

**Ministry of Public Works and Transport
Department of Personnel
Lao Road Sector Project 2 (P158504)**

Terms of Reference

**Human Resource Development Consultant
(No. C2-13, Component 2)**

I. BACKGROUND

BACKGROUND

The transport sector in Lao PDR is dominated by the road sub-sector, and road transport remains at the core of the country’s policy “from land-locked to land-linked”. This means that sustainable road transport is important for economic development and poverty reduction. The road network has a total length of 51,600 km, consisting of national (16%), provincial (18%), district (12%), rural (44%), urban (5%), and special roads (5%). National roads, a large share of which was built 15 to 20 years ago, are 78% paved with 62% in good and fair condition. On the other hand, only 9% of the local roads (comprising provincial, district and rural roads) are paved, with 48% in good and fair condition. Seasonal closures, particularly of local roads, are frequent due to poor surface, deficient cross drainage, lack of water crossing structures, flooding, and unstable slopes. Improving the quality of connectivity, optimizing the preservation of Lao PDR’s existing road network, and building disaster resilience are important to guarantee the sustainability of road infrastructure and transport services.

The Ministry of Public Works and Transport (MPWT) of Lao PDR has received financing support from World Bank (WB) and the Nordic Development Fund (NDF) to implement the Lao Road Sector Project 2 (LRSP2) (from March 2017 to February 2022). LRSP2 will support MPWT strengthen its capacity at both central and local levels to manage local road improvement and maintenance. The European Investment Bank (EIB) has also expressed interest to provide financing support to implement the local road development program designed under LRSP2.

The WB has approved a credit of approximately USD 25 million, and NDF a grant for a technical assistance program amounting to EUR 5 million and a loan not exceeding EUR 6 million to finance the LRSP2. EIB may provide a loan of approximately EUR 20 million and a grant of EUR 5 million for civil works. In addition, the Road Maintenance Funds (RMF) will contribute approximately USD 7 million, and the 6 participating provinces will contribute totally around USD 3 million to the Project.

The MPWT will be the executing agency (EA) for LRSP2. A project management team formed under the Department of Planning and Cooperation (DPC), MPWT will provide overall project coordination and monitoring. The project includes support to strengthen capacity of departments concerned in MPWT and provinces. Department of Finance (DOF) will provide procurement support to the concerned departments. Department of Road (DOR) with support from the design and supervision consultant

is responsible for managing the road works and road asset management systems development. At provincial level the six provincial Departments of Public Works and Transport (DPWT) covered by the Project (Phongsaly, Houaphan, Oudomxay, Xiengkhouang, Xayabouly and Bolikhamxay) will be responsible for the implementation.

The project has been designed as a program to support the strengthening of maintenance systems that will result in improved connectivity. It will support institutional development through the preparation of financing and policy frameworks, improved planning and prioritization, and governance systems, as well as improve technical capacity for the road sector as a whole in order to maximize the effectiveness of public expenditure and allow for the incremental increase in the length of the provincial roads network in good and fair condition, and its climate resilience and safety.

LRSP2 consists of four components (1) Climate Resilient Road Maintenance, (2) Institutional Strengthening, (3) Project Management Support, and (4) Emergency Response.

Component 1: Climate Resilient Road Maintenance: To finance the climate resilient periodic maintenance and routine maintenance works program in the six provinces, including technical assistance for design and supervision of works.

1.1 Periodic Maintenance and Spot Improvements. Climate resilient periodic maintenance and spot improvements of provincial and district roads in the Target Provinces, consisting of: (a) roads selected for WB financing in accordance with the Annual Work Plans and Budget (AWPBs); and (b) roads selected for financing by NDF in accordance with the AWPBs. Climate resilience interventions may include elevating flood prone road sections, paving road sections with steep slopes and sections passing through large communities, drainage improvement or construction, and slope improvement and stabilization, as required. Under this component road safety issues would be considered, such as road furniture and traffic calming options.

1.2 Routine Maintenance: Carrying out routine maintenance of provincial and district roads in the project provinces, consisting of roads selected by government of Lao PDR (GoL) in accordance with the respective AWPBs: (a) for financing by the WB; and (b) for financing by GoL.

1.3 Design and Supervision: Provision of technical and operational assistance for the design and supervision, procurement, quality assurance, contract management, and other technical management of the works carried out under Parts 1.1 and 1.2 above.

Component 2: Institutional Strengthening: To provide technical assistance, goods, training, and operating costs for (a) Strategic Planning and Financing; (b) Sector Governance; (c) Climate Resilient Road Asset Management; and (d) Capacity Building.

2.1 Strategic Planning and Financing: A program of activities to: (a) strengthen the capacity to update and operationalize MPWT’s national sector strategy and action plan; (b) strengthen the capacity to improve transport sector policy and financing frameworks; and (c) strengthen the capacity for strategic management at both MPWT and DPWT.

2.2 Sector Governance: A program of activities to: (a) improve the integrated road asset management system (IRAM); (b) upgrade and roll out the road sector information and communication technology system including (i) e-archive, (ii) e-procurement, and (iii) information disclosure and citizen engagement; (c) upgrade the accounting system and expenditure tracking tools in the road sector; (d) strengthen the internal control systems of provincial road authorities; and (e) overloading control support through provision of one weighting station on National Road 13 in Bolikhamxay province.

2.3 Climate Resilient Road Asset Management: Provision of technical and operational assistance: (a) for financing by NDF to (i) develop MPWT’s climate change action plan; (ii) operationalize hazard maps into practical vulnerability maps for planning of road infrastructure maintenance or investments; (iii) review and update current tools for road management and maintenance planning; (iv) prepare a medium-term climate resilient national road preservation plan; (v) review and update road sector designs, standards and guidelines to incorporate climate resilience aspects; and (vi) design mechanisms to strengthen emergency road repair management; and (b) for financing by IDA to carry out annual field surveys to include necessary data in the road management information systems for risk-based planning.

2.4 Capacity Building. A program of activities to: (a) strengthen the operating, fiduciary and human resource systems of MPWT and provincial and district road authorities; (b) strengthen the capacity of MPWT and other relevant government agencies to assess and manage the technical, environmental and social aspects of potential future public private partnerships and performance based contracting modalities in the road sector; (c) develop or update environmental and social management manuals and procedures in the road sector; and (d) develop and implement traffic safety action plans, audit manuals, training programs and public awareness raising campaigns.

Component 3: Project Management Support. Provision of technical and operational assistance for the day-to-day management, monitoring and evaluation of the Project, and the carrying out of technical and financial audits, and procurement advisory support.

Component 4: Emergency Response. A contingency emergency response component with a provisional allocation of zero dollars is included in the Project. At national/central level, NDF will finance, from the above-mentioned grant, consultants to carry out the Climate Resilient Road Planning and Asset Management Support and Capacity Building (CRRPAM) under component 2.3.

DOP now intends to recruit an individual consultant (the Consultant) for assisting MPWT/DOP in developing a full draft of Five-Year Human Resource Development Plan (2018-2022), HRD Strategy (2018-2028) and HRD Vision Plan until 2030 as per

the project procurement plan (the Assignment). The Consultant will be recruited using the Individual Consultant method following the World Bank's "Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers" (January 2011, as amended from time to time). The services are described in these terms of reference (TOR).

II. OBJECTIVES OF THE ASSIGNMENT

The objective of this assignment is to support Department of Personnel, MPWT to develop a full draft of Five-Year Human Resource Development Plan (2018-2022), HRD Strategy (2018-2028) and HRD Vision Plan until 2030. This will also allow the Ministry to estimate the approximate cost required for HRD in each specific terms. It will help determine gaps where budget and programs required fulfilling the future needs to human resources development of PWT Sector. This will be also ease and appealing to Development Plans who are looking to provide supports on capacity building to PWT sector at both central and local level.

III. DETAILED SCOPE OF WORK

The Consultant will work in close cooperation with Department of Personnel (DoP) under supervision of a HRD Strategic committee. The consultant is expected to focus on the following:

- (i) Conduct an assessment of current organizational structures for the development of human resources within MPWT;
- (ii) Conduct a capacity needs assessment of skills and knowledge of MPWT staff at central level (departments and Institutes under ministry) and in the provincial and district offices (DPWT and OPWT);
- (iii) Facilitate a consultative process among MPWT's departments at ministerial level and at provincial and district levels on the most appropriate, efficient and effective ways to organize HRD within the sector;
- (iv) Present the findings to MPWT's management and engage in dialogue and consensus on recommendations to guide the development of the HRD's vision and strategy;
- (v) Engage with stakeholders including development partners to obtain their views and interest in financing HRD at MPWT; and with training service providers (within MPWT, such as the PTTI, and from private sector, among others) to understand in-country offer, opportunities and challenges;
- (vi) Develop draft HRD Five-Year Plan (2018- 2022) with a monitoring result framework, HRD Strategy (2016-2025) and HRD Vision until 2030 plan to be presented to MPWT's management, including estimated costs for implementation of the 5 year training plan, which will be reviewed by a HRD Strategic committee and MPWT management.

- (vii) Review existing training course materials and recommend new training courses to the needs as well as training methodologies to meet the needs in the future.

IV. Requirements

The consultant should have the following qualifications and experiences:

- At least Master Degree in one of following areas of academic qualification: in social science and strategy and policy with specialization in Education, Human Resources and other relevant fields;
- At least 10 years of experience in the field of human resource development and proven experience with similar assignments;
- Relevant experience in Lao PDR and in the region, is an advantage.
- Familiarity with the specific needs and challenges of the public sector; experience in the transport/roads sector is an advantage;
- Strong and proven skills in participatory/consultative process facilitation;
- Data collection skills (qualitative/quantitative);
- Fluency in English (writing, reading, speaking and listening).

V. TIME FRAME

A qualified consultant will be recruited for 6 person-months over a period from August 2018 to July 2019 for the aforementioned services and to assisting Department of Personnel and work closely with the Division of Human Resource Development, DOP. The duty station of a consultant will be at DOP office. These services will be started in August 2018.

The task will be based on:

- (i) A consultative process with central and provincial departments of MPWT, DPWT, and OPWT, and
- (ii) An assessment of capacities and organizational arrangements that would require qualitative and/or quantitative data collection at central and sub-national levels.
- (iii) The task would require that the consultant conducts field visits to Vientiane Capital and selected provinces, sample to be identified in close coordination with MPWT's Department of Personnel (DOP). Furthermore, the report on HRD Five-Year Plan (2018-2022), HRD Strategy (2016-2025) and Vision until 2030 plan to be presented to MPWT's management, including estimated costs for implementation and the Transport Sector Working Group.

- (iv) At least two missions in country will be required. The expected time in country is of about 4 months and further details will be discussed and agreed with MPWT Management at the commencement of the assignment.

VI. REPORTING

Reporting will be made for the HRD strategic committee for receiving comment and feedback and finally will be presenting to MPWT's management.

Proposal: The report listed under II above will be prepared in English language and submitted to MPWT in three hard copies and one soft copy (pdf, Word and Excel)

VII. Deliverables

The expected outputs of the HRD specialist include:

- (i) Report and presentation to MPWT's management on findings and initial recommendations based on analysis of organizational structure, departments strategies, and capacity gaps and needs at central and local levels (after 6 week);
- (ii) Drafted report HRD Five-Year Plan (2018-2022), Strategy (2016-2025) and Vision until 2030 plan to be presented to MPWT's management, including estimated costs for implementation based on a process of dialogue and consensus with ministerial departments and provincial and district offices;
- (iii) Revised a draft of HRD Five-Year Plan (2018-2022), HRD Strategy plan (2016-2025) and HRD Vision until 2030 plan to be presented to MPWT's management, including estimated costs for implementation base on recommendation from MPWT's Managements
- (iv) Final Draft Report with comments incorporated HRD Five-Year Plan (2018 to 2022), HRD Strategy (2016-2025) and Vision until 2030 "HRD Strategy for MPWT, including Human Resource Training Plan for 5 years (2017 to 2022) and estimate costs for implementation (after 5.5 months);
- (v) Report of findings from the review of the existing training course materials of department concerned and institutes under the ministry and propose new courses as well as new course outlines to meet the future needs; and
- (vi) Presentation at the MPWT's Management.