

NATIONAL HIGHWAY AUTHORITY
TERMS OF REFERENCE
HUMAN RESOURCE DEVELOPMENT

Background

1. National Highway Authority was created in 1991 into a Corporate Organization with a functional structure at the head office and decentralized implementation through the regional and project offices. NHA is responsible for planning, development, maintenance and operation of 11000 Km of national highway network, comprising of major inter provincial highways, strategic roads and transit trade routes to the neighboring countries. NHA's network has been growing since its creation, with corresponding increase in development portfolio, demand for efficient assets management and effective operational management. NHA as an institution has been continuously evolving in response to the increasing sectoral demands. NHA has been fully cognizant that it must introduce, commercial practices to ensure the delivery of productive roads infrastructure services with greater focus on customer's needs. Towards this end NHA has consistently been following a comprehensive program for policy reforms, institutional strengthening and capacity building aimed at broadening the institutional base, through acquiring appropriate skill levels and mix for enhanced performance.

2. As part of an ongoing strategy to improve its business management and operational performance, the National Highways Authority (NHA) is committed to strengthening the technical skills, work capacities and resources of its managers and staff. In that context, the Authority is taking major steps to establish modern, effective Human Resource Development (HRD) functions, capabilities and facilities. In particular, the Authority is committed to strengthening its capacity for effective planning, programming and delivery of a comprehensive range of staff training and development activities and services, in a systematic and cost-effective way. NHA has evolved a Human Resource Development-Strategy & Action Plan (Vision 2010). This outlines the strategic HRD elements and actions to be taken by the Authority to ensure effective support to its staff in their pursuit of up-to-date skills and knowledge for their respective functions, responsibilities and career paths. The Authority has decided to enhance its HRD planning, program development and implementation capabilities with the assistance of external skills and resources. This shall be achieved through engagement of HRD expertise to provide comprehensive 'training course development/delivery/evaluation' service, operational support and capacity building to NHA for current and 'catch-up' staff training needs.

3. The Authority is seeking the assistance of an internationally experienced and highly qualified HRD firm for comprehensive high-level support to NHA senior executives and line managers on effective HRD policy, strategy and capacity-building for current and expected HR requirements, as well as facilitating tailored HRD responses (where appropriate) to resolve critical NHA business demands and problems.

Objective

4. The overall objective of the services is to help NHA establish effective, sustainable HRD plans, functions, capacity and performance, directly aligned with its business needs.

5. The services will mainly comprise of comprehensive technical assistance to the Authority to carry out training need assessment, review and revise the existing HRD Strategy & action plan, develop training modules to strengthen HRD functions, capacities and resources of NHA. The service provider will also be required to evolve a policy framework for induction, promotion, assignment and career management criteria to be subsequently notified through the Gazette.

Scope Of Services

6. **Training Need Assessment.** To identify the training needs for professional staff of NHA in the Planning, Construction, Operation and Finance Wings at Head office And Regional Offices based on the collection and analysis of performance data. The firm will also train key employees deputed by the Authority to conduct subsequent needs assessments. The specific tasks will include;

- a. Develop and submit for review and approval a detailed work plan for conducting the need assessment and for training the deputed personals.
- b. Familiarize and study the role & organization of NHA head office, Regional offices
- c. Study, and evaluate the duties, responsibilities and performance of the professional staff in various wings and offices.
- d. Prepare detailed data collection instruments and procedures and make arrangements for administering and implementing the tools.
- e. Analyze results of data collection for evidence of performance discrepancies that exists because of apparent knowledge or skill.
- f. Generate strategies for remedying the performance discrepancies identified as training needs.
- g. Prioritize the training strategies to assist management in decision making for implementation.
- h. Identification of an efficient, systematic and sustainable Training Needs Assessment (TNA) process for NHA purposes
- i. Prepare and present the report to NHA 's management to describe the purpose of the training need assessment, the procedure followed and the prioritized training strategies and recommend specific interventions.

7. **HRD Strategy and Action Plan.**

- a. Based on the training need assessment review and update the NHA HRD Strategy and Action Plan in line with global best practices, concepts and approaches in HRD planning and implementations in comparable public sector infrastructure organizations to enhance the Authority' s effectiveness in HRD.
- b. Incorporate policies/ guidelines and resources needed to in service training , on the job training, catch up training including assessment of these against relevant best practice standard

8. **Policy Framework.** Evolve a comprehensive policy framework for the following to be notified through the Govt Gazette;

- a. Review the existing procedures and criterion for recruitment of professional staff in NHA and recommend measures for induction of professionals for enhanced performance
- b. Review rules and procedures for promotion of NHA staff and recommend careers progression path for professional and support staff to meet the growing sectoral demands in the core functions of NHA.
- c. Review the job assignment criterion and recommend measures for posting of qualified staff at various levels.

9. **Other Tasks.**

- a. Comprehensive technical advice and assistance to the National Highways Improvement Program (NHIP) Steering Committee on HRD planning, design, sourcing of content and

- delivery services, activity monitoring and staff performance impact assessment, aimed at overall NHA effectiveness in HRD operations.
- b. Formulation of and implementation support for a sustainable in-house capacity-building strategy for 'HRD planning, implementation and delivery', aimed at strengthening the Authority's HRD functions, organization, staffing and facilities.
 - c. Design and facilitation of in-Pakistan delivery of an NHA-specific 'Management Development Program (MDP)' model, and evaluation of the 'pilot' MDP
 - d. Strengthening of NHA capacity for monitoring and evaluation of the workplace and organizational results and impacts from the Authority's HRD and staff training activities and budget outlays
 - e. Formulation of NHA guidelines for capability/suitability' assessment of external Training Services providers in Pakistan and for NHA selection and empanelling of qualified HRD/Training entities in a "Training Services Provider panel".
 - f. In addition, shall help NHA to identify, develop and implement specifically tailored HRD responses and assistance (where appropriate) to critical business and operational problems having a significant HR aspect. Such 'special HR interventions' shall be aimed at strengthening vital NHA skills and capacity in critical business areas with high-impact, high-value HR measures.

10. Duration & Location of Services

- a. The selected firm shall provide such services for 12 person-months of technical inputs, delivered over no more than a 20 months' period, to **start by May 2009.**
- b. The Consultant's inputs may be delivered (i) on a full-time, contiguous basis over 12 months, or (ii) in phased intervals involving an initial 'start-up' phase of at least three (3) months' on-site, followed by other on-site periods of at least one month duration each. The specific approach and detailed scheduling arrangements will be agreed to in the inception report.
- c. While the services will mainly be provided in the NHA 'headquarters' offices in Islamabad, some visits to NHA regional and field establishments are also likely to be necessary. This will be resolved on a case-by-case basis progressively between the consultant and the NHA.

11. Principal Deliverables

- a. Training Need assessment. The output will include;
 - (1) A report with specific assessment result including performance improvement needs at the professional level, a description of the needs which call for training, a listing of recommended training priorities and a plan for implementing the training.
 - (2) Appropriate evidence that the designated persons have been trained and are ready to assess the training needs of the department in future.
- b. Revised and updated HRD Strategy and Action Plan
- c. HRD Policy Framework

- d. End-of Month or End -of-Phase* Progress Reports, summarizing the Adviser's involvements and contributions in the Authority's HRD environment over each period
- e. Working Paper on proposals for sustainable in-house capacity-building strategy for effectiveness in the NHA's ongoing HRD functions and operations;
- f. Discussion Paper on 'Global 'HRD Best Practice' Concepts & Approaches for NHA', with suggested phased program of actions/ measures;
- g. Presentation on proposal(s) for in-Pakistan delivery and evaluation of a pilot NHA-specific 'Management Development Program (MDP)' model;
- h. Working Paper on NHA Monitoring and Evaluation of Results and Impacts of Training and HRD, including proposals for rapid enhancements;
- i. Concepts & Methodology' paper on the design, execution, processing and evaluation of a pilot Training Needs Assessment (TNA) for the NHA;
- j. Post-Completion Report on the pilot 'MDP' comprising a program evaluation and recommendations for action towards full-scale implementation;
- k. Post Completion Reports on the pilot 'TNA' process, comprising a summary-level evaluation and specific recommendations for more effective future TNA processes;
- l. Draft Guidelines for NHA 'capability /suitability' assessment and empanelling of external Training Services providers for the Authority's HR programs; and
- m. Draft 'Final Report' comprising a review of the Adviser services provided and their results, plus an assessment of the sustainability of improvements thus achieved in the Authority's HRD functions and resources and a review of the implementation of the HRD capacity-building strategy (due three (3) weeks before the services end).

12. **Required Qualifications & Expertise** The firm should have the following experience and qualifications.

- a. Substantial experience in advising and facilitating action on HRD strategies and interventions in major technical and service-delivery organizations, in both developing and developed countries;
- b. Proved expertise in developing and implementing effective methods of assessing organizational training needs and solutions, based on business demands and priorities; and
- c. Effective leadership and management skills in the enhancement of in-house HRD functions, staffing and capacity for the provision of administrative, technical and managerial training and other staff development processes, in support of organizational business needs and plans.