



**TERMS OF REFERENCE FOR AN INDIVIDUAL GENDER
CONSULTANT TO PROVIDE SUPPORT IN GENDER
MAINSTREAMING AND INCLUSION IN ZESCO'S OPERATIONS**

MAY 2026

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ABBREVIATIONS

EAPP	Eastern Africa Power Pool
ER	Employee Relations
ESF	Environmental and Social Frameworks
ESG	Environmental, Social and Governance
IC	Individual Consultant
GBV	Gender Based Violence
GESI	Gender, Equality and Social Inclusive
GESAP	Gender and Equality Strategy Action Plan
HCD	Human Capital and Development
L&D	Learning and Development
PIU	Project Implementation Unit
PPE	Personal Protective Equipment
SAPP	Southern African Power Pool
SEA	Sexual Exploitation and Abuse
SH	Sexual Harassment
SHEQ	Safety, Health, Environment & Quality
SSF	Social Safeguards Framework
ToR	Terms of Reference
WB	World Bank
ZESCO	ZESCO Limited
ZTIP	Zambia – Tanzania Interconnector Project
ZTK	Zambia Tanzania Kenya

1.0. BACKGROUND

ZESCO Limited is a Zambian national power utility owned by the Government of the Republic of Zambia. Its mandate is to supply electricity and energy solutions within Zambia and the Sub-Saharan region.

ZESCO Limited is committed to advancing gender equality and inclusivity in its operations. As part of this commitment, a Gender Consultant is required to support the mainstreaming and implementation of the ZESCO Limited gender policy and develop gender-sensitive strategies. This initiative is supported by the World Bank through the Zambia – Tanzania Interconnector Project (ZTIP) which aims to connect the Southern African Power Pool (SAPP) to the Eastern Africa Power Pool (EAPP) for optimal power trade.

2.0 OBJECTIVES

The main objective of this Consultant is to strengthen the systematic mainstreaming of ZESCO's Gender Policy to ensure effective, measurable and sustainable implementation of gender initiatives across all ZESCO operations, procedures, communication and culture.

2.1. Specific Objectives

- 2.1.1. Ensure gender equality and equity across all ZESCO policies, procedures and practices.
- 2.1.2. Promote gender responsiveness in communication, recruitment and selection, learning and development, health and safety, performance management and all Human Capital undertakings.
- 2.1.3. Integrate co-operate wide gender mainstreaming in planning, budgeting, and reporting.
- 2.1.4. Strengthen institutional mechanisms for preventing and addressing gender-based violence (GBV).
- 2.1.5. Promote a gender-responsive organisational culture by embedding inclusive values, behaviours and norms across all levels of ZESCO's operations.

3.0. RESPONSIBILITIES

The Consultant's responsibilities shall include;

- 3.1.** Operationalise the mainstreaming of the ZESCO Gender Policy in alignment with national, regional and international instruments, as well as Gender and Social Inclusion (GESI) principles, gender equality frameworks, UN gender standards and the World Bank Gender Strategy 2024-2030, ensuring its integration across all directorates and operational processes.
- 3.2.** Develop gender-responsive tools, standards and checklists to support consistent GESI mainstreaming.

- 3.3.** Deliver gender and inclusion training, mentoring and staff awareness sessions to build organizational GESI capacity.
- 3.4.** Develop gender-responsive indicators and systematically track, analyse and report progress on GESI implementation across operations to strengthen ESG performance reporting.
- 3.5.** Coordinate gender-awareness campaigns and manage stakeholder interactions to enhance engagement on GESI issues

4.0. SCOPE OF WORK AND DETAILED TASKS

The Consultant shall carry out the following tasks in alignment with national, regional and international instruments, as well as Gender and Social Inclusion (GESI) principles, gender equality frameworks, UN gender standards and the World Bank Gender Strategy 2024-2030. The tasks are grouped into thematic areas consistent with the policy objectives.

4.1 Ensuring Gender Equality and Equity Across Policies, Procedures, and Practices

To support Objective 2.1.1, the Consultant will:

- 4.1.1 Review corporate policies, procedures, and operational guidelines to identify gender gaps, discriminatory provisions, and areas requiring gender integration.
- 4.1.2 Provide recommendations and draft revisions to ensure alignment with applicable gender equality and equity standards.
- 4.1.3 Develop gender-responsive tools (e.g., checklists, templates, minimum standards) to support consistent application of gender equality principles across all directorates.
- 4.1.4 Support the integration of GESI requirements in new and existing policies to ensure organisational compliance and alignment with national frameworks, and adherence to applicable safeguard instruments.

4.2 Promoting Gender Responsiveness in Human Capital and Organisational Processes

Aligned with Objective 2.1.2, the Consultant will:

- 4.2.1 Review, analyse and provide recommendations on Human Capital practices including recruitment, selection, learning and development, health and safety, and performance management to ensure they are gender responsive.
- 4.2.2 Develop guidelines/tools to strengthen gender-responsive Human Capital processes.
- 4.2.3 Deliver capacity-building sessions to Human Capital personnel and hire managers on inclusive recruitment and staff development practices based on the recommendations thereof.
- 4.2.4 Integrate GESI perspectives into internal communication, staff engagement activities, and organisational awareness campaigns to support behaviour change.

4.3 Integrating Gender Mainstreaming in Planning, Budgeting, and Reporting

To achieve Objective 2.1.3, the Consultant will:

- 4.3.1 Analyse the existing planning and budgeting processes to assess the level of gender integration across directorates.
- 4.3.2 Develop gender-responsive budgeting tools and guidelines tailored to ZESCO's operational and financial environment.
- 4.3.3 Support directorates to integrate gender considerations into annual work plans, operational budgets, and reporting frameworks.
- 4.3.4 Establish mechanisms for capturing gender-sensitive data for use in internal reports and ESG-related disclosures, in alignment with World Bank reporting standards.

4.4 Strengthening Institutional Mechanisms for Preventing and Addressing GBV

In line with Objective 2.1.4, the Consultant will:

- 4.4.1 Review GBV prevention and response mechanisms, including policies, reporting pathways and institutional arrangements.
- 4.4.2 Develop or update GBV protocols and referral pathways consistent with World Bank GBV/SEA/SH guidelines.
- 4.4.3 Design and deliver staff awareness sessions on GBV prevention, workplace dignity and rights-based approaches.
- 4.4.4 Advise on strengthening accountability systems related to GBV case management, survivor support and safeguarding practices.

4.5 Promoting a Gender-Responsive Organisational Culture

To deliver on Objective 2.1.5, the Consultant will:

- 4.5.1 Assess organisational culture and behavioural drivers that influence gender responsiveness across ZESCO.
- 4.5.2 Recommend interventions to embed inclusive values and norms, including leadership behaviour, employee engagement models and internal communication.
- 4.5.3 Lead or support cultural change initiatives, such as staff dialogues, leadership commitment activities and corporate awareness campaigns.
- 4.5.4 Provide technical support to departments to integrate gender considerations into day-to-day operations, decision-making and internal communication channels.
- 4.5.5 Develop indicators and tools for tracking cultural change and measuring progress in organisational gender inclusion.

4.6 Cross-Cutting Responsibilities across all objectives, the Consultant will:

- 4.6.1 Develop gender-sensitive indicators to measure progress, outcomes, and sustainability of gender mainstreaming initiatives.
- 4.6.2 Track, analyse, and report progress on GESI implementation across all directorates, ensuring evidence-based reporting.
- 4.6.3 Prepare quarterly progress reports and a comprehensive final report with actionable recommendations.

4.6.4 Provide ongoing technical advisory support and capacity-building to ensure institutional adoption and sustainability of GESI interventions.

4. KEY DELIVERABLES

The Consultant shall produce the following deliverables in line with prescribed reporting standards.

4.1 Deliverable 1: Inception Report – 2 Weeks

Submitted within the first **two (2) weeks** of the consultancy, the report shall include:

- Detailed methodology and approach
- Stakeholder engagement and base line data collection plan
- Work plan and implementation schedule
- Risks and mitigation measures
- Draft templates and data-collection tools

4.2. Deliverable 2: Gender Analysis Report – 18 Weeks

A comprehensive assessment of gender gaps across ZESCO's structures, systems, culture, and operations (across all directorates), including:

- Policy, Human Capital, operational and cultural analysis
- GBV/SEA/SH risk assessment
- Alignment with World Bank GESI guidance and UN gender standards
- Prioritised recommendations for strengthening GESI across the organisation

4.3. Deliverable 3: Revised Gender Policy – 3 Weeks

A fully revised and gender-responsive Gender Policy aligned with national legislation, World Bank Gender Strategy 2024-2030 and UN gender mainstreaming norms.

The policy shall include:

- Implementation framework
- Institutional roles and responsibilities
- Accountability and compliance mechanisms
- Monitoring and reporting arrangements

4.4. Deliverable 4: GESI Mainstreaming Tools & Standards Package – 2 Weeks

A consolidated set of practical tools enabling consistent GESI application across directorates, including:

- Gender integration checklists
- Templates for planning, budgeting, and reporting
- Gender-responsive budgeting (GRB) tools
- Inclusive Human Capital guidelines
- Standard operating procedures for gender-sensitive communication
- ESG-aligned gender indicators

4.5. Deliverable 5: GBV/SEA/SH Prevention and Response Package – 2 Weeks

A complete institutional package consisting of:

- Updated GBV/SEA/SH protocols
- Survivor-centred reporting and referral pathways
- Safeguarding standards and case-management SOPs
- Directory of local service providers
- Awareness and training materials

4.6. Deliverable 6: Capacity-Building Materials and Training Sessions – 16 Weeks

A full suite of training resources and delivery of capacity building sessions, including:

- Training manuals and facilitator guides
- Presentation materials
- Knowledge assessments (pre- and post-tests)
- Attendance registers and evaluation summaries, training sessions shall cover:
- Gender equality principles
- Inclusive Human Capital practices
- GBV/SEA/SH prevention
- Gender-responsive leadership and culture change

4.7. Deliverable 7: Corporate-Wide Gender Awareness Campaign Plan – 1 Week

A structured campaign plan outlining:

- Key messages and communication themes
- Target audiences and engagement channels
- Activity calendar
- Monitoring and evaluation indicators

4.8. Deliverable 8: GESI–ESG Integration Framework – 1 Week

A framework demonstrating how GESI considerations and gender-sensitive indicators feed into ZESCO's ESG reporting, including:

- Mapping of GESI indicators to ESG Social and Governance pillars
- Data-flow processes and responsibilities
- Templates for ESG gender reporting
- Guidelines for sustainability-aligned disclosure

4.9. Deliverable 9: Monthly/Quarterly Progress Reports – 2 Weeks

Submitted monthly and quarterly, detailing:

- Implementation progress
- Achievements relative to KPIs
- Challenges and mitigation measures
- Updated risk analysis
- Summary of capacity building and stakeholder engagement
- Status of GESI integration across directorates

4.10. Deliverable 10: A Final Draft Gender Policy - 1 Week

Review of the above findings to draft a gender policy ahead of the next policy review

4.11. Deliverable 11: Final Consultancy Report – 4 Weeks

A comprehensive report consolidating all results, achievements, and recommendations. The report shall include:

- Summary of key findings from all deliverables
- Analysis of organisational progress on GESI
- Updated indicators and data
- Recommendations for sustaining gender mainstreaming
- A proposed 3–5 year GESI roadmap for ZESCO

5. TIMEFRAME

5.1 Duration of Consultancy: The proposed duration shall be 12 months (**June 2026 to June 2027**).

6. QUALIFICATIONS AND EXPERIENCE

- Shall be a Zambian Citizen
- Full Grade 12 Certificate or equivalent

6.1 Qualifications and Skills (Max 25 Points)

- Bachelor's degree in Gender Studies, Development Studies, Sociology, Social Development, or any related field in the Social Sciences. **(15 Points)**
- Master's degree in Gender Studies, Development Studies, Sociology, Social Development, or any related field in the Social Sciences is an added advantage. **(10 Points)**

6.2 Adequacy for the Assignment and Experience (Max 75 points)

- Minimum of 8 years of experience in gender analysis, gender mainstreaming, or working on gender-focused development projects with particular experience on world bank funded projects as an added advantage. **(15 points)**
- Demonstrated experience in developing Gender Policies, supported by strong knowledge of gender equality frameworks, policies and tools **(15 points)**
- Proven experience in providing technical advice on gender issues to organizations. **(10 points)**
- Experience in designing and delivering gender training for diverse audiences. **(10 Points)**
- Strong interpersonal, task management, analytical and reporting skills, and demonstrated ability to translate policy requirements into actionable and practical recommendations. **(10 Points)**
- Strong communication and report-writing skills. **(5 Points)**
- Strong research and data analysis skills. **(5 Points)**
- Provide at least two reference letters from previous clients who worked with **(5 Points)**.

7. REPORTING STRUCTURE

The Consultant will report directly to the Senior Manager – Learning & Development and will work closely with the Learning and Development team, and the Gender Mainstreaming Coordinator to ensure integration of Gender-sensitive strategies into ZESCO's programs.

8. PAYMENT SCHEDULE

The Consultant shall be remunerated based on an agreed daily professional fee rate, payable upon submission and approval of deliverables and timesheets. Payment will be made monthly, subject to verification of days worked, satisfactory performance, and adherence to the approved work plan. The Consultant shall include in the financial proposal the proposed daily rate and an estimate of reimbursable expenses, in line with ZESCO's applicable policies.

9. TRANSPORTATION

ZESCO will be responsible for all transportation for travel to and from ZESCO premises and designated sites, whether within or outside Lusaka, throughout the consultancy period.

10. INSURANCE

The Consultant shall maintain professional indemnity insurance with a minimum aggregate coverage of USD 250,000 (or equivalent) and shall provide evidence of such cover upon request. The Consultant shall include in the financial proposal an estimate of travel and medical insurance as reimbursable expenses.

11. CONSULTANTS OFFICE

ZESCO will provide office space at ZESCO premises (Lusaka and relevant sites). The Consultant shall be expected to work for eight (08) hours per day at the ZESCO's office premises and travel to site as and when required as many times as needed.

12. ROLES OF ZESCO

ZESCO shall have the following obligations:

- a) Provide relevant counterpart personnel assigned by ZESCO to work with the Consultant.
- b) Participate in review of policies, tools and subsequent implementation of the tools.
- c) Participate in reviewing reports submitted by the Gender Consultant.
- d) Provide office space for the Gender Consultant at ZESCO premises and

designated Sites.

- e) Participate in the management and supervision of the Gender mainstreaming.
- f) Assign ZESCO staff who will participate in the Knowledge Transfer and Capacity Building activities.
- g) Bear transportation costs to sites in Zambia.
- h) ZESCO may support the Consultant with other administrative matters, if needed

13. PROCUREMENT/HIRING METHOD

Candidates will be evaluated on their relevant qualifications and experience for the assignment, in line with the “Individual Consultant (IC)” Selection method of World Bank Procurement Regulation (PR), Seventh Edition (September 2025), Section VII, paras 7.35–7.39 (Individual Consultants).

14. CONFLICT OF INTEREST

The Consultant is required to operate with full independence and impartiality, avoiding any actions or relationships that could compromise their objectivity. They may not take on additional work that could conflict with ZESCO’s interests without prior written approval. The Consultant must promptly disclose any actual or potential conflicts of interest, with ZESCO retaining the authority to determine appropriate actions should such situations arise. As the assignment is funded by the World Bank, the Consultant must also comply with all applicable World Bank conflict-of-interest and non-debarment requirements.

15. CONFIDENTIALITY AND OWNERSHIP OF DELIVERABLES

All materials, reports and deliverables produced during the consultancy period shall remain the intellectual property of ZESCO Limited. The Consultant is required to uphold strict confidentiality regarding all project-related information. The Consultant shall also be required to sign a Non-Disclosure Agreement (NDA) prior to commencing any work under this assignment.

16. SHEQ

The Consultant shall comply with ZESCO SHEQ requirements, complete all safety inductions, and correctly use required PPE when needed.

17. ETHICS AND INTEGRITY

The Consultant shall adhere to ZESCO's ethical guidelines and code of conduct