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National
Association of
Regulatory
Utility
Commissioners

USAID and NARUC Advancing Women Leaders in Energy (AWLE) Initiative

Results per Country as of January 2025

Track 1 – Mid-Career Leadership Training

The Mid-Career Leadership Training program is part of the individual level of focus of the AWLE initiative. The training aims to strengthen women’s leadership skills across an array of competencies to help them thrive and advance in the energy sector. Since 2021, 97 women have completed the training over a total of six courses. Below are the number of women who have graduated from the program in each country:

- **Albania:** 12 graduates
- **Armenia:** 14 graduates
- **Bosnia and Herzegovina:** 21 graduates
- **Georgia:** 12 graduates
- **Kosovo:** 7 graduates
- **Moldova:** 8 graduates
- **Montenegro:** 5 graduates
- **North Macedonia:** 8 graduates
- **Ukraine:** 10 graduates



Participants of an October 2024 Mid-Career Leadership Training.
Photo Credit: USAID

Track 2 – Human Resources (HR) Working Group

The HR Working Group aims to improve gender equity at the institutional level and has been identifying HR-focused actions that incorporate policies and procedures to support workers of multiple identities, resulting in the formation of action plans to carry them out. As a result, several regulatory commissions achieved institutional changes, including:

- **Armenia:** As identified in its action plan, the regulator finalized an onboarding manual for new employees between July-September 2024, which it is now using.
- **Albania:** The regulator drafted an onboarding manual, which is pending adoption. One HR Working Group member was promoted within the regulator’s operations section from July-September 2024.
- **Georgia:** In November 2023, the regulator approved a new employee handbook and employee onboarding guidelines, which it identified as goals under its action plan. It also developed a diversity, equity, and inclusion (DEI) strategy, which it adopted in December 2023. Between July-September 2024, GNERC promoted three HR Working Group members within its operations section.
- **Moldova:** In December 2023, based on its action plan goals, the regulator amended its ethics code to include two new sections: 1) non- discrimination against all identities, and 2) workplace mediation procedures.
- **North Macedonia:** As identified in its action plan, the regulator finalized an onboarding manual for new employees between July-September 2024, which it is now using.
- **Ukraine:** In March 2024, based in part on information learned during AWLE activities, the regulator announced the creation of an in-house Committee on Gender Equality, Diversity,

and Inclusion, focusing initial work on 1) an onboarding manual, 2) a DEI policy, and 3) an organizational gender audit.

Track 3 – Women in Energy Internship Program

The Women in Energy Internship Program, which provides a monthly stipend to interns, aims to provide women early in their careers with the basic skills and institutional knowledge needed to pursue a career in the sector and become attractive candidates for employment within their country's host commission, other regulatory agencies, and among regulated entities. So far, the internship has supported 15 interns, and one intern from Armenia was offered a full-time position at that commission in October 2024. Below are the number of interns who have participated in each country, with six participating in the first cohort and nine in the second.

- **Armenia:** 2 in second cohort
- **Georgia:** 9 total (5 in first cohort and 4 in second cohort)
- **Kosovo:** 2 in second cohort
- **Ukraine:** 2 total (1 in first cohort and 1 in second cohort)

Track 4 – Mentorship/Mentoring Circles Program

To create additional institutional support for women, the Mentorship/Mentoring Circles Program aims to create communities of support within regulatory authorities so that women and men can share their knowledge and encourage and support women in their organizations. NARUC provides guiding documents and support throughout the mentoring program's cycle through the [AWLE Guide to Mentoring](#) and regular check-ins.

- **Georgia:** Following USAID and NARUC support, Georgia used the AWLE Guide to Mentoring and launched its own six-month mentorship program in 2024.

Track 5 – Women in Energy Associations

The final component of the Advancing Women Leaders in Energy initiative is providing support to create women in energy associations. Each association is established and implemented in a specific country context and within particular legal parameters. A women in energy association is a usually non-profit, non-partisan organization focused on and led by professional women working in the energy sector – and those who are seeking to work in the sector – with the purpose of supporting them in their careers and work.

- **Bosnia and Herzegovina:** USAID and NARUC launched the Women in Energy Transition Association (WiTA) in Bosnia and Herzegovina in 2024 to help ensure women play an active role in decision-making and knowledge sharing in the energy sector.



Launch of the Women in Energy Transition Association in Bosnia and Herzegovina in April 2024. Photo Credit: USAID