

# **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. The World Bank will finance such consultants, which includes:

- 1. Financial Consultant**
- 2. Procurement & Contract Consultant**
- 3. Environment Consultant**
- 4. Social Safeguard Consultant**
- 5. Environment Officer**
- 6. Social Safeguard Officer**
- 7. Accountant**
- 8. Photocopier**
- 9. Driver**

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# **Finance Consultant**

## **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.

# **Procurement & Contract Consultant**

## **Key Responsibilities and Outputs**

The expert will undertake the following tasks:

- Advise PMT on the World Bank's procurement and contract management procedures, procurement requirements for project formulation, development of PC-I/PC-II documents and financing and accounting systems and procedures.
- Assist PMT and PMT consultants to develop overall procurement plans for the project.
- Assist PMT for developing procurement documents
- Assist PMT to ensure effective coordination between the SID, Ministry of Finance, P&D, SPPRA, and World Bank on procurement related issues under the SRP including advice on the existing procurement arrangements, as provided in the PAD and Operational Manual document and refine the same for efficient SRP implementation;
- Advise the PMT on all aspects of procurement and contract management to ensure that the World Bank's and Government policy and rules wherever possible are implemented in light of its agreements under SRP.
- Assist the PMT to regularly update a time bound procurement plan for SRP including reviewing the Procurement and Consultant selection documents methods against Investment Proposal outputs.
- Assist the PMT to ensure that relevant administrative matters associated with contract awards and consultant hiring including: advertisements of procurement requirements, 'packages' for engagement of consultants for delivery of technical services, bid documents for civil works and supply of goods are adequately prepared by the PMT, manage bid evaluation, and contract negotiations.
- Assist PMT to prepare an action plan to embed World Bank's and GoP commitments to anti-corruption, quality assurance and transparency in the procurement of goods and services under SRP.
- Any other task assigned by the Project Director.

# **Environment Consultant**

## **Key Responsibilities and Outputs**

The expert will undertake the following tasks:

- Prepare, revise and update required ESMP/IEE/EIA/EMP/EMMP for all flood embankments and small dams subprojects under SRP and submit for approval
- Ensure compliance with World Bank's environmental safeguards and continuing improvement of the project's environmental safeguards performance.
- Implementation of ESMPs /EMP/EMMP of all awarded civil works contracts and prepare monitoring reports for submission to the World Bank;
- Carry out screening of subprojects by using the Environmental Assessment and Review Procedures (EARF) as described in the Environment and Social Management Framework (ESMF) of the Project
- Coordinate concurrence of the IEEs /EIAs from relevant Government agencies and ensure public disclosure
- Assist the Project Director and PMT staff in all socio-environmental issues and any other relevant matter referred by the PD / or the World Bank;
- Provide training for PMT staff involved in the project implementation to strengthen their capacity to manage and monitor environmental safeguard; and
- Any other task assigned by the Project Director.

# **Social Safeguard Consultant**

## **Key Responsibilities and Outputs**

The expert will undertake the following tasks:

- be responsible for the scope of work related to Institutional and social aspects of the Project and SDAP;
- screen subprojects for social and gender impacts including those related to involuntary resettlement to determine eligibility of the subproject for financing under the project;
- Assist the Environment Consultant in supervising the preparation and implementation of ESMPs and ensure the inclusion of all social and gender aspects in ESMPs. This will include overseeing the design and conduct of social-economic surveys and stakeholder consultations.
- Supervise and ensure quality in the preparation of Resettlement Action Plans in accordance with the Resettlement Policy Framework for subprojects with involuntary resettlement impacts. This will include overseeing the conduct of socio-economic surveys, census of Project Affected People, Detailed Measurement Surveys and determination of compensation where required
- Supervise detailed design of subprojects to ensure social, gender and involuntary resettlement impacts are minimized, if not avoided;
- based on detailed design prepared by PISSC, supervise the conduct of detailed measurement survey and update the Resettlement Action Plan in accordance with the Resettlement Framework;
- Oversee and ensure quality in organizing and conducting consultations with affected people to ensure that the ESMPs and Resettlement Action Plans have been fully discussed and agreed;
- Provide technical support and overall guidance to PMT and supervise PISSC staff in the implementation of Resettlement Action Plans in the subproject areas;
- develop and conduct training modules to ensure proper understanding and implementation of Resettlement Action Plans;
- Supervise, provide technical guidance and ensure quality in monitoring the implementation of Resettlement Action Plans;
- Assist and support the Grievance Redress Mechanism
- contribute to the PPMS for monitoring and reporting on social impacts and resettlement by developing monitoring and evaluation indicators for social and gender impacts under ESMPs and involuntary resettlement under RAPs. Assist in the preparation of monitoring reports for ESMPs and RAPs ..
- prepare report and work for any other job assigned by the Project Director related to social safeguards and resettlement aspects of sub-projects under SRP
- Prepare and supervise the conduct of Beneficiary feedback Surveys for the sub-projects

## **Environment Officer**

### **Key Responsibilities and Outputs**

The expert will undertake the following tasks:

- The Environment Officer will associate with related Environment Consultant in completing his tasks and goals.
- To Maintain and make correspondence with all the stakeholders pertaining to Environment.
- Any other task assigned by the Project Director.

## **Social Safeguard Officer**

### **Key Responsibilities and Outputs**

The expert will undertake the following tasks:

- The Social Safeguard Officer will associate with Social Safeguard Consultant in completing his tasks and goals.
- To Maintain and make correspondence with all the stakeholders pertaining to Social Safeguard.
- Any other task assigned by the Project Director.

## **Accountant**

### **Key Responsibilities and Outputs**

The expert will undertake the following tasks:

- Assist to the Divisional Accounts Officer, regarding pre-audit, bills, evaluation tender documents, make and maintains correspondence regarding financial and audit relevant issues with all the stakeholders.
- Assist to Project Management Team (PMT), regarding maintain accounts of project coordinate with financial institution i.e World Bank, Assignment Account Bank, Finance Department and other relevant stake holders.
- Any other assignment assigned by the Project Director.

## **Photocopier**

### **Key Responsibilities and Outputs**

The expert will undertake the following tasks:

- A copy machine technician provides support and troubleshooting services for copy machines and related office equipment. An associate's degree is required for these repair positions, but professionals can pursue voluntary certification to increase the chance of getting a job. Having experience in relevant job will be preferred.
- Installation jobs require technicians to ensure that copy machines are working properly. When performing routine maintenance, a copy machine technician oils parts and makes sure that performance is up to product standards. If anything appears to be malfunctioning, a copy machine technician further inspects the machine to solve the problem.
- Repair work could include anything from disassembling the machine to replacing parts. Simple repairs can be done on the job, while those that are more complex might need to take place at a repair facility. Technicians might need to order parts to complete the repair.
- A copy machine technician is responsible for copier installation, maintenance and repair. The position sometimes entails working on scanners and printers. Technicians typically travel on-site for installation and support work. They also might be required to instruct operators on proper equipment use.

## **Driver**

### **Key Responsibilities and Outputs**

The expert will undertake the following tasks:

- Drive office vehicles for the transport of authorized personnel.
- Meet officials at the airport and facilitate immigration and customs formalities as required.
- Collect and deliver mail, documents, and other items.
- Ensure that all vehicles comply with the Minimum Operating Security Standards (MOSS).
- Take care of the day to day maintenance of assigned vehicles, check oil, water, battery and brakes.
- Maintain Log Books including trips, daily mileage, gas consumption, oil changes and greasing.
- Perform other related duties as assigned by the Project Management Team (PMT).

