

TERMS OF REFERENCE

Consultant Source:	National
Engagement Type:	Intermittent
Engagement Period:	12 Months
Project	Power Distribution Strengthening Project
Expertise	Occupational health, and Safety Expert
Consulting Services Budget:	USD 41,356

Background:

ADB is providing financing for supporting the preparation and implementation of multiple projects in the energy sector of Pakistan, including Multan Electric Power Company (MEPCO). MEPCO is largest distribution company in Pakistan.

Objective and Purpose of the Assignment

MEPCO is aiming to elevate their occupational health and safety (OHS) standards, employee well-being, and operational performance. Occupational safety, especially within high-risk environments like power distribution, requires a focused approach to protect employees from workplace hazards and ensure compliance with regulatory standards. This consultancy seeks to develop a comprehensive OHS program to improve safety awareness, prevent workplace incidents, and embed a strong safety culture across all organizational levels at MEPCO through Behavior Based Safety and Employee Engagement Program.

Scope of Work.

Building on the Phase I diagnostic assessment and Phase II "Train the Trainer" (TTT) pilot, this consultancy focuses on institutionalizing a robust Occupational Health and Safety (OHS) culture within MEPCO. The scope entails scaling previous efforts to mitigate distribution-specific hazards while integrating gender-responsive practices, and **Behavior-Based Safety (BBS)** programs. By prioritizing employee well-being, stress management, and continuous supervision of DISCO trainers, the program aims to align safety compliance with operational excellence and inclusive governance standards.

The main objectives of the consultancy include:

- Strengthening the occupational health and safety culture within MEPCO, with a focus on mitigating workplace hazards specific to power distribution.
- Enhancing safety awareness, compliance, wellness and behavior among employees through structured training, hands-on workshops, and monitoring protocols.
- Integrating safety into the company's core values by linking it directly with operational performance and employee well-being.
- Incorporating ESG and gender-responsive practices within the safety program to promote inclusivity and meet modern governance standards.
- Develop a train the trainer program for 20 / 25 participants during the period.
- Based on the assessment of the previous program, develop and implement multiple BBS programs focusing on employee Well being, training, IDP and Stress Management to enhance awareness and productivity of employees.

Detailed Tasks and/or Expected Output

Based on the initial assessments, the consultant will be responsible for designing, executing, and monitoring a comprehensive occupational health and safety program specifically tailored to the operational challenges of power distribution companies. Key areas of focus include:

1. OHS Program Development:

Assess existing OHS policies, procedures, and practices, identifying gaps and areas for improvement, with a focus on behavioral based safety resulting in risks specific to the power distribution sector.

2. Safety Culture and Behavior Training:

- Design a robust safety framework that includes risk assessments, hazard identification, incident reporting, and preventive safety measures.
- Aligning with industry best practices for occupational health and safety in power distribution.
- the unique hazards of working in power distribution, including electrical safety, equipment handling, and emergency response.
- Conduct targeted workshops that focus on Behavior Based Safety, Emotional Wellbeing, safety awareness, individual responsibilities, and safe practices in high-risk environments.
- Emphasize the link between safety and operational performance, helping employees understand how their actions contribute to a safer, more efficient workplace.

3. Safety Engagement and Implementation:

Organize in-person or virtual sessions across various workforce tiers to ensure broad engagement and understanding of safety protocols.

- Facilitate hands-on training, simulations, and safety drills to reinforce learned behaviors and responses.
- Integrate gender-responsiveness into safety engagement, ensuring inclusivity and respect for all employees within the safety framework.

4. Monitoring, Evaluation, and Continuous Improvement:

- Establish KPIs and performance metrics to assess the effectiveness of safety training, awareness levels, and incident reductions.
- Regularly monitor and evaluate program progress, using insights to refine training content and enhance safety practices.
- Conduct a final program assessment, focusing on changes in safety performance, incident rates, and employee engagement in OHS practices.

5. Train the trainers

As a critical step, the scope includes training 20/25 participants of DISCO on BBS and other essential programs including

- Adult learning principles
- Inclusive instructional designs
- Facilitation skills for diverse groups
- Equitable assessment methods
- Deep dive into DISCOs SOPs
- Change management principles.
- Fine tuning and implementation of Reward and reprimand policy

The consultant will report to the HR and OHS departments of MEPCO, working closely with safety officers and operational leads to aligning safety goals with daily operations. Regular consultations with senior management and quarterly reviews will ensure that the program's focus remains on reducing incidents and enhancing the safety culture within the organization.

Deliverables

- Comprehensive OHS assessment report with identified risk areas and recommendations for MEPCO respectively.
- A finalized safety framework and action plan aligned with power distribution risks and regulatory requirements.
- Development of training modules and workshops
- A final impact report with program outcomes, incident reductions, and recommendations for sustaining a strong safety culture.

Minimum Qualification Requirements

Candidate should have Bachelors' degree with additional qualification in occupational health and safety, industrial safety, Wellbeing Counselor, Behavioral Modification or related fields and minimum 10 years of relevant professional experience. Working hands on with Electric Power Utility through multiple programs including but not limited to GAP Analysis, Individual Counselling Sessions (ICS) conducted Behavior Based and other Safety based sessions will be a requirement. The expert should have working knowledge of OHS best practices specific to power distribution, including electrical safety. A background in behavior-based safety training and cultural change management, with proven success in embedding safety within operational processes, is desirable. Familiarity with gender inclusion practices in workplace safety is a merit. Candidate should have demonstrated experience in conducting Train the Trainer programs, preferably in electric power utilities. Proficiency in English is a must.

Minimum General Experience 10-Years

Minimum Specific Experience 05 years. {in power distribution companies}

Regional/Country Experience: Required

Deliverables	Estimated Submission date	Type
Final Safety Framework and Action	31-Dec-2026	Completion Plan
Description: Finalized Safety Framework and Action Plan aligned with power distribution risks and regulatory requirements.		
Development of Training Modules and Workshops	30-Apr-2026	Others
Final Impact Report	20-Jan-2027	Final Report
Description: Description Final Impact Report with program outcomes, incident reductions, and recommendations for sustaining a strong safety culture.		

Schedule and Places of Assignment (chronological and inclusive of travel)

City and Country	Working Days	Est. Start Date	Est. End Date	Other Details
Home Office, Other	20	20/01/2026	19/01/2027	Any city
Other City, Pakistan	80	20/01/2026	19/01/2027	Multan
TOTAL	100	Intermittent;		
		Max. Working Days/Week: 5 for Home Office, 6 for Field		

Duration of the Contract and reporting:

The incumbent will be hired on contract basis for one year. S/he will work on an intermittent basis with travel and work from the field, as required. The selected consultant will work under the direct supervision of Director General (Human Resource), MEPCO Headquarters.