

Terms of Reference

Senior Organizational Consultants for Supporting Implementation of EVN's Gender Action Plan

WB EAP Gender and Energy Facility support to Vietnam Electricity EVN (P151262)

I. Background

EVN Gender Action Plan

Vietnam Electricity (EVN) is among the largest companies in Vietnam and has 40 member units, including 22 direct units, 15 subsidiaries and 3 affiliated companies, operating across 64 provinces and cities throughout the country. ENV delivers services ranging from power generation, transmission to distribution, and related auxiliary units.

EVN employs a total of 104,339 staff (as of 12.31.2015) of which 20.6 percent are female (21,498). Female employees are working in all fields, including power generation, transmission, distribution and school counselling, although the majority of the female staff (approx. 70% according to 2015 estimates) is in the power distribution sector.

EVN has embarked on the implementation of a gender action plan (GAP) between 2011 and 2015 (attached). Extensive work and achievements have been made already by EVN in regard to the GAP objective related to equal rights, supporting harmonization of work and family and internal marketing of the EVN GAP. Meanwhile, challenges remain with regard to reaching targets for i) increasing the share of female employees; ii) securing women's involvement in management and decision-making positions¹.

There are opportunities to establish organizational and working mechanisms which can assist the EVN securing GAP targets are met, e.g. through recruitment and promotions of female works and; targeted training programs for female staff. Following, ENV is need of some practical tools to help advance the implementation of the GAP and would like to

¹ The number of women appointed in managing positions of divisions of grade-3 units or higher in EVN is 1,272 people, accounting for 12.7% of the total managers and 5.9% of the total female employees. There are 12 female heads of departments in EVN Head Office, accounting for 8.2% of the total male heads. There are 7 female heads of departments under direct management of EVN, accounting for 10.7% of the total heads of departments, which has not changed since 2013 and 2014,2015.

The number of women participating in the Executive Committee of the EVN Trade Union is 5, accounting for 16.1% of the total members in the Executive Committee. The share of female members in Executive Committees of Trade Union in EVN is 19.5% (99/507).

learn from other Energy Companies on setting gender targets and installing working mechanisms, internal awareness and support to their achievement.

The support would align with the implementation of the gender equality plan for the period 2016-2020. The Committee for Advancement of Women (CFAW) of Vietnam Electricity Group requires units to prepare Action Plan in Advancement of Women and Gender Equality. Overall, the EVN Gender Action Plan include the following five objectives:

1. Implementing equal rights of women in employment;
2. Implementing equal rights of female workers in education and training, and improving qualification in all aspects;
3. Involvement of women in management and decision-making positions;
4. Supporting the harmonization between work and family;
5. Strengthening the Committee for Advancement of Women, enhancing knowledge of gender equality and strengthening the operation of Committee for Advancement of Women at all levels.

EVN has reached out to the World Bank for support in implementing the EVN GAP. Such support complements a long partnership between the World Bank and the Vietnam Energy sector as well as the objectives laid out in the World Bank corporate gender strategy and targets for promoting women in leadership. The *EAP Gender & Energy Facility* is a joint program between EAP Energy and the EAP Social Development teams of the World Bank. The facility is bank executed and funded by ASTEA. Its program objective is to improve the development effectiveness of energy investments in EAP, by making them more socially and gender inclusive by supporting Energy Task Teams in: i) enhancing gender inclusive analysis and action; ii) enhancing gender M&E and; iii) knowledge sharing and capacity building.

II. Objectives of Assignment

The objectives of the consultancy is to support the implementation of the EVN 2016-2020 Gender Action Plan by developing HR mechanisms and training programs that can help advance female employees in EVN and reach set targets.

III. Scope of Work

At least two consultants are needed to support the EVN. The work under this contract will involve:

- Developing a mentoring and training program for career advancement of female employees within EVN, particular in management and decision-making positions.
- Identifying concrete HR solutions to further advancing the hiring of women, e.g. in management and decision-making positions, building on lessons learned from other Energy Companies and National Sectors/Ministries.
- Preparing and facilitating a workshop for select EVN staff, management and the Committee for Advancement of Women, and select international energy companies and national organizations offering relevant lessons and good practices of what works to promote women within the sector.

In specific, the tasks of the assignment will be to:

A. Development of an advanced mentoring and training program on management and professional knowledge skills for female staff.

Task are expected include:

- Review of current training/capacity building programs for managers of EVN and other reputable power companies around the world.
- Meet with managers and leaders of relevant departments within EVN to understand the business outcomes essential for their success.
- Analyze retention level of male and female staff respectively at select levels/units of the company (will also inform deliverables under section “B” of the ToRs).
- Develop training program for career advancement of female employees within EVN, particular targeting management and decision-making positions. The training modules to be develop (online or face-to-face) should supplement a mentoring (and potentially sponsorship²) program and promotes relevant skills to obtain management or decision making positions. Identify certification and reward system for completing the training and; development of corporate target indicator to measure progress. Assist securing senior management buy-in to reward and target system.
- Design mentoring and training program that equip female staff within different defined groups of EVN with the required skills to obtain management or decision making positions within the EVN.
- Prepare guidance note and generic ToRs for mentors and mentees respectively.
- Develop application and selection criteria for female staff entering the training and mentoring program; plus selection and success criteria for mentors.
- Develop short standard PPT/online slideshow introducing mentors/mentees to the program.
- Prepare draft TORs for the mentor program coordinator and; ToRs for trainer. Help identify who within senior management will supervise and be accountable and credited for the successful implementation of the program. Identify progress indicators.
- Cooperate with EVN communication unit to profile and advocate internally about the program, including profiling of senior management champions.
- It is expected the final program shall span over 6 months for each female staff entering.

² Based on knowledge established of EVN and its corporate culture, the consultant is expected to advice on whether the mentoring program should be combined/replaced with a sponsorship program.

- Run/deliver a mini pilot mentoring program (with scope, activities, modality to be agreed with EVN) with a group of assigned female staff at EVN headquarter (consultant to work with HR department to help identify profile of pilot group members). Establish targets for the pilot in consultation with EVN HR management and analysis and report on results of the pilot. Adjust the draft program according to pilot results³.

B. Identify hiring and promotion practices supporting the implementation of the EVN GAP

Tasks are expected to include:

- Review the existing regulations and provisions (of Vietnam in general and EVN in particular) regarding the hiring and appointment process;
- Prepare summary note of international experience in mainstreaming gender in hiring/appointment process in reputable power company around the globe (Origin, Australia).
- Conduct analysis about gender mainstreaming in hiring/appointment process in selected subsidiaries of EVN.
- Define “management and decision making position” within ENV.
- Provide applicable recommendation (including suggested implementation schedule) for EVN policy to enhance recruitment of females in hiring/appointment processes.
- Prepare HR policy guidance note/report, including recommendations and identified steps needed to implement policy (including investments needed) and identify realistic output and outcome targets for measuring success of implementation.
- Prepare annexes that allows the direct adoption of policy advice, including step-by-step action plan for implementation and GAP indicator for measuring progress in implementation.
- Review the standard EDGE (Global Business Certification for Gender Equality) assessment and make recommendations if this would be relevant to pursue for EVN (pros/cons).

C. Learning and Dissemination Workshop

The workshop shall target select EVN staff (incl. e.g. HR), senior and mid management and the EVN Committee for Advancement of Women. It will be a forum for sharing and discussing the deliverables under the contract and will serve as a learning event for EVN (supporting objective 5 under the EVN GAP). The consultants shall be responsible for the preparation and facilitation of the Workshop.

³ The consultants are not requested to implement the mentoring or training program under this contract, but are expected to test the program and test interest from management and employees/target audience respectively and; assess feasibility of implementation.

Tasks are expected to involve:

- Workshop agenda
- Contact and coordination with agreed speakers, including international speakers - which could e.g. involve representatives from:
 - Itaipu Binacional, Brazil
 - NTPC, India;
 - Origin Australia,
 - P.T Paiton Energy, Indonesia (a subsidiary company of ENGIE).
- Lead a team of EVN assigned staff to support the logistical arrangements of the WS4.
- Prepare WS folder of material in advance of the event.
- Assist the preparation of the press release.
- Tentative WS date: November 18, 2016.
- After the workshop meet with relevant individual representatives within EVN to identify and confirm follow-up;
- Prepare short proceedings report (December 15), highlighting follow up and responsibilities and present deliverables of this consultancy.

IV. Expected outputs

- Inception report showing how the consultancy will be conducted (September 26)
- Training/mentoring program operation manual for potential female manager (Nov. 5), including e.g.:
 - 3 or more training modules for female staff (PPT or online)
 - Guidance Note and ToRs for mentor and mentees, section criteria and application process.
 - PPT/online introduction to mentoring program for mentor and mentees
 - Draft TORs for mentor program coordinator and trainer.
 - Identification of roles and responsibilities of senior management and communication unit.
 - Report on the delivery of pilot training program (inserted Dec.)
- Report including recommendations and practical steps to enhance recruitment of females in hiring/appointment processes. Including results of retention analysis (Nov. 5).
- Facilitate Workshop (Nov. 18) and deliver proceedings report (Dec. 18).
- Short note (approx. 5 pages) including specific updates to EVN's GAP 2016-2020, taking into account proposals developed in this Consultancy (end Dec), with all above deliverables in annex.

V. Reporting and Contract Duration

The contract is for a period of approximately total 70 person days. The contract will start as soon as possible and end by December 30, 2016.

⁴ EVN will host the WS and be responsible for the cost of the Workshop venue and services; the EAP Gender Facility will carry the cost of translation services and agreed international speakers attending the workshop.

The consultants shall work directly with the EVN Organization and Personnel Department. The consultant(s) reports directly to the Manager of the Organization and Personnel Department and to: Helle Buchhave, TTL/Senior Social Development Specialist and Nghi Quy Nguyen, Social Development Specialist (who will coordinate with Franz Gerner, Lead Energy Specialist).

VI. Qualifications

National Consultant(s):

- Master degree in human resource management, organizational development or related field, or Bachelor degree in above fields and minimum 3 years of relevant practical experience.
- At least five year internal consultation and corporate training experience.
- Demonstrated knowledge of adult learning styles, participative training design, interactive learning methods, quality improvement processes; leadership coaching.
- Solid understanding about Vietnamese regulations about labor issues in general and recruitment, promotion in particular.
- Good communication skills and preferably fluency in English (writing, editing, reporting and speaking).
- Experience in facilitating workshops.
- Familiarity with the energy or infrastructure sector in EAP or Vietnam will be an advantage.

International or National Consultant:

- Ph. D or master degree in organizational development, human resources management, business administration or related field.
- At least 10 years internal consultation and corporate training experience.
- Proven experience conducting capacity analysis and assessment for organizations, preferably industrial firms.
- Extensive experience in the development of adult learning, participative training design, interactive learning methods, quality improvement processes; leadership coaching within industrial firms.
- Proven experience in developing strategies for effective involvement of women in the company leadership and/or workforce.
- Proven experience establishing and/or managing mentoring program.
- Working experience in East Asia and/or lower to middle income countries.
- Strong cultural sensitivity.
- Ability to work with senior executives.
- Excellent facilitation skills and ability to use technology to disseminate information.
- Excellent English speaking and writing skills.
- Project management experience an advantage.