

TERMS OF REFERENCE (ToRs)

Position Title Head Operational Reforms. KW&SC
Reporting Line Managing Director / CEO, KW&SC
Location Karachi, Pakistan
Duration Three (03) Years (Extendable on mutual consent)
Remuneration Market-based (Corresponding to qualification and experience)

1. Introduction

Karachi is Pakistan's largest city, main seaport and international trade hub. It encounters numerous challenges among which water supply and sewerage are the worst affected services, falling far short of the city's expanding needs. To mitigate this gap, develop these services for Karachi and strengthen the Karachi Water and Sewerage Corporation (KWSC) to become a financially viable and technically well-performing water utility that ensures clean, safe drinking water and sewerage services to public, the Government of Sindh GoS / KWSC partnered with the World Bank Group through the Karachi Water and Sewerage Services Improvement Project (KWSSIP). The Karachi Water and Sewerage Services Improvement Project (KWSSIP) encompass a USD 1.6 billion reform-led investment program, to be implemented in four phases over a period of 12 years. Phase 1, with an investment portfolio of USD 100 million, is currently under implementation, and a Project Implementation Unit (PIU) has been established for this purpose. The Project Proposal Form (PC-1) for the Second Phase of KWSSIP amounting to US\$600 Million (PKR167.10 billion) has been approved by the Executive Committee of the National Economic Council (ECNEC). The project was ~~been~~ approved by the World Bank Board on 12th December 2024. The project is being implemented by the Government of Sindh (GoS) and the Karachi Water and Sewerage Corporation (KWSC) through multiple procurement processes, expected to occur within a short timeframe. The project activities aim to achieve key milestones, including addressing environmental aspects associated with the proposed project components.

Project Components

KWSSIP-2 has been developed for institutional and governance reforms in KW&SC, along with strategic investments for the improvement of water and sewerage infrastructure and services in Karachi.

The following are the project components:

Component 1 – Operational & Enabling Environment Reform

- a. Institutional Reforms and Capacity Building in Human Resource (HR)
- b. Implementation of Communication Program & Capacity Development of Customer Relations Management (CRM)
- c. Implementation of Gender Action Plan
- d. Capacity Building in Asset Management, GIS and Data Collection Strategy

- e. Preparation and Implementation of Water Safety Plans
- f. Outsourcing of Metering & O&M
- g. Advance Studies for the adaptation of Trenchless technology of Infrastructure development in Karachi Water and Sewerage Program
- h. Financial Management improvement

Component 2 – Infrastructure Investments

- a. Rehabilitating Water Supply and Sewerage in Selected Low-Income Communities
- b. Priority Sewer Network Rehabilitation and Extension:
- c. Priority Water Network Rehabilitation including O&M equipment, meters & District Metered Areas (DMAs) to reduce NRW
- d. Priority Works for Reducing Energy Consumption:
- e. K-IV Augmentation and Downstream Allied Works:
- f. Rehabilitation of Existing Filtration Plants (NEK K-II, 100 MGD, Pipri JBIC 50 MGD)
- g. Viability Gap Funding (VGF) to support PPP Interventions

Component 3 – Project Management and Studies

- a. Design, Review and Construction Supervision of the Proposed Sub-Projects of Phase-2:
- b. Follow-up studies on energy audits:
- c. Preparation of KWSSIP -3, feasibility, E&S study, designing & PC-1, follow up study from the Master Plan Study

2. Role, Purpose and Strategic Alignment

The Head Operational Reforms is a senior, timebound role established to drive step-change improvements in the way KW&SC plans, manages, and operates its water and sewerage/sanitation services as part of the ongoing reform program supported by the Karachi Water Supply and Sewerage Services Improvement Projects (KWSSIP-1 and KWSSIP-2). KWSSIP-1 and 2 have a combined funding envelope of over \$700M USD from the Government of Sindh, the World Bank and the Asian Infrastructure Investment Bank. The projects are designed to help KW&SC transform water and sewerage services by strengthening utility operations, reducing losses, upgrading infrastructure, and building the institutions needed for reliable, sustainable service delivery.

This role focuses on making operational reform actions work on the ground, in line with the Performance Agreement to be signed between the Government of Sind and the KW&SC. The role also focuses on the KWSSIP objectives of improved water and sewerage services and improved Operating Cost Coverage.

3. Key Duties, Roles and Responsibilities

A. Lead transformation, reforms, turnaround, change management and performance improvement of KW&SC

- She/He shall assist in ensuring that the KW&SC strategy is geared towards transformation, reforms, turnaround, change management and operational & financial performance enhancement/improvement, while also ensuring alignment with the KWSSIP project.

- Lead design and implementation of transformation, reforms and turnaround and change management, turnaround, change management and operational & financial performance enhancement/improvement activities in line with the KWSSIP.
- Develop systems and frameworks to report, track, monitor & evaluate and benchmark (internally and externally) progress, results and impacts/outcomes of transformation, reforms and turnaround and change management turnaround, change management and operational & financial performance enhancement/improvement activities including those under the KWSSIP.

B. Operational Integration of KWSSIP Reforms

- Supervise and align ongoing KWSSIP operational reform actions (GIS, NRW, metering, asset management, O&M improvements) with routine operational practices.
- Ensure that deliverables and outputs from technical assistance, studies and pilots are mainstreamed and usable by KW&SC operational units/teams, and are not standalone deliverables.
- Support coherence between planning, implementation, and operations so that reforms contribute directly to service quality and financial performance.
- Integrate and consolidate information management across all operations and functions of KW&SC (technical, engineering, O&M, procurement, finance & administration, human resources management, metering & billing, etc.)
- Convert successful KWSSIP reforms and pilots into repeatable operating routines.

C. Operational Use of Infrastructure, Asset, and Customer Information

- Develop/improve infrastructure, asset and Customer information management
 - Create or update infrastructure, asset and customer database or inventory
 - Ensure adoption or usage of modern tools for infrastructure, asset and customer database or inventory
 - Use GIS for infrastructure, asset and customer information management
- Enable practical and efficient use of infrastructure, asset and customer information to support:
 - Quick and timely fault identification and response
 - maintenance planning and prioritization
 - NRW monitoring and follow-up
 - Customer engagement, survey and feedback
- Prioritize information improvements where they contribute to:
 - reduced physical and commercial losses
 - Reduced sewage blockages and spillages
 - improved continuity of service
 - lower operating and maintenance costs.
- Avoid data perfection; focus on decision-relevant information for operators.

D. Embedding NRW Reduction Plan and Measures into Operations

- Support routine operational use of:
 - bulk system and customer meters
 - pilot DMAs and sectors to be financed under the project
 - billing and consumption data collected by KW&SC, including under KWSSIP.
- Establish **simple, repeatable NRW monitoring and review routines** linked to operational follow-up.
- Align NRW practices with revenue improvement and **operating cost coverage targets** under the Performance Agreement.

E. Strengthening Core O&M Planning and Reliability

- Support a shift toward basic planned and preventive maintenance, starting with critical assets and networks based on the O&M plan to be developed under the ongoing Master Plan studies
- Improve coordination between field operations, control rooms, and planning units.
- Use asset management information & tools and operational experience to inform maintenance priorities, reduce repeat failures, and improve service reliability at lower cost.

F. Operational Readiness for Project Investments

- Ensure KWSSIP-financed investments (e.g. suction and jetting trucks, hydrant monitoring facility, metering, bulk water facilities, chlorination units, SCADA and related software systems) are operationally ready at commissioning.
- Support:
 - clear asset handover arrangements,
 - defined O&M responsibilities,
 - practical operating and maintenance procedures including SOPs.
- Align capital investments with operational capacity to protect service outcomes and long-term cost efficiency.

G. Use of Data to Improve Performance and Accountability

- Support operational managers to use existing operational and commercial data (flows, pressures, outages, NRW indicators, complaints, collections) in regular performance reviews.
- Align operational performance tracking with KWSSIP and Performance Agreement objectives, particularly:
 - service reliability,
 - NRW reduction,
 - operating cost coverage.
- Avoid parallel reporting systems; strengthen decision making using existing data
- Promote and encourage data or information driven management

H. Stakeholder and Cross-Functional Collaboration

- Work closely with the Chief Commercial Officer (CCO), Chief Strategy Officer (CSO), Chief Financial Officer (CFO), and other KW&SC departments to ensure integrated operations and planning.
- Liaise with government authorities, regulatory bodies, customer representatives, consultants, contractors, and development partners.

I. Any other duties related to utility transformation

- Assist in the procurement of goods, equipment and services (including consultants) to support the transformation or modernization of KWSC operations and performance.
- Assist in the design and implementation of programs, strategies, plans and activities for capacity building, utility transformation, change management, and performance enhancement.
- Any other related duties as assigned.

4. Required Qualifications and Experience

The Head Operational Reforms will be appointed by the KW&SC Board through a competitive process based on the following minimum requirements:

A. Education

- Bachelor's degree in Civil, Mechanical, Electrical, Water, or Environmental Engineering.
- Master's degree in Engineering, Management, or a relevant field is preferred.
- Professional Engineering License / PEC registration or eligibility for PEC registration, or an equivalent internationally recognized professional engineering certificate is required.

B. Experience (Overall):

- 15–20 years of progressive senior leadership and management experience in utilities, water & wastewater management, engineering, or large public-sector operations.
- Proven ability to manage complex networks, major capital projects, and large operational teams.
- Broad experience and understanding of various functions and operations of water utilities (technical, engineering, O&M, financial, procurement, customer & stakeholder management, human resources management, regulatory requirements etc),
- Experience in utility reforms or turnaround or performance enhancement or change management is an advantage.
- Experience in management of utilities in Asia or related settings.

C. Competencies:

- Strong command of engineering governance, regulatory compliance, health & safety, and quality assurance.
- Demonstrated technical qualifications and relevant experience to oversee the technical operations of the Corporation.
- Should be conversant with project management tools such as Prime Vera

- Good communication including strong command of English Language and interpersonal skills.

5. Reporting Line

The Head Operational Reforms will report to Chief Executive Officer (CEO)/Managing Director (MD), KW&SC, and will work in close coordination with the KWSSIP PIU to help achieve project objectives.

6. Contract Duration

The Head Operational Reforms will initially be required to work for a period of three (03) years with an annual review on performance which will form the basis of renewal. The Probation Period will be for 3 months during/up to which contract may be terminated owing to unsatisfactory performance. Contract can be terminated with a one month notice period by either party. The position is based in Karachi with travel requirements to the site as & when required. Travel may also be required to other places or areas within or outside Pakistan on duty carrying out project related tasks including but not limited to meetings, workshops, training, due diligence for procurement, witnessing factory acceptance tests (FAT), etc.

7. Salary And Benefits

Market competitive salary based on qualification and experience will be offered. The salary and benefits will be discussed and agreed with the successful candidate.

8. Selection Process

An individual will be selected in accordance with process stipulated in Section VII of “Approved Selection Methods: Consulting Services, Clause 7.34, Approved Selection Methods for Individual Consultants under The World Bank Procurement Regulations for IPF Borrowers (Fifth Edition September 2023). <https://thedocs.worldbank.org/en/doc/6c0602876d68949e80820507d90a14ed-0290012023/original/Procurement-Regulations-September-2023.pdf>.