

**C-TRTA REG: Preparing and Implementing Gender-Inclusive Projects
in Central and West Asia**

Subproject 12: PAK: Building Capacities of Women in Renewable Energy

**TERMS OF REFERENCE
(Consulting Firm)**

A. Background and Rationale

1. Women have weak participation in non-traditional sectors such as energy. According to a 2018 baseline study conducted by Women in Energy Network of Pakistan, women make up only about 4% of the total staff of 9 power utilities (both public and private distribution, transmission and generation companies) in Pakistan. Against the total number of engineers recruited, women are only 4%; whereas female students make up to 25% of the total enrolled students in BSc/MSc levels. Women employees make up only 3% of technical positions in the 3 Independent Power Producers included in the study. Water and Power Development Authority has 6% women employees, with 3.3% in technical positions. In distribution companies (DISCOs), women make up only 2% of the total employees, and of these, 4% are recruited in technical positions. At the National Transmission and Dispatch Company (NTDC), only 3% of the female employees are in technical positions as engineers.

2. The Energy Sector Reforms and Financial Sustainability Program, with three Subprograms, aims to address fiscal, governance, technical, and policy deficits in Pakistan's energy sector. The programmatic approach and policy-based loans will finance three subprograms to be implemented in 2019–2023. Through interlinked policy actions, reform areas of the three sequenced subprograms are underpinned on three pillars: (i) securing financial sustainability, (ii) strengthening governance, and (iii) reinforcing infrastructure improvements. It focuses on preparation, approval, and implementation of (i) a renewable energy policy, (ii) a 25-year integrated energy plan, (iii) a plan to reduce unaccounted-for gas, (iv) a roadmap for privatization of two liquid natural gas plants, and (v) a policy for greater private sector participation in hydrocarbons exploration. The subproject will support both the preparation and implementation of the ensuing Energy Subprogram 2.

3. The subproject will maximize the positive impact of the Subprograms on women in terms of (i) producing a gender diagnostic of the energy sector while establishing a baseline on women's participation in the energy sector value chain, as employees in sector organizations, service providers, entrepreneurs, and consumers; (ii) developing a national gender mainstreaming policy for the energy sector; (iii) demonstrating a replicable model of technical training for women as certified master trainer in solar technology; and (iv) designing and implementing a leadership training for women staff and gender sensitization training for men and women staff of selected energy sector organizations such as; National Transmission and Dispatch Company NTDC, Water and Power Development Authority WAPDA, National Energy and Petroleum Regulatory Authority (NEPRA), National Energy Efficiency and Conservation Authority (NEECA), Alternative Energy Development Board (AEDB), and Utility Companies (DISCOs).

B. Scope of Work:

4. The Ministry of Energy (Power Division) seeks a consulting firm to carry out the subproject. The firm should have (i) a solid capacity to carry out a gender diagnostic of the energy sector, (ii) strong policy advocacy experience particularly in developing gender policies in relation to the

energy sector, (iii) extensive work with the energy sector in Pakistan, and (iv) expertise of technical training in solar technology. The major outputs and activities of the subproject are the following:

Table 1: Summary of Major Outputs and Activities

Major Outputs	Delivery Dates	Key Activities with Milestones
1. Gender assessment/diagnostic of the energy sector conducted	May 2021–August 2021	<p>1.1 Conduct gender assessment of the energy sector of Pakistan including assessment of: (i) gender composition of staff of energy sector organizations; (ii) review of human resources policies and procedures of selected energy sector organizations; (iii) review of national energy sector policies and plans; (iv) issues of affordability and access to energy; and (iv) STEM skills relevant to the energy sector</p> <p>1.2 Conduct consultation meetings with stakeholders relevant to the sector assessment including: (i) key informants from NEECA, Ministry of Energy, DISCOs, NEPRA, AEDB, and other relevant organizations; (ii) development partners and CSOs (relevant to gender and energy sector interventions); (iii) academia and technical institutes; (iv) energy networks; and (v) media</p> <p>1.3 Conduct at least 2 workshops including (i) validation of assessment findings; and (ii) dissemination of assessment findings with the relevant stakeholders as mentioned under 1.2</p> <p>1.4 Prepare and submit gender assessment report of the energy sector to ADB and NEECA to inform the formulation of the national gender mainstreaming policy</p>
2. National gender mainstreaming policy for the energy sector of Pakistan developed	September 2021–June 2022	<p>2.1 Conduct consultation meetings with the key stakeholders, including government officials of concerned energy sector organizations, CSOs, energy networks, policy makers, development partners, media and other relevant groups for the preparation of the national gender mainstreaming policy for the energy sector</p> <p>2.2 Prepare national gender mainstreaming policy for the energy sector of Pakistan</p> <p>2.3 Conduct validation workshop prior to the approval of the national policy</p> <p>2.4 Approval of the national gender mainstreaming policy for the energy sector of Pakistan</p> <p>2.5 Conduct multi-media campaign to promote the national gender mainstreaming policy and encourage enrolment of women and girls in non-traditional courses with a focus on STEM-related fields in the energy sector</p>
3. Women demonstrate knowledge and skills as trainers on the installation, maintenance, repair of	August 2021–July 2022	<p>3.1 Review existing related training modules and programs initiated by other development partners, CSOs, and TVET institutes</p>

solar technology and establishing and managing energy enterprises ^a		<p>3.2 Identify and select at least 50 women to be trained as master trainers in solar technology including installation, repair and maintenance, and energy enterprise development^b</p> <p>3.3 Conduct pre-training assessment of the trainees</p> <p>3.4 Conduct the training of at least 50 women (as certified or accredited trainers) in the installation, maintenance, repair of solar technology, and establishing and managing energy enterprises</p> <p>3.5 Conduct post-training assessment of the trainees</p> <p>3.6 Secure accreditation and certification of the training graduates as solar technicians and master trainers from relevant training institutes, services providers, and government line agencies</p>
4. Female and male technical staff of energy agencies demonstrate leadership skills and gender sensitivity in their lines of work	August 2021–September 2022	<p>4.1 Conduct rapid capacity assessment of female staff and pre-training assessment of the identified trainees</p> <p>4.2 Develop the training module/s for the leadership training of female technical staff in select energy sector organizations</p> <p>4.3 Conduct leadership training and post-training assessments for at least 100 female staff from energy sector organizations^c</p> <p>4.4 Conduct gender sensitivity trainings and post training assessment for at least 50 male and female staff from energy sector organizations^d</p>

ADB = Asian Development Bank, AEDB = Alternative Energy Development Board, CSO = civil society organization, DISCO = distribution company, NEECA = National Energy Efficiency and Conservation Authority, NEPRA = National Energy and Petroleum Regulatory Authority, STEM = science, technology, engineering, and mathematics, TVET = technical and vocational education and training.

^aThe women beneficiaries selected for the training would preferably be literate to excel in trainings, and preference will be given to young women who have dropped out from formal education.

^bTarget numbers are indicative and will be finalized once the assessment and consultations with the relevant stakeholders are undertaken. A pre-training assessment will be conducted to help identify staff interest, their level of skills, capacity needs.

^cWomen staff from NEECA, NEPRA, AEDB, DISCOs, WAPDA and other relevant public energy sector organizations

^dWomen and men staff from NEECA, NEPRA, AEDB, DISCOs, WAPDA and other relevant public energy sector organizations

Source: Asian Development Bank.

C. Composition:

The minimum composition of the consulting firm are the following:

Team Leader (National, 10 person-months, intermittent) The Team Leader will have overall responsibility for the progress of the Technical Assistance (TA). He/she will provide guidance and advice to the other consultants as necessary and interact with project stakeholders to ensure successful implementation of the TA. The Team Leader should have (i) a master's degree in a relevant field; (ii) at least 10 years of relevant experience; (iii) expertise in leading

and/or coordinating teams in international development projects (experience with ADB projects is an asset); designing and implementing gender projects and researches; and working with multiple stakeholders including government, academia, the private sector, and civil society organizations (CSOs); (iv) strong English language capacity, including oral and written translation where needed. The tasks to be performed by the Team Leader include the following:

- i. Supervise and monitor activities and brief ADB and NEECA on progress regularly and highlight any issues that require ADB's attention;
- ii. Provide guidance and advice to the other consultants as necessary and interact with project stakeholders to ensure successful implementation of the TA;
- iii. Develop and maintain linkages with project stakeholders, including staff and management of energy sector organizations such as NEPRA, NEECA, NTDC, AEDB, DISCOs;
- iv. Provide guidance in the conduct of gender diagnostic of energy sector in Pakistan.
- v. Lead the review of information materials and ensure readability, consideration of gender-sensitivity, social, and cultural norms and context, and alignment with and/or adherence to ADB's policies, guidelines on information dissemination (including those from the Department of Communication;
- vi. Ensure that all deliverables and gender actions are carried out;
- vii. Ensure that all requirements under the TA are met during implementation especially the focus on women in the training programs;
- viii. Attend consultations and meetings with all stakeholders, as needed;
- ix. Prepare periodic report on project progress and a final report on the TA implementation on completion of activities, highlighting lessons learnt and recommendations;
- x. Supervise the timely submission financial reports.

Gender/Policy Making Specialist (National, 10 person-months, intermittent) The specialist should (i) have Master's degree in Social Sciences, Public Policy or Economics, Gender or another relevant field; (ii) have preferably more than 15 years in the field of Social Development and at least 10 years in Gender specific expertise; (iii) be well versed with gender related issues in relation to energy sector; and (iv) have experience in developing gender policies and strategies for similar sectors particularly in energy sector. Experience working in ADB or other International Donor-funded projects on related projects in Pakistan would be an added advantage. Core tasks of the specialist include, but are not limited to the following:

- i. Prepare gender diagnostic of the energy sector in Pakistan through secondary information review and collection of data through focus group discussions and key informants' interview;
- ii. Review of existing energy policies and strategies and identify gaps to address gender disparities and areas of improvement;
- iii. Review national and international good practices in relation to increasing women and girls' participation in energy sector particularly in non-traditional higher skills trades;
- iv. Conduct stakeholders' analysis and identify key stakeholders for developing and implementing gender policy for energy sector;
- v. Conduct consultations and Focus Group Discussions (FGDs) with the key stakeholders including; NEECA, DISCOs, NEPRA, WAPDA, DISCOs, AEDB, Energy sector skills council, development partners, women development department, energy sector employers (SMEs), and other relevant groups to identify gender policy actions and reforms required for the energy sector;

- vi. Develop a comprehensive gender policy and strategy for the energy sector in Pakistan in collaboration with relevant government agencies and development partners, relevant government agencies;
- vii. Support the project team in conducting validation workshops for the draft national gender mainstreaming policy with relevant stakeholders and solicit their support for policy implementation;
- viii. Review information materials and ensure consideration of gender-sensitivity, social, and cultural norms and context, and alignment with and/or adherence to ADB's policies, guidelines on information dissemination (including those from the Department of Communication);
- ix. Finalize the gender policy and strategy for the energy sector in collaboration with the ADB, NEECA and relevant government agencies.
- x. Review the training designs and modules on solar technology, leadership, and gender sensitization.

Training Specialist on Solar Technology (National, 12 person-months, intermittent)

The Training Specialist will be responsible for the overall design and management of the training programs and will lead in organizing, administering, and delivering the training programs. The specialist should have (i) a master's degree in development education, solar technology -related subject, and other relevant field; (ii) at least 5 years of relevant experience in development and delivery of training programs in related skills areas; (iii) excellent organizational and planning abilities; (iv) excellent communication (oral and written) and presentation skills; (v) substantial knowledge of gender and development principles and concepts and their application in project design and implementation; and (vi) experience in development of solar technology-related curriculum and coordination of TVET skill trainings is an advantage. The tasks to be performed by the Training Specialist include the following:

- i. Assess the training needs of target participants through surveys, interviews with employees, or consultations with managers;
- ii. Develop selection criteria for the trainees for both technical training on solar technology and leadership and gender sensitization training;
- iii. Organize the training courses, including ensuring full attendance of target training participants;
- iv. Coordinate the preparation of the course curricula and content, and conducting the training sessions;
- v. Review the training curriculum and course materials, in relation to the results of training needs assessment and evaluation;
- vi. Liaise with training institutes such as TVET and other relevant training service providers for conducting training on Solar-technology;
- vii. Liaise with training institutes or resource persons for leadership and gender sensitization training for staff of energy sector organizations;
- viii. Coordinate the logistical arrangements prior to and during the conduct of all the training activities;
- ix. Monitor if all necessary clearances from relevant authorities have been obtained for participants of various training programs;
- x. Prepare an assessment report and recommendations for each training course to enhance the effectiveness of the training courses.

Media and Communications Specialist (National, 8 person-months, intermittent)

The Communications Specialist will take the lead in the production of all communication materials related to the project, including, but not limited to the instructional materials, training kits, and

promotional materials, for dissemination to the public, media, and government agencies. He or she should have (i) at least a bachelor's degree in communications, journalism, public relations or a related field; (ii) excellent communication (oral and written) and presentation skills; (iii) experience in copywriting and editing; (iv) working knowledge of MS Office, knowledge of photo and video-editing software, web design and content production is an asset; (v) excellent communication, interpersonal, and presentation skills; (v) knowledge of gender and development principles and concepts; and (vi) proficient command of English language. The Specialist will perform the following tasks:

- i. Develop the framework, strategies, and action plan for the multi-media campaign for promoting enrolment of women in non-traditional courses focusing energy sector related STEM fields;
- ii. Implement the multi-media campaign;
- iii. Coordinate the production of all communication materials related to the project in collaboration with specialists and consultants to ensure that key messages are conveyed to the target audience effectively;
- iv. Conduct focus group discussions with test groups to validate the effectiveness of instructional and multi-media campaign materials;
- v. Support the project team leader in the review and editing of all documentation reports related to the project activities;
- vi. Assist the team leader in liaising with project stakeholders and the public;
- vii. Support the team leader in preparing all project reports.