

INTEGRATED FLOOD RESILIENCE AND ADAPTATION PROJECT (IFRAP)

Terms of Reference

Consulting Services – Sr. Manager Program and Operation/ Chief Operating Officer

(Housing and Reconstruction Unit/Project Implementation Unit (PIU))
under Project Component 3- Resilient Housing Reconstruction and Restoration

1. Background

Balochistan has been disproportionately affected by the 2022 floods. The floods have exacerbated the socio-economic challenges in the province, pushing the multidimensional poverty rate to 81.1 percent from 70.2 percent. Agriculture, the backbone of Balochistan's economy, is the hardest-hit sector is agriculture. Agriculture makes up 52 percent of the provincial GDP and 67 percent of the labor force. The floods caused over 500,000 livestock casualties (63 percent of the national total), amounting to production losses of PKR 79,619 million. Livestock losses have negatively impacted livelihoods (70 percent of households depend on livestock for their livelihoods and income). In addition, the harvest failure due to the floods during the "Kharif" season resulted in production losses amounting to nearly US\$2 billion, compromising livelihoods and food security. Since June, pre-flood commodity prices have significantly increased, with Balochistan reporting the country's highest food insecurity at 23.4 percent. The damage to 586 primary health facilities in Balochistan (305 fully damaged, 282 partial) has further disrupted essential health services. As a result, the province currently has the highest proportion of people (59 percent) who lack access to health facilities. In addition, a multisectoral rapid needs assessment (RNA) conducted in 515 villages across ten districts of Balochistan found that approximately 2,000 classrooms have been damaged and destroyed, the recovery of which will cost over PKR 24.4 million.

Balochistan experienced widespread damage to critical infrastructures, especially housing, transport and communications, WASH, and community-level facilities. Specifically, the floods have caused damage to more than 190,000 housing units across the province, including close to 69,000 units destroyed and more than 120,000 partially damaged. Infrastructure damage has caused the temporary isolation of most of Balochistan, with 2,222km of roads and 43 bridges damaged, impeding people's ability to access healthcare, food markets, and other vital services and restricting the delivery of aid to people who need it. Across the province, 456 flood protection/irrigation schemes were partially damaged or destroyed, including 367 water supply and 89 sanitation schemes.

Overall, the National PDNA report prepared by Ministry of Planning, Development and Special Initiatives (MoPDSI) in close coordination with all provinces indicates that Balochistan requires PKR 491 billion (US\$2.3 billion) for recovery and reconstruction over the next 5 to 7 years. This estimate does not include investments to strengthen Balochistan's overall resilience to future climate shocks. The Post Disaster Needs Assessment (PDNA) and Resilient Recovery, Rehabilitation, and Reconstruction Framework (4RF) suggest that cross-sector recovery requires both short- and medium-term reconstruction and rehabilitation as well as long-term critical reforms to address resilience and to build back better. Against this backdrop, the GoP has requested the World Bank to urgently support the immediate needs of Balochistan for flood recovery and reconstruction in core socioeconomic sectors to help restore livelihoods and essential services, including housing, WASH, transport, agriculture, and irrigation, while building a foundation for long-term flood resilience through strengthening institutions and information (including hydromet and early warning capacities) through the Integrated Flood Resilience And Adaptation Project

(IFRAP). The project scope consists of five components. These are (i) community infrastructure rehabilitation; (ii) strengthening hydromet and climate services; (iii) resilient housing reconstruction and restoration; (iv) livelihoods support and watershed management; and (v) project management, technical assistance, and institutional strengthening. The project also includes a contingency emergency response component (CERC) to allow flexibility to reallocate funds in case of an eligible emergency during project implementation.

2. Objective:

The Senior Manager Program and Operations/COO will support the Project Director HRU/PIU in overseeing and executing Project Component III: resilient housing reconstruction and restoration. This role is central to ensuring the strategic direction, management, and operational execution of project activities across the targeted districts of Balochistan, with a focus on overall program and operations management, compliance, efficiency, and stakeholder coordination.

3. Specific Tasks and Responsibilities

Strategic Planning and Execution

Collaborate closely with the Project Director HRU to define strategic objectives for program operations, ensuring these align with overall project goals.

Develop detailed operational plans that translate strategic objectives into actionable initiatives.

Operational Management

- ✓ Development, and revisions of operational plans, as and when required.
- ✓ Supervise the daily operational activities, ensuring that all operations run smoothly and efficiently.
- ✓ Oversee the management of project logistics, including resource allocation and utilization.

Financial Oversight

- ✓ Assist in managing the project's budget, monitoring expenditures, and ensuring that financial operations adhere to established guidelines and regulations.
- ✓ Work with the finance team to develop financial reports and forecasts that inform decision-making.

Stakeholder Coordination

- ✓ Facilitate communication and coordination between project stakeholders, including government entities, development partners, and community representatives.
- ✓ Organize and participate in stakeholder meetings, providing updates on project progress and addressing concerns.

Compliance and Quality Assurance

- ✓ Implement systems and processes to ensure project activities comply with applicable standards, regulations, and guidelines.
- ✓ Work closely with Project Implementation Partners (PIPs) to ensure effective coordination and implementation of housing reconstruction initiatives across Balochistan's districts
- ✓ Support the development and implementation of a comprehensive Monitoring and Evaluation (M&E) framework.

- ✓ Monitor project outputs for quality and compliance, initiating corrective actions when necessary.

Risk Management

- ✓ Identify potential project risks and develop mitigation strategies to address them.
- ✓ Regularly review and update the project's risk management plan in collaboration with project management and technical teams.

Team Management

- ✓ Lead and develop the project operations team, setting clear performance expectations and providing regular feedback.
- ✓ Identify training and development needs for team members, facilitating opportunities for professional growth.

Capacity Building

- ✓ Oversee the development and implementation of capacity-building programs for project staff and stakeholders.
- ✓ Ensure that capacity-building activities are tailored to meet the needs of the project and contribute to its objectives.

Reporting and Documentation

- ✓ Prepare comprehensive reports on project operations, documenting progress against objectives and highlighting challenges and solutions.
- ✓ Ensure that all project documentation is accurate, up-to-date, and accessible.

Advisory and Technical Support

- ✓ Provide expert advice and technical support to the Project Director and other team members on operational issues.
- ✓ Stay informed about best practices in project management and operations, sharing knowledge and insights with the team.

Adaptability and Problem-Solving

- ✓ Demonstrate flexibility in addressing unforeseen challenges and adapting strategies to meet evolving project needs.
- ✓ Foster a culture of innovation and continuous improvement within the project operations team.
- ✓ Manage Grievance Redress Mechanism and ensure compliance with World Bank and Government of Pakistan and Government of Balochistan requirements.

Information and Data Management

- ✓ Manage information and data collected through project activities in compliance with World Bank policies and practices.

Any Other Task Assigned by the Project Director:

Be flexible to undertake additional responsibilities or tasks as assigned by the PD – HRU and Project Director FPMU- IFRAP.

4. Consultant Qualification and Experience

- i. Master's degree in Rural Development, Public Policy, Social Sciences, Development Management, Project Management, Business Administration Management International Relations, Law, political science or related degree in social/management sciences.
- ii. Minimum Ten (10) years of professional experience in managing operations of development project(s), preferably post disaster relief and/ or rehabilitation/reconstruction.
- iii. Demonstrated experience in community-based infrastructure project management.
- iv. Familiarity with project management will be required. Specific experience of working in communities in Balochistan and knowledge of local languages will be added advantages.

5. Time Frame of Consultancy & Location of Assignment:

The services of the Consultant will be required full time for the entire life of the project. However, the contract continuity will be subject to the satisfactory performance of the consultant, the consultant to be based in Quetta and assignment will require frequently travel to various districts

6. Selection Process:

Consultants will be selected in accordance with the procedures set out in “The World Bank Procurement Regulations for IPF Borrowers”, November 2020.