

GOVERNMENT OF PAKISTAN

INTEGRATED FLOOD RESILIENCE AND ADAPTATION PROJECT (IFRAP)

Terms of Reference and Scope of Services

Consulting Services – Sr. Strategy & Operations Specialist for FPMU

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 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:

Enhance the Post-Flood 2022 Reconstruction Program: Resilience Enhancement and Livelihood Diversification in Balochistan - Integrated Flood Resilience and Adaptation Project's (IFRAP) operations effectiveness and strategic initiatives efficiency, ensuring project alignment with national and international standards under the Project Director's supervision.

3. Key Responsibilities:

Strategic Planning and Implementation:

This role involves leading the strategic planning process for the FPMU/PIUs, aligning operational activities with national priorities and international standards. The Strategy and Operations Specialist will identify strategic goals, develop comprehensive plans to achieve them, and oversee the implementation of these plans, making adjustments as needed to respond to project dynamics and ensure goals are met effectively.

Operational Leadership and Management:

The Specialist is tasked with overseeing the daily operations of the IFRAP, ensuring project activities are executed efficiently and effectively. This includes developing operational procedures that enhance project performance, facilitating smooth internal workflows, and ensuring that the IFRAP's operations support the broader objectives of the components under the project.

Coordination and Integration:

A critical aspect of this role is to ensure seamless coordination between Provincial Project Implementation Units (PIUs), federal entities, and international partners such as the World Bank. The Specialist will work to integrate efforts across these diverse stakeholders, ensuring that project components are executed cohesively and synergistically across different geographical locations and sectors.

Project Implementation Oversight:

The Strategy and Operations Specialist monitors the progress of project activities, identifying and addressing any operational bottlenecks. This responsibility involves close coordination with PIUs to ensure timely and efficient execution of project components, facilitating problem-solving, and adjusting strategies as necessary to maintain project momentum.

Expertise and Guidance:

Providing technical expertise and guidance to FPMU/PIUs is a key function of this position. The Specialist will manage a roster for pool of experts to support technical aspects of the project,

enhancing the capacity of FPMU/PIUs to address complex challenges, and ensuring the technical soundness and sustainability of project interventions.

Resource Management:

Managing the allocation and utilization of resources within the IFRAP to meet project objectives is another critical responsibility. This includes collaborating financial operations such as budgeting and financial reporting, ensuring resources are used efficiently and effectively to support project success.

Monitoring, Evaluation, and Quality Assurance:

In collaboration with M&E specialist facilitate in development and overseeing a comprehensive monitoring and evaluation (M&E) framework to ensure that project activities meet established quality standards and objectives by applying quality assurance processes, making necessary adjustments to project operations to maintain integrity and effectiveness.

Risk Management:

Identifying operational risks and developing strategies to mitigate these risks is crucial for ensuring project stability and continuity. The Specialist will implement risk management protocols and procedures, ensuring that potential risks are proactively managed and addressed.

Policy Development and Strategic Frameworks:

Contributing to the development of policies and strategic frameworks, such as drafting the Water Act, is part of this role. The Specialist ensures that project strategies are sustainable and aligned with long-term disaster resilience and water management goals.

Capacity Building and Institutional Strengthening:

Leading capacity-building initiatives to enhance the skills of FPMU/PIUs of IFRAP and stakeholders is a key responsibility. This involves organizing training, workshops, exposure visits and internships, strengthening the institutional frameworks necessary for the project's sustained success.

Stakeholder Engagement and Collaboration:

The Specialist fosters strong relationships with government agencies, civil society, and communities, ensuring active stakeholder engagement in project planning and execution. Representing the FPMU in national and international forums to articulate project aims and secure support is also part of this role.

Communication of the Project:

The positions will orchestrate the project's communication strategy, ensuring clear, consistent, and effective messaging across all channels with assistance of communication specialist and Comms/media service provider. This role involves synthesizing project developments, achievements, and challenges into coherent narratives for stakeholders at all levels, from local communities to international partners. By maintaining a unified voice and ensuring transparency, the Specialist will bolster project visibility, foster stakeholder engagement, and facilitate the seamless exchange of information between project components and external entities.

Reporting and Documentation:

Providing comprehensive reports to the Project Director on project progress, challenges, and strategic adjustments is essential. The Specialist with collaboration with the FPMU staff, Project

Coordination Unit and PIUs ensures accurate and timely documentation of project activities and outcomes, facilitating transparency and accountability.

4. Consultant Qualification and Experience

Master's Degree (sixteen years of education) in Social Science, Engineering/Business/Economics/Law with Ten (10) years of experience (after acquiring stipulated qualification)

Demonstrated expertise in operational planning and executing community-driven initiatives.

Familiarity with policies of international lending institutions,

Proven ability to develop and implement strategies for complex development projects.

Strong writing, editing, and content creation skills.

Experience in working conditions similar to Balochistan and knowledge of local languages will be added an advantage.

5. Time frame of Consultancy & Location of Assignment.

The services of the Consultant will require full time for the project life. However, Contract continuity will be based on the satisfactory performance of the consultant, The consultant to be based in Islamabad.

5. Selection Process:

Consultants will be selected in accordance with the procedures set out Consultants will be selected in accordance with the procedures set out in "The World Bank Procurement Regulations for IPF Borrowers",