

KARACHI WATER AND SEWERAGE CORPORATION

Terms of Reference

DIRECTOR EQUITY AND REFORM

PURPOSE OF THE ASSIGNMENT

To develop the vision and policy for Karachi Water & Sewerage Corporation (KW&SC) to promote diversity, access, equity, gender mainstreaming and inclusion in the organization through a strategic framework and action plan to achieve the following: -

1. Lead reforms to empower women, persons with disabilities, health workers, transgender persons, and religious, social, and ethnic minorities.
2. Ensure policies and monitoring systems effectively support women, persons with disabilities, minorities (including health workers), and transgender persons.
3. Develop, implement, and monitor initiatives that promote fairness, respect, and belonging, with clear timelines and reporting mechanisms.
4. Advise the senior management and Board on measures to improve the representation and working conditions for women, health workers, minorities, disabled and transgender persons.
5. Establish a strong sexual harassment prevention and response system aligned with provincial laws and World Bank guidelines.
6. Foster an environment where diversity is valued, employees have equal opportunities for professional growth and access to redressal systems.
7. Ensure all private partners comply with KW&SC policies on equity, access, and inclusion.
8. Collaborate with internal teams and external partners, including government, donors, civil society, and private sector, to advance initiatives and support KW&SC's external communications.

BACKGROUND

The Karachi Water & Sewerage Services Improvement Project-2 (KWSSIP-2) is a \$240 million project led by the World Bank¹ for improvements in KW&SC to provide safely managed water and sanitation services in Karachi and increase KW&SC's financial and operational performance. Through institutional reforms, KWSSIP-2 aims to improve service delivery, operational efficiency, and organizational governance in KW&SC. A central component of KWSSIP-2's \$14 million capacity building and reform component is to increase the representation of women, and promote equality, diversity, equity, and inclusion across the utility. Under KWSSIP-2, KW&SC will adopt gender-sensitive recruitment policies, fulfilling targets for hiring women and implement inclusive policies to develop a safe work environment for all KW&SC employees.

Gender commitments under the project and overall diversity, equity and inclusion targets include:

- Recruiting at least 30% women in new technical and managerial roles with 5% women in technical and managerial positions by September 2026.
- Ensuring each grade scale should have 10% women by 2030.
- Promoting existing female staff into leadership pathways.
- Establishing structured internship programs for women graduates from technical universities and recruiting and training women in technical positions.
- Delivering targeted skills development and gender-sensitivity trainings.
- Ensuring full implementation of the Workplace Harassment Law, with worker accessible grievance redressal mechanisms.
- Upgrading KW&SC facilities to make the workplace safer and more inclusive for women, disabled persons, religious minorities including health workers, and transgender persons.

¹ Co-financed by AIB and potential financial and transaction advisory by ADB for TP-IV.

- Making services more responsive to women as clients, through gender consultations, dedicated women’s desks in customer service centers, and community facing grievance mechanisms for Sexual Exploitation and Abuse (SEA)/Sexual Harassment (SH).
- Making KW&SC services indiscriminately available to disabled persons, minorities, senior citizens and transgender persons and creating systems within KW&SC that are responsive and sensitive to the needs of women, disabled persons, religious minorities and transgender persons.
- Training all male employees, particularly in leadership/management positions, to foster an environment of fairness and inclusion for women, minorities, disabled and transgender persons.
- Ensuring physical safety, mental well-being and adequate remuneration for all health and sanitation workers (belonging to religious minorities or otherwise).

To deliver on these commitments, KW&SC has established a Gender Cell that will be led by the **Director Equity & Reform**, responsible for fulfilling these commitments.

KEY RESPONSIBILITIES

a. Institutional Leadership, Strategy & Planning

- Provide institutional leadership to encourage diversity, equity, inclusion, gender reforms, workplace policies, and systemic organizational change.
- Implement the Gender Action Plan (GAP), ensuring alignment with World Bank, KWSSIP, and corporate commitments.
- Communicate KW&SC’s vision, policies, and commitments to internal and external stakeholders and serve as the focal point for coordination with consultants, donors, government agencies, and civil society organizations on gender and inclusion initiatives.
- Advise senior management and the Board on institutional gaps, policies and implementation plans (existing and new) relating to women, minorities, transgender persons, and persons with disabilities.

b. Reform & Capacity Building

- Provide oversight of GAP implementation, recruitment reforms, harassment law compliance, and consultant coordination; strengthen the Gender Cell’s mandate in recruitment, workplace grievances, and women’s career progression.
- Support HR in integrating gender equity into policies, governance structures, and operational manuals and oversee mandatory trainings on SEA/SH, harassment law, and gender sensitivity.
- Promote diversity and equity through an inclusive workplace culture, rules, hiring practices, and promotion pathways, and advise on reforms to enhance inclusion of women, improving conditions for health workers, minorities, persons with disabilities, and transgender staff across KW&SC.
- Ensure full implementation of the Workplace Harassment Law, including functional Inquiry Committees and accessible redressal.
- Oversee upgrades to workplace facilities (toilets, prayer rooms, day-care, lactation spaces, ramps, accessible toilets) to support diverse staff needs.
- Strengthen client-facing services to ensure customer service centers and grievance systems are inclusive and accessible for women, senior citizens, disabled and transgender clients.
- Facilitate coordination with government departments, donors, and civil society.

c. Women’s Skill Development & Entry Pathways

- Lead the internship program for female graduates from universities.
- Initiate training and capacity-building programs to help existing women staff progress into managerial and leadership roles.
- Promote gender inclusive hiring to increase overall women at KW&SC; create avenues for growth.

d. Capacity Building, Training & Career Development

- Identify skills gaps among underrepresented groups, including women and sanitation workers; work with HR to assess training needs, design trainings, and roll out targeted reskilling programs.

e. Health Workers' Safety, Wellbeing and Skill Development

- Collaborate with HR, E&S cell and KW&SC operations to develop an action plan to end manual sanitation work in KW&SC and improve the working conditions of health workers, ensuring the physical well-being, safety, dignity and timely remuneration for workers.
- Identify gaps in skills and collaborate with the HR department to assess training needs, develop a training plan and support regular trainings for skills development of all workers.

f. Disability Support Program

- Lend support for mobility, inclusion and grievance redressal to disabled persons at KW&SC.
- Provide disability access (ramps, wheelchairs, toilets) at all KW&SC offices and field operations.
- Create a comfortable and disability-friendly workplace environment where employees with disabilities are afforded, safety, mobility and access to avenues of professional growth.
- Advise the management on workplace challenges and propose incentives for disabled persons.

g. Promote Diversity and Inclusion of Minorities and Transgender Persons

- Foster an environment with empathy, trust and inclusion for minorities and transgender persons.
- Lead awareness campaigns, focus groups and manager trainings for the inclusion of minorities and transgender employees across KW&SC.

h. Monitoring, Evaluation & Reporting

- Develop a gender-disaggregated staffing dashboard (tracking recruitment, promotions, retention, attrition) and lead gender audits and mid-term reviews to identify barriers and recommend corrective actions and lead the final impact assessment.
- Ensure compliance with the project's gender commitment reporting protocols, contribute to World Bank missions, conduct donor coordination, and gender-disaggregated M&E.
- Monitor progress and conduct quarterly reporting to the CEO KW&SC on deliverables relating to health workers, disabled persons, religious minorities and transgender persons; report to the Board and/or the Institutional Reforms Committee as and when needed.

i. Oversight & Coordination

- Liaison with the GAP consultant firm and lend guidance to the Gender Specialist; coordinate with field offices, departments/ wings of KW&SC and the project to achieve deliverables.
- Consult with KW&SC senior management on initiatives relating to gender, disabled persons, minorities and transgender persons and report to the CEO, KW&SC on deliverables bi-annually.
- Liaison with the Institutional Reforms Committee of KW&SC's Board for vision, policy and strategic direction on related reforms.
- Oversee training, capacity building and cultural change initiatives at KW&SC for health workers, disabled persons, religious minorities and transgender persons.

j. Communication

- Communicate KW&SC's vision and policies on gender, diversity, equity, and organizational culture to internal and external stakeholders, in close coordination with the communications team.

QUALIFICATION & EXPERIENCE

- Master’s degree in Gender Studies, Sociology, Public Administration, Social Policy, Human Resource Management, Public Policy or a related field.
- Minimum 5-7 years of relevant professional experience, including leadership roles in social development exclusively in gender, diversity and inclusion.
- Familiarity with gender-responsive policies and demonstrated experience working with public sector institutions and/or donor-funded programs (World Bank experience preferred).
- Experience designing gender action plans, and implementing institutional reforms.
- Strong coordination, communication, stakeholder engagement, and report writing skills.
- Exceptional candidates with strong academic credentials who have demonstrated a commitment to gender equality are also encouraged to apply.

KEY DELIVERABLES

Deliverable	Timeline
Revised Gender Action Plan (targets, roles, timelines, measurable outputs) SOPs for Workplace Harassment Law (committees, functions, reporting)	Within first month
Skills Development Programs for health workers Inclusive Hiring & Training Plan for persons with disabilities and transgender persons	Within two months
Comprehensive Training Roll-out Plan (SEA/SH, harassment law, gender sensitivity) with modules & tracking Female Internship Program Framework (MoUs, mentorship, transition pathways)	Within 3 months
Gender-disaggregated Staffing Dashboard (recruitment, promotions, retention across all roles)	Within first 6 months
Annual Equity & Reform Audit Reports (workforce composition, redressal mechanisms, inclusion indicators)	Annually
Equity & Inclusion Policy Alignment Briefs	Bi-annually
Final Gender Impact Assessment (commitments vs outcomes)	End of Year 6

Contract Terms

- Initial 3 years.
- Extendable for up to 3 more years based on performance evaluation.

Budget

Market-based remuneration. The Director Equity & Reform’s position will be financed by KWSSIP-2.

Reporting/ Coordination Mechanism

The Director, Equity & Reform will **report directly to the CEO** of KW&SC and closely collaborate with DMD HRD&A/ CHRO, and coordinate with:

- **Senior Gender Specialist (KWSSIP):** Joint planning, alignment, and periodic reviews
- **PIU Component Leads & M&E Unit:** Monitoring, evaluation, and reporting support
- **Project Director / Deputy PD:** Strategic oversight and guidance
- **KW&SC Senior Management & Reform Teams:** Operational coordination and implementation
- **World Bank Gender Focal Point & Donor Partners:** Compliance, technical guidance, and reporting
- **GAP Consultant Firm & GRM Team:** Technical support, implementation oversight, and grievance management
- **DMD (HRD&A) / CHRO, Communications Team, CITO:** Alignment of HR policies, communications, and IT-based interventions
- **KW&SC Board & Institutional Reforms Committee:** Strategic direction, policy approval, and accountability