

# **Terms of Reference for Sindh Resilience Project (SRP) Project Implementation Staff-Consultants**

## **A. Background**

1. Pakistan is exposed to a number of adverse natural events and has experienced a wide range of disasters over the past 40 years, including floods, earthquakes, droughts, cyclones and tsunamis. Exposure and vulnerability to hazards is further exacerbated by a rapid population growth, growing urbanization, environmental degradation and shifting climatic patterns that can result in the occurrence of increasingly severe natural disasters. Over the past decade, damages and losses resulting from natural disasters in Pakistan have exceeded USD 18 billion; as the population and asset base of Pakistan increases, so does its economic exposure to natural disasters.

2. Sindh experienced major floods in 1973, 1976, 1992, 1994, 1995, 2003, 2005, 2007, 2010, 2011, 2012 and 2013. Besides riverine floods, primarily involving the River Indus, torrential flash floods have also severely impacted parts of Sindh. Floods in 2010 and 2011 were amongst the most devastating in the history of the region. Floods in 2010 displaced 7.2 million people and affected 11,992 villages. The impact on the economy of Sindh was estimated at PKR. 372 billion (USD 4.4 billion), with agriculture, livestock and housing contributing to major losses. The floods in 2011 inundated 38,347 villages, displacing 9.3 million people and human loss stood at 497 lives. The 2011 flood-affected districts constitute 86 percent of geographical area and house 54% of the total population of the province.

3. Besides floods, Sindh province faces drought in northern and south eastern region on recurring basis. The drought from 1998 - 2002 affected 1.4 million people, 5.6 million cattle head and 12.5 million acres cropped area, triggering spread of malnutrition-based diseases in the population and food scarcity in the province due to poor overall crop production.

4. On the request of the Government of Sindh, the World Bank has approved USD 100 Million project to enhance disaster and climate resilience; and to increase the technical capacity of Government entities to manage natural disasters and climate variability; construction of small dams to elevate drought impacts and support restoration of flood protection infrastructure on Indus River. The project is designated as SRP Sindh Resilience Project (SRP)-Credit 5888.

## **B. Project Components**

5. The SRP Project area is scattered in Tharparkar, Thatta, Dadu, Karachi and Jamshoro Districts of the Sindh Province of Pakistan. SRP Infrastructure Component will be implemented in 3 years and have following main components:

## **COMPONENT 1: Strengthening Institutions and Systems for Disaster Risk Management.**

This Component will focus on two key institutions in terms of strengthening operational systems and capacities, including the Provincial Disaster Management Agency (PDMA) Sindh and the Sindh Irrigation Department.

## **COMPONENT 2: Structural Investments**

This component of the project is covering two sub-components i.e. structural investments through flood protection and construction of small dams to address the drought risk. The details are given in the following paragraphs below:

(i) **Flood Protection Works:** The component will support structural investments including infrastructure up-gradation and new works to increase resilience to flooding events in Sindh. This will help plug gaps in existing lines of defense through upgrading of dykes / bunds to protect communities and economically productive areas along the Indus River, as well as river training works to ensure preservation and continued operation of existing flood protection works at key sites. The Sindh Irrigation Department has identified a list of high risk sites and corresponding flood mitigation investments. The design and cost estimates of these works have been prepared by Sindh Irrigation Department. The Component will focus on these high risk sites to facilitate clustering of investments and maximizing impact.

(ii) **Construction of small dams to address drought risks:** The project will support physical investments for rainwater harvesting through the construction of small dams in the Kohistan and Nangarparkar regions that will contribute significantly to the provision of water to communities during dry periods and the recharging of underground aquifers in adjacent drought prone areas. The Sindh Irrigation Department is sufficiently advanced with preparatory activities, and has already prepared feasibility studies for most of the prospective physical investments under consideration through service of some consultants.

### **C. Project Management Team (PMT)**

6. In order to effectively coordinate and implement SRP components, Sindh Irrigation Department has set up Project Management Team (PMT) within SID to support the day-to-day oversight of the SRP. Given the nature and extent of the project, SRP will be implemented over the next 3-5 years, covering multiple sectors including drought mitigation, flood management, irrigation, DRM activities and governance through new and/or existing projects. PMT would be responsible for overall coordination and implementation of SRP. The terms of reference of PMT include: (i) assistance and guidance to implementation staff in preparing high priority subprojects, meeting environment and safeguards and appropriate quality standards, for fast-tracking approvals, (ii) administration, and close implementation supervision of subprojects, (iii) overseeing disbursements, (iv) guidance, advice and oversight on appropriate financial management and fiduciary controls, (v) coordinate and maintain close contact with P&D and SID, at strategic and operational levels, and (vi) oversight and guidance. PMT will coordinate closely with the World Bank Task Team Leader and his team to ensure effective planning, delivery and final implementation of SRP with respect to World Bank fiduciary, environment and social safeguard requirements.

7. PMT with its office in Karachi will be headed by a Project Director. The PD shall be supported by SID existing staff<sup>1</sup> and individual consultants to be hired from the market.

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# Finance Consultant

## A. Key Responsibilities and Outputs

The expert will undertake the following tasks:

- Review and provide comments on financial analysis and financial management aspects of the SRP or any other World Bank funding relating to the flood/drought management to ensure consistency and enhancing the quality of fiduciary risk management.
- Work closely with PMT, SID and Finance Department - Government of Sindh to ensure a smooth and seamless development and integration of a comprehensive Financial Management System related to World Bank's SRP assistance
- Based on the issues or weaknesses identified during the financial management, recommend financial control and other measures that could be taken during project implementation to ensure that the proceeds of the credit made are used only for the purposes for which it was granted;
- Identify training and institutional strengthening needs in regard to financial management aspects within the PMT and recommend how these can be met under the Project;
- Provide advisory technical support to PMT and SID on financial analysis and financial management issues, including participation in selected site visits as required.
- Review of interim financial statements submitted by Contractors and Consultant(s)
- Review audited financial statements, and working with the Client to resolve outstanding issues in a timely manner
- Monitor the continued adequacy of financial management systems
- Review of individual transactions
- Interact within World Bank and with other stakeholders to ensure quality financial management systems and procedures to assist PMT in managing project funds, maintaining project accounts and submitting timely and reliable financial reports.
- Providing assistance in developing audit terms of reference for specific project audits.
- Assist PMT in reviewing financial statements and audit reports, and resolving audit qualifications to ensure that disbursement activities proceed uninterrupted.
- Act as training resource person for financial analysis/financial management at training events.
- Provide one to one support for implementation and operation of sound financial management arrangements.
- Prepare terms of reference for short-term consultants
- Independently review the quality of outputs of consultants
- Confirm and communicate any FM covenants or conditions of effectiveness etc.
- Identify cross-cutting issues and themes for knowledge management, learning, sharing of information and consistency of approaches in fiduciary work
- Coordinate implementation of Bank fiduciary polices and practices
- Any other task assigned by the Project Director.

**B. Qualifications and experience required**

The successful candidate should at least have:

- Professional Certification and or Masters in relevant field.
- Minimum ten (10) years directly relevant experience in the development sector. The candidate should have had a demonstrated leadership role in designing and implementing a Financial Management System for foreign aided projects.
- Familiarity with the World Bank's guidelines on Financial Management and Auditing
- Ability to deal sensitively in multi-cultural environments and build effective working relations with clients and colleagues.
- Excellent inter-personal, English writing, communications and analytical skills, proven interest in transferring knowledge, ability to listen and to influence without taking over.
- Ability to function effectively in multi-disciplinary teams within a matrix management environment.
- Excellent computer skills including MS Office and familiarity with modern accounting software

**C. Contract Duration**

The expert is expected to commence services initially for 1 year. The assignment is likely to be extended for a period of 2 more years depending upon satisfactory performance of the outputs envisaged in the TORs.

**D. Reporting Obligations**

The expert will be financed by the World Bank and will report to the Project Director. The expert's performance will be reviewed on a monthly basis.

**E. Outputs**

The key outputs of the expert in assignment period would include:

- Financial management system developed for SRP ensuring that it is in line with the World Bank Guidelines
- Financial controls developed to minimize fiduciary risk associated with SRP assistance
- Financial reporting formats developed and periodic reports submitted to PMT on these formats
- Outstanding audit issues resolved in a timely manner
- Capacities built at PMT and SID for FM system implementation