

TERMS OF REFERENCE

Director Change Management

Introduction

Karachi, Pakistan's largest city and economic hub, faces significant challenges in its water supply and sewerage services. The Karachi Water and Sewerage Corporation (KW&SC) provides WASH services to nearly 17 million residents — about 84 percent of the city's population. Service delivery has historically been constrained by aging infrastructure, high non-revenue water, intermittent supply, and limited technological integration. These challenges have adversely affected service quality, financial sustainability, and consumer satisfaction.

To address these challenges, the Government of Sindh (GoS), with support from the World Bank and the Asian Infrastructure Investment Bank, has launched the Second Karachi Water and Sewerage Services Improvement Project (KWSSIP-2). The Project Development Objective (PDO) of KWSSIP-2 is to provide safely managed water and sanitation services in Karachi and to increase the KW&SC's financial and operational performance. Component 1 of KWSSIP-2 is focused on Capacity Building and Reform of KWSC with an allocated budget of \$14 million USD. One of the first interventions envisioned under the KWSSIP-2 is the signature by August 29, 2026 of a **Performance Agreement between the KW&SC and the GoS** establishing clear targets for performance improvement in the KW&SC. Compliance with the Agreement will be audited by a third party annually with the results shared made publicly available. KW&SC has also adopted its **Information Technology Strategy (2025–2028)** and Master Plan to improve end-to-end service provisioning. Various studies conducted in different tenures have also highlighted to introduce the reforms in all the realms within KW&SC to strengthen consumer engagement and organizational productivity.

In this context, KW&SC recognizes that reforms must be accompanied by effective **change management** to ensure acceptance, adoption, and long-term sustainability. The Change Management Director will lead structured change initiatives, manage Component 1 of KWSSIP, build stakeholder alignment, and enhance the overall effectiveness of institutional transformation.

Scope / Objectives

The Change Manager will be responsible for guiding KW&SC through organizational, technological, and cultural transitions. The role encompasses developing and implementing structured change management strategies, ensuring that new systems, processes and way of doing business-as-usual are effectively adopted, while at the same time managing the human dimension of change. The Change Manager will support leadership, managers, and employees in adapting to reforms, thereby improving organizational performance, consumer satisfaction, and sustainability.

Key Responsibilities

- i. **Change Strategy and Planning**
 - a. Convene and lead a change management team comprised of key members at various levels of the KWSC and reporting to the CEO
 - b. Lead the change management team in developing and implementing a structured change management framework for KW&SC reforms aligned with KW&SC's strategic objectives and reforms
 - c. Conduct change impact assessments and stakeholder analyses to identify potential risks and areas of resistance.
 - d. Prepare and implement change management plans, including communication, training, and stakeholder engagement strategies.
- ii. **Lead KWSSIP-2 Reform Implementation Agenda**
 - a. Oversee implementation of the performance agreement between the GoS and the KWSC
 - b. Oversee all activities financed under Component 1 of KWSSIP-2, including institutional reforms, capacity building, and performance improvement.
 - c. Oversee reform-related activities under Component 2 and 3 as is determined in the KWSSIP Annual Work Plan and Budget
 - d. Coordinate with the KWSSIP Project Implementation Unit (PIU), consultants, and government stakeholders to deliver reform milestones.
- iii. **Stakeholder Engagement and Communication**
 - a. Act as a focal point for communicating change initiatives across all levels of KW&SC.
 - b. Develop and deliver targeted communication plans to keep staff, consumers, and external stakeholders informed.
 - c. Facilitate dialogue with government agencies, unions, regulators, donors, and communities to strengthen buy-in and trust.
 - d. Promote transparency and accountability in the change process.
- iv. **Capacity Development and Training**
 - a. Design and oversee training programs to prepare employees for new roles, systems, and processes.
 - b. Build managerial and staff capacity in change management skills.
 - c. Establish a culture of continuous learning and innovation.
 - d. Support digitization and technology adoption across departments.
- v. **Organizational Transformation and Human Impact Management**
 - a. Working in collaboration with the Chief Transformation Office, He or she will address employee concerns and resistance related to organizational restructuring, new IT systems, and workflow automation.
 - b. Ensure alignment between people, processes, and technology in transition programs.
 - c. Work with HR to integrate change management into performance management, talent development, and succession planning.

- d. Support leadership in building a culture of accountability, adaptability, and service excellence.
- vi. **Monitoring, Evaluation, and Reporting**
 - a. Define key performance indicators (KPIs) emanating from key risk indicators (KRIs) for measuring change adoption and effectiveness.
 - b. Track progress of change initiatives and prepare monthly, quarterly, and annual reports.
 - c. Conduct lessons-learned reviews and recommend adjustments to change programs.
 - d. Ensure knowledge transfer and institutionalization of best practices.

Position Requirements

Qualification

- Master's degree in Business Administration, Organizational Development, Human Resources, or related discipline (18 years of education).
- Certification in Change Management (e.g., PROSCI, ACMP, or equivalent) will be an advantage.

Experience / Core Competencies

- At least 15-20 years of relevant experience in organizational change management, digital transformation, or utility reform projects.
- Proven experience in developing and implementing change management frameworks in large organizations.
- Strong understanding of project management methodologies (PMI/PRINCE2) and technology-driven transformation.
- Demonstrated expertise in stakeholder engagement, communication strategies, and cultural transformation.
- Knowledge of Pakistan's public-sector institutional environment and experience with donor-funded projects will be preferred.
- Excellent interpersonal, facilitation, and negotiation skills.
- Ability to analyze organizational dynamics and propose tailored solutions.
- Strong reporting, presentation, and digital communication skills.

Reporting Line

- Reports directly to the Managing Director / Chief Executive Officer (MD/CEO), KW&SC.
- Works in close coordination with the CTO, CITO, HR Department, Operations' departments and relevant Steering Committees as well as the Project Director of KWSSIP
- Provides oversight and guidance to departmental focal persons involved in change management activities.