system	Continuous	Management directives necessary
Identification of sources of finance	Influencing	Continuous	BREB management decision necessary
Orientation and practice of GESI responsive budgeting	Organizational system	Continuous	Management decision necessary

To implement the GESI-AP, the required finances will be arranged from internal and external sources, such as GOB sources and development partner support. In addition, corporate social responsibility funds will also contribute as appropriate, following the CSR guidelines. Officials will be oriented on GESI-responsive budgeting, and annual budgets will be prepared after identifying areas requiring finance to promote GESI. The Finance Directorate and projects will take necessary measures to ensure financial support from the GOB and development partners in promoting GESI.

For the development of officials' capacity in institutionalizing GESI in BREB, budget allocations will be made proportionately from the Annual Development Program (ADP) for GESI-focused activities and training. All projects will consider and allocate budgets from BREB, the GOB, and the development partners based on the GESI-focused design features incorporated in the projects. Budgets for observing International Women's Day, capacity enhancement, result assessment, and evaluation by the GESI Unit/Forum will also be incorporated.



3. Operationalizing the GESI Strategy

3.1 GESI Strategy Implementation

The success of implementing the strategy will require participation, commitments, ownership, leadership, accountability, capacity, and efficient accomplishment of tasks, as well as coordination and collaboration among different directorates and stakeholders. This will be ensured by drawing up a GESI-AP that incorporates activities and elements to realize the objectives of this strategy. The GESI-AP will include activities and indicators showing the responsible directorates, units, and the PBSs for the action. Annual activities and their targets will be determined by BREB, its different directorates, and the PBSs, all coordinated by the GESI Unit/forum. The key units of BREB will be responsible for ensuring human resources, finance, and planning.

3.2 GESI Monitoring and Evaluation

The GESI Strategy will be a living document with regular monitoring of its progress. Monitoring activities will be an ongoing process involving the collection of data, analysis, and communication of results of progress, performance and challenges. It will identify progress and issues in the system and in the field, providing information to internal management for decision-making and making adjustments/modifications to continuously improve performance. GESI monitoring will be integrated within BREB's monitoring framework, and communication with external stakeholders will focus on progress and lessons. Besides measuring the progress of work, challenges, and limitations in implementation will also be identified by analyzing the data/information collected. Based on the findings, the GESI-AP will be updated, if necessary. Evaluation will be undertaken internally or by external experts to focus on lessons and the way forward periodically. This GESI strategy and the associated action plan will be reviewed and updated in 2030 and thereafter, every five years.

3.3 Responsibilities for Implementation of the GESI-AP

The Unit/Forum will lead coordination for implementing the GESI-AP and act as the technical support body to the HQ and Field. The Unit/Forum will prepare the GESI Strategy and GESI-AP for BREB, following the National Women Development Policy 2011, Five-Year Plan (8th FYP), and the Sustainable Development Goals (SDGs), orienting all and overseeing its implementation. The specific support of the Unit/Forum will be as follows

- Guiding successful and efficient implementation of the strategy, GESI-AP, programs and activities in BREB and PBSs.
- Developing and approving annual work plans to implement this Strategy and the GESI-AP.
- Taking initiatives for review and revision of organizational policies, rules, as deemed necessary to promote GESI in BREB.
- Coordinating with focal points of various directorates, units and the PBSs for the effective implementation of the GESI-AP.
- Organizing regular internal and external coordination and , review meetings, consultations with all departments, PBSs, external stakeholders including research organizations, development partners and civil society for the proper implementation of the GESI-AP.
- Compiling and updating progress on the annual GESI action plan and sharing it with management.



- Providing advice/guidance, ensuring mutual support and regular communications among concerned directorates, units and the PBSs to institutionalize GESI in BREB and its programs.
- Supporting the design and undertaking of innovative pilot projects to attain the objectives of the GESI Strategy.
- Ensuring external and internal communication highlighting success and lessons from the implementation of the GESI-AP.
- Developing tools and methodologies to follow GESI principles in all activities.
- Developing guidelines on sexual harassment prevention at the workplace in accordance with the directives of the Honorable High Court.
- Developing TORs for each unit/directorate and the PBSs in implementing the GESI-AP and establishing accountability.
- Reviewing and revision of the Strategy and GESI-AP, if necessary and upon completion of its time.

The strategy will be implemented following a GESI-AP, which will be incorporated in the next section.

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4. The GESI Action Plan of BREB

4.1 Introduction

The commitments of BREB towards promoting GESI have been demonstrated through several key actions taken by BREB at both the central and PBS levels. At the field level, socio-economic development in the country has been promoted through the extension of electricity connection coverage in rural and semi-urban areas by the PBSs. BREB has facilitated human resource development, supported economic growth, and created employment opportunities for both women and men in infrastructure development, power-based agriculture, manufacturing, and service provisions for over forty years.

The Government of Bangladesh has emphasized poverty reduction and gender equality in its Eighth Five-Year Plan (July 2020 – June 2025), including provisions for improving the work environment, addressing violence and sexual harassment in public spheres, and increasing access to energy services. BREB has contributed to achieving these objectives by supporting women's participation in its operations and by providing income generation opportunities for poor clients through skills enhancement and access to productive inputs. Supportive facilities in offices have brought positive changes in the lives of women, facilitating their effective participation in PBSs and representation in PBS management. Women are members of various committees, including those focused on preventing sexual harassment in the workplace.

Both the Strategy and the GESI-AP are living documents and can be reviewed and modified to address emerging challenges and priorities based on the needs of the time."

This GESI Strategy aims to create opportunities for women's broader employment, career progression, participation in decision-making processes, and ultimately, their empowerment. The GESI-AP has been formulated for the period of 2022 - 2030 in consistency with the timeline of the Sustainable Development Goals (SDGs). This GESI-AP is the first of its kind and incorporates proposed activities, which are to be finalized, agreed upon, and approved by the BREB authorities. Its successful implementation will require setting and adhering to time-bound targets."

4.2 Action Areas

The GESI-AP includes a total of nine action areas, which are: 1. Institutional vision and Implementation Arrangement; 2. Human Resource; 3. Inclusive Work Environment, Support services, and Opportunities; 4. GESI Responsive Project Planning; 5. GESI Training and Capacity Building; 6. Gender Equal and Socially Inclusive Community Services; 7. Empowerment: Participation and Decision Making; 8. GESI Focused Monitoring and Result Reporting; and 9. Financing.

Specific activities have been identified for each of the above mentioned areas and incorporated in the Action Plan given in the following pages. The comprehensive GESI-AP includes specific indicators identified to assess the progress of each of the activities. Also, responsibilities have been assigned to relevant directorates, units and offices.



4.2 The Action Plan

Activity	Indicator	Time preference*	Time Frame	Lead Responsibility	Supporting Responsibility
1. Institutional Vision and Implementation Arrangement					
1.A GESI Strategy and Action Plan					
1.1 Prepare, approve and disseminate Gender Equality Social Inclusion Strategy and Action Plan (GESI-AP) for BREB.	1.1.1 Gender Equality Strategy and Action Plan (GESI-AP) and approved 1.1.2 Dissemination and orientation on the GESI-AP continues	Short term	December 2024 and ongoing	GESI Unit	All units
1.2 Take steps to address the challenges related to the implementation of GESI-AP or modify GESI -AP as required	1.2.1 Steps taken for addressing challenges 1.2.2 GESI-AP modified in the light of recommendations	Medium and long term	As required	GESI Unit	All units
1.3 Review and update GESI Strategy and the Action Plan upon completion of the tenure	1.3.1 GESI Strategy and GESI-AP updated 1.3.2 New GESI Strategy and Action Plan disseminated	Long term	December 2030	GESI Unit	All units
1.B Institutional Arrangements					
1.4 Establish a GESI unit led by senior officers with suitable human resource and TOR for mainstreaming GESI in BREB (integrated within Environment and Social Management Directorate)	1.4.1 A GESI UNIT established headed by a senior officer 1.4.2 TOR of GESI Unit developed, approved and staff oriented	Short term		Chairman's Office	All Directorates and unit
1.5 Identify/ascertain GESI Focal Points (GESI-FP) at unit, directorate, project, and PBS level of BREB	1.5.1 Number of GESI Focal Points by level Women.....% Men%	Short Term		Heads of Units / Directorates / PBSS	All Units GESI Unit

* Short term—up to 1 year, Medium term- 1-3years, Long term -3 years and above.

Activity	Indicator	Time preference*	Time Frame	Lead Responsibility	Supporting Responsibility
1.6 Prepare and issue TORs/instructions to the BREB officials of different levels, and GESI-FPs to implement the GESI-AP.	1.6.1 TOR/Instructions of the related officials, GFPs developed and issued	Short term		Project Directors GESI Unit	All Units
1.7 Ensure quarterly review of implementation of GESI-AP and take decisions and actions as required	1.7.1 Review report shared with management 1.7.2 Number and type of actions taken as required	Short-term	Quarterly and continuous	GESI Unit	All Units Project Director
1.8 Organize annual meeting on GESI with management and GESI Focal Points and present report	1.8.1 Annual meeting held 1.8.2 Number of participants (Women...Men...) 1.8.3 Report presented	Medium-term	Annual	GESI Unit	All Units All field level offices
1.9 Identify potential internal and external sources of support for GESI Unit and implementing the GESI-AP and take necessary action.	1.9.1 Potential sources identified 1.9.2 Type and list of actions taken	Short-term	Annual	GESI Unit	All Directorates Project Director
2. Human Resources					
2.1 Take measures to recruit women in BREB's institutional activities (revenue and development) and PBS within rules: a. job circular to encourage women and disadvantaged groups to apply, b. advertisement/campaign/ Uthan Boithak c. dissemination/ campaign on facilities.	2.1.1 Number and type of measures taken	Medium-term	Continuous	ED Director, Admin/ Personnel, Project Director	Heads of all units, Project Directors GESI Unit

Activity	Indicator	Time preference*	Time Frame	Lead Responsibility	Supporting Responsibility
2.2 Finding out scope to incorporate affirmative actions, opening up career opportunities in technical positions and career progression for block positions including promotion and change of pay scale.	2.2.1 Recruitment policies and by-laws reviewed to find out scope and options.	Medium-term	As required	Director, Admin	Chairman's Office
2.3 Keeps the existing internship program ongoing to help both male and female students develop their skills."	2.3.1 Number of Female interns.	Short term	Continuous	Director HR and Coordinator WePower, Director of Training.	Chairman's Office, GESI Focal Point.
3. Inclusive Work Environment, Support Services, and Opportunities					
3.1 Prepare and issue guidelines on GESI responsive infrastructure design and management in offices and PBSs and ensure application.	3.1.1 GESI Responsive infrastructure design and management guidelines prepared and issued 3.1.2 Guidelines approved, Integrated in infrastructure design manual and its use ensured	Short-term		Director, Program Planning, GESI Unit	All PBS, Public work & Maintenance/ Assets and Logistics
3.2 GESI based assessment of existing infrastructure facilities (ramp, office space, toilet, prayer, rest, day care, medical) and their conditions of BREB, and take necessary action	3.2.1 Current infrastructures conditions Identified 3.2.2 Needs for essential facilities identified 3.2.4 Number and types of actions taken for supportive facilities	Medium-term	Annual	HQ Office GM, PBS, GESI Unit	Public work & Maintenance/ Assets and Logistics
3.3 Ensure well-equipped child day care facilities at PBS level where	3.3.1 Situation and needs of child day-care center assessed	Medium-term	Annual and continuous	HQ Office GM, PBS	Director (Admin) GESI Unit

Activity	Indicator	Time preference*	Time Frame	Lead Responsibility	Supporting Responsibility
needed based on need and situation assessment.	3.3.2 Operation and maintenance budget allocated annually for day care, where necessary. 3.3.3 Number of PBSs with equipped day care facilities. 3.3.4 Alternative use of day care space determined as necessary.				
3.4 Ensure transportation, waiting room, separate toilets and prayer room at work place for women and the persons with disabilities.	3.4.1 Number of PBS with accessible and well maintained women's toilets (%). 3.4.2 Number of PBSs having ramp for PWDs. 3.4.3 Number of PBSs having proper separate prayer /sick room/ waiting space for women. 3.4.4 Proportion of staff availing of transport facilities (women: men).	Medium-term and Long-term		Director (Admin) GM PBS, Assets and Logistics	Audit and Budget Unit GESI Unit
3.5 Ensure design and construction of all new infrastructure incorporating features of essential facilities for women and PWDs in light of the guidelines	3.5.1 Proportion of new infrastructure designed with facilities for women and differently able persons as per guidelines Types: Number of new infrastructure..... Number as per guidelines...	Medium and Long-term		GM PBS, Public work & Maintenance, Public work & Maintenance	All HQ offices GESI Unit
3.6 Develop and issue Sexual Harassment Prevention Guidelines (SHPG) of BREB as per the directives	3.6.1 Sexual Harassment Prevention guideline developed, approved and issued, as per HC directives	Medium-term		Director (Personnel), SHCC (Sexual Harassment)	GESI UNIT

Activity	Indicator	Time preference*	Time Frame	Lead Responsibility	Supporting Responsibility
of the Honourable High Court, and create awareness at all level.	3.6.2 All officers and staff informed and oriented on the Guidelines 3.6.3 Campaign and initiatives taken to inform and orient all 3.6.4 Incorporated in selected training courses for awareness and orientation.			Complain Committee)	
3.7 Form Committee at the HQ, and PBS levels with their ToRs to address psychological and sexual harassment at workplace as per the directives of the Honourable High Court	3.7.1 Committee formed at HQ as per the directives 3.7.2 Number of Committees formed at the PBS level as per the directives 3.7.3 Circular on complain procedure issued 3.7.4 Guideline on SH redress mechanism issued	Short-term		Director (Admin) GM, PBS	GESI Unit/ PBS GESI Committee
3.8 Ensure compliance of the case of mental and sexual harassment in the light of the guidelines	3.8.1 Number of complaints received by the Committee 3.8.2 Types and number of measures taken by the Committee 3.8.3 Number of SH cases referred for legal action	Short-term		Director (Admin) Committee at HQ, PBS, SHCC (Sexual Harassment Complain Committee)	GESI /Unit PBS GESI Committee, Legal affairs
3.9 Compile report on workplace sexual harassment and submit	3.8.1 Annual report prepared, submitted and shared		Annual	Director (admin) Committee at HQ and PBS, ommittee at	GESI /Unit PBS GESI committee

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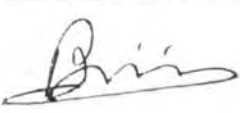
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Activity	Indicator	Time preference*	Time Frame	Lead Responsibility	Supporting Responsibility
4. GESI Responsive Project Planning					
4.1 Prepare and issue a guideline for integrating GESI perspectives in project design in line with the guidelines endorsed by ECNEC.	4.1.1 Guidelines on integrating GESI perspectives in project design prepared and issued	Medium-term		Director, Programme Planning	GESI
4.2 Develop and establish a functioning system of review of project design from GESI perspectives before sending for approval	4.2.1 A system of review of project design from a GESI perspective established and functional	Medium Term		Director Programme Planning	GESI Unit Chairman's office
4.3 Orient those who are involved in planning on GESI responsive project design and the use of the guideline.	4.3.1 Number of Officers received training on integrating GESI perspective in project planning	Medium-term	Continuous	Director Programme Planning	GESI Unit/
4.4 Ensure project designs address GESI in line with the GESI-AP, its indicators and the guidelines for GESI responsive planning.	4.4.1 Number of GESI responsive project designed (annual %)	Medium-term	Continuous	Directorates/ Projects	Director Programme Planning GESI Unit
4.5. Include GESI mainstreaming activities in the scope of work while engaging consultants for project implementation	4.5.1 Number of project included GESI perspectives in activities and TOR of consultants	Medium-term	Continuous	Project Director	GESI Unit All Units
5. GESI Training and Capacity Building					
5.1 Assess GESI related training needs in light of BREB's development activities	5.1.1 GESI training needs assessed	Medium-term	Annual	Director Training	GESI Unit All Units All PBSs
5.2 Develop training manual on GESI and development in line with the	5.2.1 Comprehensive GESI training manual developed.	Short-term		Director Training GESI Unit	GESI Unit

Activity	Indicator	Time preference*	Time Frame	Lead Responsibility	Supporting Responsibility
various activities of BREB and need assessed					
5.3 Develop capacity of the GESI Unit on GESI mainstreaming and their role in implementing the GESI-AP	5.3.1 GESI Unit Staff trained	Short-term		Director Training GESI Unit	GESI Unit
5.4 Identify officers and develop a pool of skilled trainers capacitating them by imparting trainers' training on GESI and development.	5.4.1 Number of trainers identified and received ToT Men.. women... (%)	Short-term		Director (Training) GESI Unit	All Units Project Director
5.5 Incorporate training on GESI in the training calendar of BREB and provide training to staff and officers	5.5.1 Types and number of GESI training incorporated in training calendar 5.5.2 Total training days with percentage of women and men trained Total days... Men (%)... Women... (%) Trained men... (%) women... (%)	Medium - Term	Continuous	Director Training	Project Director GESI Unit
5.6 Incorporate topics on GESI and sexual harassment prevention guidelines in the core training courses of BREB like Foundation Course, Leadership and such other	5.6.1 Modules on GESI and sexual harassment prevention policy developed 5.6.2. No of courses incorporated modules on GESI and sexual harassment prevention in training programs of BREB	Medium - Term		Director (Training)	GESI Unit WePower Committee Project Director
5.7 Prepare a written handout on the Code of behavior (dos and don'ts) with colleagues women/men for use in all training and orient trainers	5.7.1 A written handout on the Code of behavior developed and all trainers oriented	Short-term		Director (Training)	ED









Activity	Indicator	Time preference*	Time Frame	Lead Responsibility	Supporting Responsibility
5.8 Organize need-based training, workshop, seminar, discussion meeting etc. for the officers and staff and arrange sharing/highlighting good practices with external agencies at HQ and field levels on GESI?	5.8.1 Number and topics of training, workshop, seminar, discussion meetings for staff and external people 5.7.2 Number of participants in training, seminar, workshop, meeting, discussion HQ ... Men... Women ...(..%) Project... Men... Women ...(..%) Field.... Men... Women ...(..%)	Medium - Term	Continuous	Director (Training) GESI Unit	All Units Project Director PBS Focal Points
5.8 Organize need-based and job-based training for women staff of the HQ and PBSs including those with no work no pay (as relevant)	5.8.1 Subject and number of training provided 5.8.2 Number of women trained by topic Topic Training days ... men... women... (%)	Medium - Term		Director Training GM, PBS	DIRECTOR (Training) PBS GESI Committee
5.9 Provide training to women officers on management, leadership development etc.	5.9.1 Number and percent of trained women officers on leadership development and management	Medium - Term		Director Training	BPMI
5.10 Organize orientation for awareness on GESI, work environment, equal wage, etc. for the construction companies, contractors and site managers	5.10.1 Subject and number of training provided 5.10.2 Training days attended by participants and topics (% of women)	Medium - Term		Director Training Project Director GM, PBS	GESI Unit PBS GESI Committee Contractor
5.11 Allow women staff in training with their small children	5.11.1 Number of participants with children At HQ level: PBS level	Short-Term	As necessary	Director (Admin) Director Training GM PBS	GESI Unit Project Director PBS GESI Committee

Activity	Indicator	Time preference*	Time Frame	Lead Responsibility	Supporting Responsibility
5.12 Prepare and disseminate guidelines to integrate GESI perspectives in BREB's all operation and management, (planning, budget, procurement etc.). by relevant Units as necessary	5.12.1 Number of guidelines with GESI perspectives prepared, issued distributed	Medium – Term and Long- term	As necessary	Concerned Units/Directorates	GESI Unit
5.13 Issue guideline and celebrate International Women's Day (IWD) at HQ and field level in a uniform manner	5.13.1 Guidelines issued for standard celebration of IWD in line with national theme 5.13.2 IWD celebrated at HQs and all PBSs	Short-Term	Annual	GESI Unit Public Relations Directorate	All Units Project Director PBS GESI Focal Point
5.14 Recognize and award the best performing staff /PBS /client on GESI on the International Women's Day	5.14.1 Staff /PBS /client rewarded for GESI mainstreaming	Medium – Term	Annual	GESI Unit PBS	Project Director PBS GESI Focal Point
6. Gender Equal and Socially Inclusive Community Services					
6.1 Include clause in contractors' contracts on employment of women, excluded and vulnerable in BREB's (construction, reconstruction, maintenance activities etc.) as per the Labour Laws.	6.1.1 Number and % of total contracts incorporating provision for employment of women, excluded and vulnerable	Medium – Term	Annual and continuous	Director Procurement, Project Director, GM PBS	All Units All projects Contractor
6.2 Include provision of equitable wages of women and men workers in similar and equal volume of works in contracts as per Labour laws	6.2.1 Number of projects and contracts (% of total Number of annual contracts) incorporating provision of equal wages to women and men for similar works	Medium – Term	Continuous	Project Director, GM PBS, Office of the Executive Engineer	GESI Unit PBS GESI Committee Contractor
6.3 Ensure provision of suitable work environment for women workers in construction sites (water, sanitation, shed, temporary child care, safety as per labour laws)	6.3.1 Number of projects and contracts (% of total Number of annual contracts) provided for such conditions.	Medium – Term	Continuous	Project Director, GM PBS, Office of the Executive Engineer	GESI Unit PBS GESI Committee Contractor

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Activity	Indicator	Time preference*	Time Frame	Lead Responsibility	Supporting Responsibility
	6.3.2 No of sites (% of total) providing supportive facilities for women as per labour law				
6.4 Arrange/create opportunities for skills enhancement for suitable income generating activities and self-employment opportunities for poor women, excluded and vulnerable clients	6.4.1 Number of poor clients who received skills enhancement training Men... .. Women... (%) 6.4.2 Number of men and women supported for self-employment Men... .. Women... (%)	Medium – Term	Continuous	Project Director, GM PBS, Directorate of Program planning	PBS GESI Focal PT
6.5 Support poor women , excluded and vulnerable groups in getting access to inputs, finance or other support under BREB projects or through linkages.	6.5.1 Number and percentage of women and under-privileged received training, and other support Training: Men... (%) Women... (%) Inputs Men... (%) Women... (%) Linkages Men... (%) Women... (%)	Medium and Long Term	Continuous	Project Director GM PBS, Directorate of Program planning	GESI Unit PBS GESI FP
7. Empowerment: Participation and Decision Making					
7.A Empowerment: Participation					
7.1 Ensure participation of women Staff/officers in forums, consultation, meetings, committees, delegation, training, and visiting sites, and celebration of important days/events, etc.	7.1.1 participation of women officer/staff - Areas: - Number participants in different committees /forums at HQ and PBS - No of women ... (%) - No of men.... (%)	Medium-term	Continuous	Heads of all Units Project Director GM PBS	GESI Unit PBS GESI Unit

Activity	Indicator	Time preference*	Time Frame	Lead Responsibility	Supporting Responsibility
7.2 Identify scope and ensure participation of women and marginalised in all suitable areas (member of committees/platform/ forum/ delegation/ trainee/consultation/ celebration of important days/events, etc.) and if necessary, determine applicable quota for women's participation	7.2.1 Identified areas of participation of women and excluded groups - Areas: - Number of participants in different platforms - No of women (%) - No of men.... (%) - Number of excluded and vulnerable (%)	Medium-term	Continuous	Heads of all Units Project Director GM PBS	GESI Unit PBS GESI Unit
7.B Empowerment: Decision Making					
7.3 Ensure effective participation of the women officers/staff in different decision-making committees/bodies	7.3.1 Number of decision making committees with women officers/staffs members Number of Committees.. with women officers/staff Men... Women... (%)	Medium-term	Continuous	Director Admin) Heads of all Directorates/Units GM, PBS Project Director	GESI Unit PBS GESI Committee
7.4 Ensure effective participation of the women excluded and vulnerable groups in decision-making committees/(executive Committee etc.) bodies for their empowerment.	7.4.1 Number of decision making committees with women /excluded participated in decision making as member of committee Number of Committees with women officers/staff Men... Women... (%)	Medium-term	Continuous	Heads of all Directorates/Units GM, PBS Project Director	GESI PBS GESI Committee
8.0 GESI Focused Monitoring and Result Reporting					
8.1 Identify a set of simple GESI indicators for monitoring results of BREB's contribution in GESI based socio-economic development	8.1.1 A set of simple GESI indicators for monitoring GESI based results identified	Medium-term		GESI unit/	Director MIS
8.2 Incorporate the simple GESI indicators in the MIS system	8.2.1 Simple GESI indicators integrated in the MIS system	Medium-term		GESI unit/	Director (Monitoring)









Activity	Indicator	Time preference*	Time Frame	Lead Responsibility	Supporting Responsibility
8.3 Prepare a format for collection of sex-disaggregated data/ information for monitoring progress of BREB's GESI-AP (employment, participation, empowerment decision-making, training, etc.)	8.3.1 Format for collecting sex-disaggregated data/ information developed and used for GESI result monitoring	Medium-term		GESI unit/	MIS Unit Director (Monitoring) MIS Unit
8.4 Collect, collate, compile, analyse sex-disaggregated data/ information on progress of activities of the GESI-AP progress	8.4.1 Sex-disaggregated data/information collected, collated and data-base maintained at all levels of activities in BREB	Medium-term	Quarterly	Director (Monitoring) GESI Unit	Project Director Heads of all Units GM PBS PBS GESI Committee
8.5 Compile/evaluate the GESI results by analyzing data and information, prepare report, present at annual meetings and send to relevant quarters/ projects to take steps for improvement in the less-developed areas, publish and disseminate	8.5.1 Progress on GESI evaluated against indicators 8.5.2 Progress of GESI in conformity with the GESI-AP prepared, presented and disseminated 8.5.3 Progress of GESI incorporated in annual and quarterly reports, presented and disseminated	Medium-term		GESI Unit	Public Relations Directorate
8.6 conduct/commission socio-economic studies to assess GESI results, document good practice, challenges, socio-economic impacts; use report for undertake external dissemination, policy making and taking measures, as required	8.6.1 Number and subject of studies conducted. 8.6.2 Findings externally and internally disseminated	Medium-term	Five -Yearly	Project Director GESI Unit	Programme Planning Project Director PBSs All units
9. Financing					
9.1 Assess and identify areas of budgetary needs, for effective implementation of the GESI-AP, celebrating IWD, monitoring of GESI-	9.1.1 Estimate on financial requirements for the implementation of GESI-AP	Medium-term	Annual and Continuous	GESI Unit Director, Budget	All Units/ Directorates GPBSs

Activity	Indicator	Time preference*	Time Frame	Lead Responsibility	Supporting Responsibility
AP and institutionalizing the GESI Unit with possible sources of funds	9.1.2 Possible sources of funds for GESI-AP implementation and institutionalising GESI Unit identified				
9.2 Ensure allocation of funds and the effective utilization of the budgetary provision to promote GESI	9.2.1 Annual Budget allocated to Gender for GESI-AP implementation 9.2.2 Amount of budget to support women utilized as per GESAP Amount in Tk.....% of total budget utilized	Medium-term	Annual and Continuous	All Units Project Directors GM PBSSs	GESI unit/ PBS GESI Committee
9.3 Undertake necessary actions to orient relevant staff on GESI responsive budgeting and its assessment	9.3.1 Number of officials oriented on preparation and assessment of GESI responsive budgeting	Medium-term	Continuous	Director Training	Director Finance GESI Unit/

Annex 1: Glossary of Terms

1. **Affirmative Action:** Affirmative action refers to policies and practices aimed at increasing the representation of individuals from historically disadvantaged groups in areas such as employment, education, and business. These policies are designed to address systemic discrimination and promote equal opportunities for marginalized groups, including women, ethnic minorities, persons with disabilities, and other underrepresented populations. The aim of affirmative action is to reduce gap and promote equity, and inclusion by leveling the playing field for marginalized groups.
2. **Disabilities:** Disabilities is an umbrella term, covering impairments, activity limitations, and participation restrictions. An impairment is a problem in body function or structure; an activity limitation is a difficulty encountered by an individual in executing a task or action; while a participation restriction is a problem experienced by an individual in involvement in life situations.
3. **Excluded groups** are those who historically have been unable to fully access and/or benefit from social, economic, and political rights, opportunities, and resources because of their identities, e.g., gender; disabilities; social identities (e.g., caste, ethnicity, and religion); geographic location; and income status. They experience systemic disadvantage.
4. **Gender Equality and Social inclusion (GESI)-** *Gender intersects with other social categories like age, class, disability, ethnicity, geographical context contributing to complex layers of discrimination and privilege known as inter-sectionality. Promoting gender equality and social inclusion involves creating policies and practices that foster equity and respect for diversity, while actively working to eliminate the systemic issues that perpetuate inequality and exclusion. A GESI approach considers unequal power relations and inequalities experienced by individuals as a result of their social identities, including gender, location, (dis)ability, wealth, education, age, caste, ethnicity, race, sexuality and recognizes the importance of promoting equality and addressing social injustices to achieve sustainable development.*
5. **Gender Equality:** *Gender equality refers to the condition where individuals of all genders have equal rights, responsibilities, and opportunities. Gender equality involves ensuring that all people, regardless of gender, fully enjoy their human rights and have equal access to resources and opportunities eliminating all discrimination. Gender equality is about equal opportunities, rights and responsibilities for women and men, girls and boys. It does not mean that women and men are the same. Gender inequality is a result of unequal power distribution between women and men, exacerbated by ongoing discrimination,*

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weaknesses in laws, policies and institutions, and social relations that normalize inequality.

6. **Gender:** Refers to the socially constructed characteristics of women and men – such as norms, roles and relationships of and between groups of women and men. It varies from society to society and can be changed. While most people are born either male or female, they are taught appropriate norms and behaviors – including how they should interact with others of the same or opposite sex in households, communities and workplaces.
7. **Gender inequality** is the social phenomenon in which people are not treated equally on the basis of their sex causing discrimination based on socio-cultural norms prevalent in the society. It is women who are most adversely affected. Gender inequality weakens women in many areas such as health, education, business, life expectancy, interests, family life, economic, and political participation as well as decision making. Gender inequality is experienced differently across different cultures and leads to untapped potential and hampers overall development women that reduced overall equal benefits and opportunities for them.
8. **Intersectionality** is the understanding that people experience varying degrees of disadvantage based on gender, race, religion, ethnicity, disability, age, indigeneity and other characteristics. Women are not a homogenous group, and intersectionality acknowledges the different ways that women experience discrimination.
9. **Mainstreaming: Gender** mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality.
10. **Marginalized groups** are defined as those who are excluded from political, social, cultural and/or social spaces based on identity. This marginalization can impact their sense of dignity, ability, and opportunities afforded to take part in society.
11. **Political will:** is the sustained commitment of organizational leaders and administrators to invest the necessary resources to achieve specific gender objectives. It is the willingness of these actors to undertake reform and implement policy, despite of challenges. Gender Political will is understood in terms of three inter-related concepts-i.e. commitment, leadership, and responsiveness for gender equality promotion.

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12. **Positive Discrimination:** also known as affirmative action or preferential treatment, refers to policies or actions that aim to provide preferential treatment or advantages to individuals or groups who are typically disadvantaged or underrepresented in certain areas, such as employment, education, or housing. The purpose of positive discrimination is to address historical or systemic discrimination and promote diversity, inclusion, and equal opportunities. The policies often involve measures such as quotas, targeted recruitment efforts, or preferential selection criteria to ensure access of the underrepresented groups to opportunities and resources³.
13. **Social inclusion** is a broader concept, and is about ensuring that all members of society, including people with disabilities, are included in key processes, including but not limited to decision-making, consultation, employment opportunities, or involvement in government service delivery. *Social inclusion is the process of improving the opportunity to participate fully and improving the situation of everyone, in social, economic, and political life regardless of their background. Social inclusion involves addressing barriers such as discrimination and poverty, and ensuring that all individuals can contribute to and benefit equally from society.* The United Nations (UN) defines social inclusion as "the process of improving the terms of participation in society, particularly for people who are disadvantaged, through enhancing opportunities, access to resources, voice and respect for rights".
14. **Twin-Track Approach:** is an approach which recognizes that in order for development programs to be accessible to certain groups, it is important to recognize the specific needs and vulnerabilities and thus a responsive approach covers two aspects. Firstly, ensuring that Gender Equality and Social Inclusion (GESI) is being mainstreamed into organizational functions, processes and systems. Secondly, targeted approach means adopting specific set of targeted interventions focused on a particular identified at risk group.
15. **Vulnerable groups:** are those who cannot access various rights, opportunities, and resources because of their situational disadvantage. People are "vulnerable" when deprivations result from a particular situation that reduces their ability to withstand shocks and access various rights, opportunities, and resources. In a person's life cycle, vulnerability is most experienced in old age and young age—especially by older people (65 and above) and disadvantaged youth. Vulnerability can also be because of climate change or disasters or migrant status. They experience situational disadvantage. (c) Disadvantaged groups (which is the preferred term—rather than excluded groups—in some countries) are those who historically have been unable to fully access and/or benefit from social, economic, and political rights, opportunities, and resources because of their identities (systemic disadvantage) and/or because of their vulnerability (situational disadvantage).

³Affirmative Action."Stanford Encyclopedia of Philosophy, Stanford University, plato.stanford.edu/entries/affirmative-action/.

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Annex 2: References

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