

TERMS OF REFERENCE (ToR)

Performance and Validation Lead

Karachi Water and Sewerage Services Improvement Project (KWSSIP)

1. Introduction

The Karachi Water and Sanitation Services Improvement Project (KWSSIP), supported by the World Bank, AIIB, and the Government of Sindh, aims to improve water supply and sanitation services in Karachi and strengthen the operational and financial performance of the Karachi Water and Sewerage Corporation (KW&SC).

2. Objectives of the Assignment

The objectives of this assignment are to:

- (i) ensure that PIU and project performance is measured transparently, accurately, and in alignment with the Results Frameworks and POM for KWSSIP;
- (ii) strengthen evidence-based decision-making within PIU and inform the preparation of future KWSSIP and Pakistan WASH MPA phases;
- (iii) Fulfill KWSSIP progress reporting requirements to the Government of Sindh and financiers.

3. Scope of Services

The Performance and Validation Lead will be responsible for the following tasks:

- (i) Develop and manage the internal KWSSIP Management Information System (MIS) as per the POM, which will monitor both Project and PIU/KW&SC performance in implementing KWSSIP
 - The MIS will include fully digital data collection tools for PIU, KW&SC, contractor, and consultant staff. Field staff will capture geo-tagged and time-stamped multimedia (photos/videos) from all construction sites.
- (ii) Digitize all data collection and monitoring tools and support teams in the deployment, monitoring and reporting
 - Develop training materials and lead trainings for users of the MIS
 - Develop a methodology for data quality assurance for approval by the PD
 - Conduct quarterly audits of data sources to ensure the integrity, accuracy, and reliability of information provided by field teams.
 - Reconcile and validate monthly progress reports submitted by Contractors and Supervision Consultants to ensure reported physical progress matches site reality as per the approved methodology
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- (iii) Lead the development of the KWSSIP-1 Implementation and Completion Report
 - Collect and provide data required for Borrower ICR
 - Collect and provide data requested by financier for financier ICR
 - Coordinate financier ICR missions
- (iv) Coordinate all formal reporting requirements under KWSSIP, including the KWSSIP-2 Mid-term report
 - This will require coordination with relevant stakeholders at KWS&SC and KWSSIP
 - Lead presentation on M&E for financier missions
- (v) Prepare materials for the KWSSIP/KW&SC website and communications campaign

4. Deliverables

Deliverables include, but are not limited to the following:

- An M&E Plan to fulfill requirements outlined in this ToR and the POM within 20 calendar days of joining, including a proposed architecture for the MIS
- Verify the KWSSIP-2 baseline for the MIS within 20 days of joining
- An alpha version of the MIS within calendar 45 days of joining, including digital data inputs forms, to be deployed in a pilot component
- A beta version of the internal MIS within 3 months of joining
- Public version of MIS deployed within 4 months of joining
- Internal MIS, including fully digital data collection, adopted within 5 months of joining
- All progress reports as per the schedules outline in the POM, and KWSSIP legal agreements

4.1 Monitoring & Evaluation Framework

- Develop a detailed M&E work plan and indicator reference sheets to ensure uniform data reporting across all project components (I&II) as per the PAD,

Design and operationalize a Project Monitoring Information System (PMIS) that integrates physical progress, financial disbursements and reform milestones

4.2 Data Collection, Validation, Analysis, and Reporting

- Prepare semi-annual progress reports covering reform and investment components, including implementation status updates.
- Prepare the Mid-Term Evaluation Report and periodic evaluation and impact assessment reports in accordance with World Bank requirements.

4.3 Digital Platforms and GIS Integration

4.4 Contract Monitoring and Field Oversight

- Support the PIU leadership and the Project/Contract Managers in monitoring and evaluating the implementation of works, goods, and consultancy contracts financed under KWSSIP.
- Conduct regular independent field visits to verify that construction progress aligns with the submitted schedules and quality standards.
- Provide technical assistance as needed to E&S specialists to monitor the field-level implementation of ESMPs, RAPs, and the Gender Action Plan, ensuring that safeguards are not compromised.

4.5 Coordination and Knowledge Management

- Hold regular meetings with the PIU to present progress, findings, challenges, and recommendations.
- Provide data and required information for knowledge management and communication purposes.
- Document and disseminate lessons learned to inform future planning and project design.

4.6 Reporting and World Bank Coordination

- Lead the preparation of Quarterly Progress Reports (QPRs) and provide high-quality technical inputs for the World Bank's Implementation Status & Results Reports (ISRs).
- Coordinate the preparation for the Mid-Term Review (MTR) and lead the final Implementation Completion and Results Report (ICR).

5. Required Experience

5.1. Education

Minimum Requirement: A Master's Degree from HEC-recognized or International University in Economics, Statistics, Project Management, Urban Planning, Social Sciences or Civil Engineering.

Preferred: A dual background (e.g., Engineering degree with an MBA or a Master's in Development Evaluation) is highly desirable to bridge the gap between technical infrastructure and results-based management.

Professional Certification: Preference will be given to candidates holding internationally recognized certifications such as **PMP** (Project Management Professional), **PRINCE2**, or specialized M&E credentials

5.2. Professional Experience

Overall Experience: A minimum of **10 years** of post-qualification professional experience in monitoring and evaluation.

- **Donor-Funded Expertise:** At least 7 years of direct experience working within World Bank-funded or similar Multi-lateral Development Bank (MDB) environments
- **Sector Specificity:** Proven track record in monitoring large-scale urban infrastructure (Water, Sanitation, or Transport) may be preferred
- **Reform Monitoring:** Experience in evaluating **Institutional Reforms** or "Utility Turnaround" programs. The candidate must show they have tracked KPIs related to revenue efficiency, HR restructuring, or corporate governance.
- **Complex Project Maturity:** Demonstrated experience in managing M&E for projects with a budget exceeding USD 100 Million, involving multiple simultaneous contracts (Goods, Works, and Consultancies).

5.3. Technical & Soft Skills

- **Data Systems:** Expert-level proficiency in Results-Based Management (RBM) frameworks. High proficiency in digital data collection tools (e.g., KoBoToolbox,) and data visualization software (PowerBI, or advanced GIS).
- **Statistical Analysis:** Strong ability to perform quantitative analysis using SPSS, STATA, or R to measure project impacts and socio-economic outcomes.
- **Communication:** Exceptional level reporting skills. The ability to translate raw data into Evidence-Based Policy Recommendations for the Project Director and the World Bank.
- **Data Reporting and Visualization:** Proven experience of developing web-based reporting system and dashboard
- **Conflict Resolution:** Strong interpersonal skills to navigate the often-conflicting reports provided by Contractors and Supervision Consultants.

8. Reporting Line

The M&E Specialist will report directly to the Project Director, KWSSIP.

9. Contract Duration

The assignment will be for a period of three (03) years, including a three-month probation period during which the contract may be terminated for unsatisfactory performance. Either party may terminate the contract with one month's notice. The position is based in Karachi, with travel to project sites as required.

10. Salary and Benefits

A market-competitive, lump-sum salary will be offered, commensurate with qualifications and experience. No additional benefits are included.

11. Selection Process

The Specialist will be selected in accordance with Section VII, Clause 7.34 of the Approved Selection Methods for Individual Consultants under the World Bank Procurement Regulations for IPF Borrowers (Fifth Edition, September 2023).