TERMS OF REFERENCE (TOR)
MONITORING AND EVALUATION (M&E) COORDINATOR
KARACHI WATER & SEWERAGE SERVICES IMPROVEMENT PROJECT

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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, was completed on 30 June 2026. Building on its achievements, the Project Implementation Unit (PIU) continues to support the implementation of KWSSIP-2. The Project Proposal Form (PC-1) for the Second Phase of KWSSIP amounting to US$600 Million has been approved by the Executive Committee of the National Economic Council (ECNEC). The project has 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.

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 (GAP)
d. Capacity Building in Asset Management, GIS and Data Collection Strategy
e. Preparation and Implementation of Water Safety Plans
f. Outsourcing of Metering & Operation and Maintenance (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 Non-Revenue Water (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 Public Private Partnership (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

The Results Framework indicators monitored and reported on by the M&E Coordinator span all three components listed above, covering institutional and operational reforms, infrastructure investments, and project management and studies.

2. Key duties, functions and responsibilities

The primary duties, functions and responsibilities of this assignment are to:

- Support the operationalization and day-to-day management of the project's M&E system under the supervision of the Performance and Validation Lead
- Lead data collection and validation, and support the preparation of mandatory monitoring reports, including Quarterly Progress Reports (QPRs), Bi-Annual Progress Reports, and the Annual M&E Report
- Coordinate with PIU teams, KW&SC, and other stakeholders to ensure timely, accurate, and credible project performance data in support of World Bank and AIIB reporting requirements

3. Scope of Work

Under the supervision of the Performance and Validation Lead, the M&E Coordinator shall perform, but not be limited to, the following tasks. The M&E Coordinator has operational responsibility for implementing data collection, field verification data management and reporting activities in accordance with protocols methodologies and guidance established by the Performance and Validation Lead. All outputs and reports prepared by the M&E Coordinator shall be subject to review and approval by the Performance and Validation Lead prior to disclosure or submission.

3.1 Results Framework Monitoring and Data Management Support

- Support implementation of the Project M&E Framework, including the Results Framework and Monitoring (RFM) template, in line with World Bank and AIIB reporting requirements; assist the Performance and Validation Lead in developing and applying data collection, validation, aggregation, and reporting protocols and methodologies for all PDO-level, intermediate, and sub-project indicators
- Assist in maintaining and updating the results framework to reflect project progress, revised targets, and any project restructuring, under the guidance of the Performance and Validation Lead.
- Ensure all indicators are supported by clearly defined methodologies, data sources, reporting frequency, and responsible parties
- Lead the execution of field-level data collection, spot-checks, verification exercises and data validation activities for results framework indicators, in line with protocols established under the RFM
- Compile, quality checks and submit validated data to the Performance and Validation Lead for review and approval prior to disclosure or submission to the World Bank
- Support baseline and target-setting exercises and periodic indicator reviews to ensure all indicators have verified baselines and realistic performance targets.
- Maintain project monitoring database, dashboards and indicators tracking tools, ensuring timely updating of performance information and generation and management reports.
- Conduct periodic data quality assessment and identify issues relating to completeness, accuracy, consistency, timeliness and reliability of project data, recommending corrective actions when required.

3.2 Reporting / Documentation

- Assist the Performance and Validation Lead in preparing all mandatory project monitoring reports, including Quarterly Progress Reports (QPRs), Bi-Annual Progress Reports, Annual M&E Report, implementation status reports ; ensure all reports are evidence-based, clearly written, and submitted on schedule.
- Ensure that all monitoring reports are evidence based, supported by verifiable data and submitted within agreed timelines.
- Maintain a robust project data management system and ensure data quality through routine verification, triangulation, spot-checks and validation exercises
- Maintain complete and organized M&E records, indicator files, data archives, supporting evidence and project monitoring documentation.
- Assist in tracking financial and operational indicators relevant to project performance, including OCCR (Operational Cost Coverage Ratio), GoS fiscal transfers, revenue collection performance and other financial sustainability indicators, in coordination with the KWSSIP and KW&SC Finance Teams.

- Support integration of financial, environmental, social, gender and institutional performance data into project monitoring and reporting system.
- Identify implementation bottlenecks. Risks, delays and emerging issues that may affect achievement of project objective and results and promptly escalate such with Performance and Validation Lead through monitoring updates and reports.
- Prepare periodic analytical summaries, dashboards, presentations and management briefs to support evidence -based decision making.

3.3 Coordination

- Liaise with infrastructure, institutional reform, finance, safeguards, communications and project management teams within the PIU and KW&SC to facilitate timely and accurate collection of project performance data.
- Support the development, maintenance and improvement of data collection tools, digital monitoring platforms, registers, and field verification templates and reporting formats
- Support monitoring and reporting on the Grievance Redress Mechanism (GRM); coordinate with Environmental & Socia (E&S) and gender teams to ensure safeguards compliance indicators and sex-disaggregated data are tracked and integrated into the results framework
- Support the Performance and Validation Lead in preparing M&E briefing materials and facilitating World Bank and AIIB review and supervision missions.
- Document and disseminate lessons learned from KWSSIP - 1to inform KWSSIP - 2 M&E implementation.

3.4 Other Responsibilities

- Support M&E capacity building by assisting the Performance and Validation Lead in training and orienting PIU staff, KW&SC teams, and construction supervision consultants on data collection tools, reporting templates, indicator definitions and results framework requirements.
- Promote compliance with project monitoring standards, reporting procedures and donor requirements across all implementing entities.
- Support development and utilization of GIS based monitoring system, digital data collection platforms and performance tracking tools where applicable.
- Perform any other relevant duties to project monitoring, evaluation, reporting and performance management as assigned by the Performance and Validation Lead.

4. Qualification and Experience

- Minimum Master's degree in Statistics, Economics, Social Sciences, Development Studies, Public Policy, or another relevant quantitative discipline from an HEC-recognized university
- At least 7 years of relevant working experience

- A minimum of 5 years in M&E, results-based management, or project performance monitoring for large-scale infrastructure or development projects
- Experience in large-scale donor-funded projects (preferably World Bank or AIIB) will be an added advantage
- Strong skills in data analysis, results framework management, and proficiency in data management tools (e.g., Excel, Kobo Toolbox, or equivalent); familiarity with GRM, E&S safeguards reporting, and project M&E dashboards
- Experience with digital data collection systems, project dashboards, GIS enabled monitoring systems and Data Quality Assessments will be an added advantage,
- Excellent written and verbal communication skills in English with demonstrated ability to prepare high quality technical reports and presentations.

5. Reporting Line

The M&E Coordinator will report to the Performance and Validation Lead, KWSSIP SOP-II PIU. The M&E Coordinator will be required to submit monthly activity/progress reports, highlighting key tasks undertaken.

6. Contract Duration

The M&E Coordinator is initially required to work for the 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 the contract may be terminated owing to unsatisfactory performance. The contract can be terminated with one month's notice period by either party. The position is based in Karachi with travel requirements to the site as and when required.

7. Salary, Benefits, And Conditions of Service

Market-competitive salary based on qualification and experience will be offered. The salary and benefits will be discussed and agreed with the successful candidate. The contract and conditions of service follow the general conditions of service as stipulated in the Project Operations Manual (POM). These will also 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) available on https://thedocs.worldbank.org/en/doc/6c0602876d68949e80820507d90a14ed-0290012023/original/Procurement-Regulations-September-2023.pdf