NATIONAL HIGHWAY AUTHORITY
TERMS OF REFERENCE
PROJECT MANAGEMENT SUPPORT CONSULTANTS

1. Background

The Government of Pakistan (GOP) has evolved a comprehensive National Trade Corridor Improvement Program (NTCIP) with the objective to reduce the cost of trade & transport logistics and bring services to international standards. To achieve this objective a NTC highway improvement program has been developed to link Pakistan's major ports in the south with its main industrial centers in the north and improve connectivity with neighboring countries of Iran, Afghanistan/central Asia and China. The program encompasses the construction of north-south link in the form of an access-controlled expressway/motorway system to provide **a high-speed, safe and reliable road transport corridor**. The GOP aims to complete this expressway system expeditiously with planned financial support of various development partners.

There are two major national highways along the NTC: N-55 and N-5 – N-55 is a 2-lane undivided facility and N-5 is 4-lane divided facility. These two highways carry about 96% of total land freight along the NTC, and their present utilization is more than 80% of existing capacity (projected growth will double demand by 2015). The GOP is developing a third north-south link in the form of an access-controlled expressway/motorway system to provide **a high-speed, safe and reliable road transport corridor.**

National Highway Authority is responsible for implementation of NTCHIP. NHA has established a Program Management Office for the planning, programming, procurement, implementation, monitoring and evaluation of the projects under NTCHIP. Due to multifarious types of activities NHA requires the services of specialists to assist in the efficient management of the program.

2. Implementation Arrangements

The National Highway Authority (NHA) will be the Executing Agency, represented by the Member (Planning), responsible for engaging consulting services and awarding civil works contracts. Under the overall guidance of the NHA Chairman, the consultant will work with the concerned Member or his authorized representative to review/update engineering of NTC program for the national highways, assist in procurement process, assist NHA in technical and contractual matters, assist in the implementation of a Social Safeguards capacity building Program, assist in environmental and land acquisition related issues and administer construction contracts. The consulting services are expected to continue through almost the entire period of the loan and the level of services will depend on the contractor's work programs.

The civil works will be executed through various contracts of Motorway - M-4 (Faisalabad-Multan) and E-35 (Hassanabdal-Mansehra) valued approximately US$ 898 million.

The civil works contractors will be appointed and awarded the works as per the ADB guidelines for International Competitive Bidding (ICB) and the civil works will be governed by the Federation International des Ingenieurs Conseils (FIDIC) Conditions of Contract, Sixth Edition and all the applicable prevailing laws of Pakistan.

Status of proposed sub-projects

Section	Length	Status
M-4		
Faisalabad – Gojra	58 km	• Awarded
Gojra – Shorkot & 2 Bridges	61 km	• Design/Documents ready
Shorkot – Khanewal	65 km	• Design/Documents ready

E-35 Hassanabdal – Havelian Havelian _ Mansehra	57 km 52 km	• Design/Documents ready • Design/Documents ready

3. The Consultant

The service will be provided by National/International Consulting firm, to be appointed by NHA in accordance with ADB's Guidelines for the use of Consultants. The consultant will provide the staffing as indicated under the heading Staffing. While preparing their proposals the consultants may propose alternative arrangements that, in their opinion, will provide services of an equivalent quality. The final staffing will be adjusted to suit the actual procurement and implementation schedules.

4. Staffing

It is estimated that 108 Persons months will be required by the consultant for the Project Management Support program. Following table states the estimated resource requirement as per attached ToRs.

Sr. No.	National Expert	No. of Persons	Months
1	Program Management	1	36
2	Resettlement Specialist	1	18
3	Environmental Specialist	1	12
4	Contract & Procurement Specialist	1	24
5	Highway Design Specialist	1	12
6	Social and Resettlement Monitoring Specialist	1	6
	Sub-Total (B)	**6**	**108**

ii) The above staffing has been fixed by NHA for the evaluation purpose and the consultants are not permitted to purpose alternated arrangements. The consultant can indicate their suggestions, if any, in the part of comments on the ToR in their technical proposals. Such suggestion will be discussed during the pre-bid meeting/contract negotiations.

iii) For purpose of determining the qualifications and skills required for the key experts, see the attachments to the ToR.

5. Objective

The overall objective is that the program is effectively planned, programmed, implemented, monitored, and evaluated, in accordance with best international practices, ensuring that the completion is achieved on time within budget and that all work is carried out in full compliance with the approved engineering designs, technical specifications, agreed work schedule, and within the terms and conditions of contract documents and sound engineering practices.

Scope of Services

The broad services being sought include assistance to NHA in:

a. Planning & programming of the investment projects.
b. Procurement of consultant services and civil works contracts.
c. Contract administration.
d. Monitoring of contractor's works program and implementation of project schedule.
e. Review of environment impact assessment (EIA)/environmental management plan (EMP) and implementation & monitoring of EMP.
f. Review, implementation & monitoring of LARPs.

The consulting firms will provide a team of international & national specialists for the above scope of work. The detailed functions of each specialist are covered in the succeeding paragraphs.

b. Job Description

- An assessment of the capacity of the EALS section of NHA and provide training.
- Definition of templates and mechanisms for the preparation, review and implementation of LARPs and IPDPs for projects financed under different lending modalities;
- Establishment of a filling system for all social safeguards documents prepared for projects in preparation and implementation.
- Definition of model TOR for consultants and preparation of a template identifying the time and cost requirements for the preparation of different types of projects.
- Establish model TOR for internal and external monitoring tasks.
- Within a pre-define minimal budget asses the basic technical needs and manage the procurement of proposed equipment and/ or office space.
- Preparation of a study based on actual projects and intensive interviews with NHA management and personnel at HQ and regional offices; local government and Bureau or Revenue officers, and consultants, documenting the full LAR process from the moment a project is identified to the moment in which the APs receive the compensation. The study will also focus on the methodology, technical quality and time-cost effectiveness of the work carried out in the preparation of LARPs by all the above mentioned actors.
- Based on the study prepare a capacity building needs assessment focusing on: (i) human resources, technical resources, and administrative-procedural changes needed to improve the Social Safeguards tasks performance.
- Prepare an action Plan and the TOR for the medium-long term capacity building program to follow in the next 2 years.
- In collaboration with the Director and the Senior Social Development Specialist organize a basic social safeguards (LAR and IP) training program.
- Prepare reports as per ADB requirements.
- Required input 6 person months on intermittent basis over project duration.

Experts Team

1. Project Management Specialist/Team Leader (National)

a. Qualification/Experience

- B.Sc in Civil Engineering, with at least 15 years experience in project management and administration of road construction projects with FIDIC based contracts, preferably on ADB/WB assisted programs. Candidates with a post graduate degree in Transportation Engineering with specialty in Project Management are highly desirable.
- Should have served as a Team Leader on managing similar assignments (in terms of project type, complexity and total cost).
- Excellent communication and report writing skills in English.

b. Job Description

- Planning and programming of projects.
- Update project performance and monitoring system.
- Monitoring and evaluation of civil works.
- Oversee project and contract administration.
- Assist NHA in technical and contractual matters.
- Coordinate with consultants, contractor & other stakeholders.
- Prepare reports as required by ADB, including progress and compliance reports.
- Required input 36 person months over the project duration.

2. Resettlement Specialist (National Consultant)

a. Qualification/Experience

- Master degree in social/human sciences with at least 10 years experience in the field of social safeguards and resettlement.
- Should have worked on at least one ADB/WB funded road projects.
- Excellent communication and report writing skills (in English).

b. Job Description

- Provide Land Acquisition and Resettlement (LAR) and Indigenous Peoples Development (IPD) review and technical supervision to project preparation and implementation, including supervision of consultants, participation in review mission and provision of advice and assistance to NHA's regional offices and project offices.
- Assist in the implementation of a Social Safeguards capacity building Program and Provide training on technical/policy aspects of Social Safeguards to NHA regional offices, Project Management Units (PMUs) and local governments as needed.
- Interact as needed with civil society, Non-Government Organizations (NGOs) and other project stake-holders.
- Monitor Implementation of LARPS and prepare internal monitoring reports as per the social safeguard policies of ADB/WB.
- Provide inputs to the internal monitoring report; assist in monitoring and evaluation, and preparation of reports.
- Required input 18 person months intermittent over the project duration.

3. Environmental Specialist (National)

a. Qualification/Experience

- Master degree in environment sciences/ engineering with at least 10 year of experience in environmental assessment, planning and management.
- Should have worked on at least two ADB/WB funded road projects.
- Excellent communication and report writing skills (in English).

b. Job Description

- Establish environmental monitoring team for EMP implementation of projects.
- Start the environmental monitoring reports data collection and compilation.
- Conduct training for NHA staff and contractors on EMP's mitigation measures.

- Set timetables for, and start drafting NHA's environmental assessment guidelines.
- Establish protocols of further public consultation on environmental issues.
- Set up grievance response mechanism for environmental matters on projects.
- Formulate a formal coordination mechanism with EPAs (both national and provincial) and NGOs either through regular meetings or special forums.
- Prepare an action plan to institionalize the implementation of mitigation measures and monitoring programs-requirement for NHA.
- Assist NHA in revising the standard specification of construction activities by incorporating good environmental practice Base on the finding of initial Environmental examination (IEE) during environment study assure that the adequate measures are incorporated in the design to mitigate the adverse impact including those encountered during construction.
- Ensure that the bid documents include specific provisions to minimize disruption/damage to environment and local settlements during construction.
- Prepare Environmental management plan to address implementation and monitoring parameters listed in IEE report before, during construction and operational phase.
- Provide inputs to the internal monitoring report; assist in monitoring and evaluation, and preparation of technical briefs and reports.
- Required input 12 person months intermittent over the project duration.

4. Contract / Procurement Specialist (National Consultant)

a. <u>Qualification and Experience</u>

- Relevant academic background with sufficient and tracked experience in highway-related construction contracts.
- Experience in Procurement and Contract Administration and implementation of road construction projects with FIDIC based contract
- Excellent in English and must be familiar with the World Bank or ADB procedures

b. Job Description

- Assist NHA in the Procurement of Works (including but not limited to preparation of bidding documents, prequalification documents, evaluations of prequalification documents, bid evaluations, award and contract documents)
- Assist NHA in the procurement of services (including but not limited to prequalification/short listing, preparation of Request for Proposal (RFP's), TOR's Technical and Financial Evaluations and contract documents.
- Streamline NHA procurement procedures and review/revise existing Standard Operating Procedure to include processes in accordance with PEC/ADB/World Bank/other donor agencies guidelines.
- Check contractor's policies and guarantees to ensure that they comply with contract requirement.
- Review contract administration of contracts.
- Assist in contractual interpretation and evaluation of claim by the contractors.
- And any other assignment as and when assigned by General Manager (P&CA).
- Required input 24 person months intermittent over the project duration.

5. Social & Resettlement Monitoring Specialist (International)

a. Qualification/Experience

- Master degree in social/human sciences with 15 years experience in developing countries in the field of management of Land Acquisition and Resettlement (LAR) tasks and the preparation o LAR Plans based on International Standards and Multilateral Financial Institutions (MFI) policies.
- Has good understanding of the socio-economic and administrative related issues and the MFIs Social safeguard policies.
- Preferably having experience in LARP implementation and monitoring.
- Prior working experience with the ADB/WB is highly preferred.

6. Highway Design Specialist (National)

a. Qualification/Experience

- MSc in transportation engineering major in geometric designs with a minimum of 10 years experience or B.Sc Civil engineering with a Minimum of 15 years of Experience in geometric design of national highways.
- Proven experience of design of at least 5 major road/highway projects.
- Good knowledge of computers and related design software.

b. Job Description

- Review Geometric Design of highways, Expressway and Motorways in plans, hills, mountains as per AASHTO standards and latest software' such as Road Calc, Eagle Point.
- Conduct of alignment studies through field surveys and satellite imageries.
- Supervise & monitor survey field works assigned to other consultants.
- Carry out highway safety audits with in the preview of geometric design.
- Review Geometric design of interchanges, flyovers, intersections junctions and underpasses.
- Monitoring, evaluation, inspection of projects to ensure that the geometric design is correctly implemented.
- Review of geometric design of motorways/expressways as per the parameters specifies in the TOR.
- Develop training needs.
- Required input 12 person months intermittent over the project duration.

6. Reporting Requirements

a. Inception Report:-The Consultant will submit an Inception Report at the end of Month 1. This will contain full detail of the consultant's methodology and staff plan with projected monthly billing.

b. Monthly Progress Reports: The Consultant will, not later than the 10th of each month, prepare a narrative progress report summarizing the activities carried out during the month and will cover by minimum the following aspects;

i. Construction progress during the month and cumulative to date for each individual contract drawing specific attention to any major causes of delay (administrative, technical or financial) with details of remedial action taken or recommended to the Employer.

ii. Technical appreciation of any design or quality control problems for each individual projects including details of remedial action taken or recommended to the Employer.

iii. Status of compliance with the EMP.

iv. Status of implementation of LARP & Social Action Plans.

c. Quarterly Reports. The Consultant shall prepare, on the ADB format, a narrative progress report each quarter summarizing the activities carried out during the period.

d. Technical Reports: The Consultant will produce necessary technical reports and position papers dealing with technical matters arising during the project.

e. Monitoring Reports. The Consultant will prepare internal monitoring report for LARP and EMP for each project as required by ADB.

f. Final Project Completion Report: The Consultant will prepare a comprehensive final Completion Report for the program including each of the contracts and shall summarize the aspects of planning, programming, monitoring and evaluation of all aspects of the scope of work contained in this TOR, with lessons learned and recommendations for future projects of similar nature to be undertaken by NHA.

7. **Client's Staff:** Training is not a specific component of this assignment. However, the client may ask the consultant to organize workshops/seminars/lectures to be organized by NHA and designate its own staff to work with the Consultants for the purposes of on the job training (at no cost to the Consultants).

8. **Facilities:** NHA will provide the office accommodation for the use of the Consultants.