

**Terms of References**  
*for*  
**Institutional Expert**  
(Package-CWSIP/S17)

**Chattogram Water Supply Improvement Project (CWSIP)**

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**1.0 Background:** The Government of the People's Republic of Bangladesh (GoB) has received a credit/loan for "Chattogram Water Supply Improvement Project (CWSIP)" from the International Development Association (IDA) and intends to apply a part of the proceeds of this credit for hiring an **Institutional Expert**.



**2.0 (a) Objective of the Project:** The PDOs are to (i) increase access to safe and reliable water supply in Chattogram; and (ii) improve operational performance and financial sustainability of the CWASA. The Project Components are: 1) Improving Efficiency, Quality and Coverage of Water Supply Services; 2) Improving Water Supply and Non-network Sanitation Management Services for LICs; 3) Developing Utility Systems and Capacities; 4) Project Implementation and Management Support; and 5) Contingent Emergency Response

**(b) Component 3: Developing Utility Systems and Capacities:** will provide support the CWASA for enhancing the utility systems, financial performance and creditworthiness, and climate resilience to enable the CWASA to become a well-functioning utility. This will also help it coordinate with other government agencies to effectively address the city's water security challenges. The TA covers all five core domains and cross-cutting dimensions of World Bank's Utility of the Future (UoF) framework and builds on the performance improvement plan developed during preparation.

The activities under this component include (i) developing city-wide water supply master plan, business plan, capital investment plan with financing strategy, debt management plan, and tariff framework; (ii) development of digital transformation strategy and implementation of integrated data management system for Financial Management (FM) and MIS functions; (iii) strengthening the CWASA's asset management practices and implementing a GIS-enabled integrated asset management system to ensure long-term resilience of infrastructure to climate risks stated above; (iv) reforming and expanding the customer relationship management system including customer engagement and communication strategy, GIS-enabled customer database and carrying out regular customer satisfaction surveys; (v) strengthening the resilience and disaster preparedness of WSS services to climate-change exacerbated floods, salinity intrusion, and variability in water availability by conducting hazard assessments and developing Standard Operating Procedures (SOPs), and designing guidelines and emergency response plans; (vi) institutionalising periodic training programmes i.e. execution of training plan for capacity building across various CWASA functions including building adaptive capacity to the identified climate risks; and (vii) conducting gender assessment and recommending required update of the CWASA's Human Resources (HR) policy.

**(c) Objective of this Assignment (Consultancy Service):** The objective of this assignment is to support the Chattogram Water Supply Improvement Project (CWSIP) Project Management Unit (PMU) in implementing the above Component 3 activities in general.

In particular, the Institutional Expert shall provide support and overall guidance for procuring, supervising and coordinating packages dealing with the Water Supply Master Plan, Digital transformation Enterprise Resource Planning (ERP) system, Customer Relations Management, training programmes, and HR policy and systems improvements. This consultancy will support in identifying and prioritizing the systems and capacities to be strengthened/developed across the whole CWASA, and help in implementing these.

**3.0 Scope of Services:** The Scope of Services of the Institutional Expert includes, but not limited to:

- a) Assist the PMU by preparing the Terms of References (ToR) including scope of services, support in procuring, managing and supervising project consultancies and help implement recommendations for improvements in CWASA's systems, procedures, and decision-support systems as outlined in Component 3 above;  
In particular, the consultancy shall support and/or help implement the following:
- b) Managing the consultancy for preparation of long-term master plan (25 to 30 years) along with subsequent preparation of business plan and Capital Investment Plan (CIP) for its implementation for the short to medium term (5-10 years); and development and implementation of tariff framework;
- c) Supporting the consultancies for the development of digital transformation strategy and implementation roadmap for the integrated data management system for Financial Management (FM) and MIS functions; and implementation of the Enterprise Resource Planning (ERP) system;
- d) Supporting the consultancies for strengthening the CWASA's asset management practices and implementing a GIS-enabled integrated asset management system;
- e) Support consultancies for improving and expanding the customer relationship management system including customer engagement and communication strategy, and GIS-enabled customer database; and manage the conduct of regular customer satisfaction surveys;
- f) Manage the consultancies for Capacity Development Plan and Support for CWASA Training Center, including the preparation and implementation of the Capacity Building plan and Training modules;
- g) Assess the current organizational structure and operating procedures of CWASA and recommend areas of strengthening and improvements;
- h) Assess the Human Resources Management policies and systems, make recommendations for their improvements, and assist in implementing the changes therein;
- i) Review the monitoring and evaluation system being implemented by CWISP in particular, and CWASA in general, and advise improvements in data capturing and reporting;
- j) As directed by the PMU, provide support in strengthening the institutional aspects of other project components in general, and in particular support the consultancies for: Construction Supervision, Social intermediation, Community Mobilization and Awareness Raising for Improved Water Supply and Sanitation System for LICs; gender assessment; Independent Verification Agency (IVA) for Performance based condition (PBC), and any other consultancy or activity as advised by the PMU,
- k) As advised by the PMU from time to time, provide support to activities for the successful implementation of the project.

**4.0 Required Educational Qualification and Experience:**

**a) Educational qualifications:**

The incumbent should have a Master's degree from a recognized university in Business/ Engineering/ Finance, or any other discipline relevant to strengthening of utilities or business enterprises, water supply and sanitation, urban development, etc.

**b) General Experience:** At least 15 (Fifteen) years of experience as Institutional Specialist.

**c) Specific Experience:**

- i. At least ten years of relevant experience in institutional reform and strengthening systems and capacities of any public or private utility/enterprises

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- ii. Experience of anchoring Master Planning, and enterprise development activities in the areas of digital transformation, Enterprise Resource Planning (ERP), Customer Relations Management, capacity building and training etc.;
- iii. Proven work-experience with and familiarity with systems of the World Bank or other Multilateral Development Agency funded projects;
- iv. Having excellent written and verbal communication skills in English and Bangla.

**5.0 Duration and timing:** The duration of the consultancy services is tentatively 24 (Twenty four) months throughout the project period. The consultant will provide inputs intermittently that will average about 8-10 days in a month, with the proviso that the PMU shall advise on the exact timing and duration of inputs. The Consultant shall provide her/his inputs based in Chattogram, and shall operate out of the CWASA PMU offices.

**6.0 Remuneration:** The Consultant will be paid on a monthly/bi-monthly basis as per actual input (inclusive of local taxes that will be added during the negotiation).

**7.0 Reporting:** The consultant will report to the Project Director, CWSIP.

**8.0 Selection Method:** Selection of the Consultant will follow the procedures for Selection of Individual Consultants as described in the World Bank Procurement Regulations for IPF Borrowers, Fifth Edition, September, 2023.

