

TA-6921 IND: Support to Capacity Building Commission for Strengthening Institutional Capacities and Training Infrastructure - Transport Expert (56014-001)

Date Published: **22-Nov-2022** Deadline of Submitting EOI: **28-Nov-2022 11:59 PM Manila local time**

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Terms of Reference (Individual Consultant)

Expertise **Transport Expert**
 Expertise Group **Project Management/ Institutional Development**

Consultant Source
 TOR Keywords

National Preparation and Finalization of competency-based annual Capacity Building Plan (CBP)

Objective and Purpose of the Assignment

The objective of the assignment is to support the Ministry of Road Transport and Highways (MoRTH), National Highway Authority of India (NHAI), National Highway Infrastructure Development Corporation (NHIDCL) of Government of India in the preparation and finalization of competency-based annual capacity building plan (CBP) under the National Program for Civil Services Capacity Building (NPCSCB), or Mission Karmayogi, in consultation with and inputs from the Capacity Building Commission (CBC).

The CBP preparation will involve undertaking in-depth analysis of each of the operational and functional verticals of the Ministry and across different levels of staff to identify the gaps in competencies across the organization in terms of the 3 lenses of (1) national priorities, (2) emerging technologies, and (3) citizen centricity, to formulate (i) a comprehensive CBP that addresses the identified competency gaps, and (ii) detailed Action Plan, including Key Performance Indicators (KPIs) in terms of the three pillars of capacity building: (a) individual, (b) organizational, and (c) institutional. The SMART goals need to be aligned with the larger performance metrics developed by the CBC, and time-spliced into (i) immediate and short-term targets (Year 1), (ii) medium term (Years 2–3), and (iii) long term.

Scope of Work

The consultant will be responsible for preparing and finalizing the CBP. The scope includes a desk review of the MORTH's objectives, operations, and processes, engaging extensively with the officials of the Ministry at all levels to understand the competency requirement, preparation, and finalization of CBP, incorporating comments received from the Ministry, CBC, and other relevant stakeholders.

Detailed Tasks and/or Expected Output

The tasks of the staff consultant will include but not be limited to the following:

Activity 1: Review of the Ministry to define key verticals and prepare a delivery plan

1. Review of MORTH's functions, structure, and mapping of responsibilities
 - 1.1. Ministry's mandate, policies, roles, functions, recent developments and trendlines from Ministry website, portals and documents, web search and study reports
 - 1.2. Ministry's key programs, priorities, strategic objectives and goals, emerging trends, and focus areas
 - 1.3. National priorities and how Ministry fulfils / contributes to same
 - 1.4. Identify the areas of responsibility of each division / unit in coordination with the nodal officer from the Ministry
 - 1.5. Understand / identify emerging trends, government priorities and Ministry's objectives that fall within purview of each division / unit
 - 1.6. Understand specific schemes / programmes managed by each division / unit
 - 1.7. Prepare a responsibility / work allocation matrix for each designation level for each division / unit

Output 1: Work plan in coordination with the Ministry's nodal officer and CBC

Activity 2: Competency Assessment of the Ministry

2. As – is assessment of competencies across the MORTH – understand and outline the "existing" and "desired" competencies at individual and organizational level.
 - 2.1. Map existing competencies of each organizational structure of division/unit in the Ministry
 - Map organizational goals/domain goals/citizen centric goals and corresponding scope of each unit/

division

- Identify roles, responsibilities, and activities of each position within each division
 - Identify required domain, functional, and behavioral competencies for each designation - to be conducted jointly with the nodal officer (demand aspect)
 - Assess the Individual capacities across domain knowledge, functional skills and behavioral attitudes (supply aspect)
- 1.2. Competency gap assessment: Assess the current competency (knowledge, skills, and attitude) gaps for each employee level within the Ministry with details on basic, intermediate, and advanced competencies
- The consultant will evaluate individual and organizational capacities through the 3 lenses of (i) contribution to and alignment with national priorities, (ii) citizen-centricity, and (iii) regulation, adoption and development of emerging technologies.
- 1.3. Review existing capacity building interventions
- Review ongoing CBPs/ training calendars/ activities,
 - Collate and assess documentary evidence of training outcomes, if any, of past and current capacity building interventions using multiple credible resources
 - Perform a root-cause analysis to identify the key issues (structural/ institutional/ operating model/ decision making process/ capability gaps/ technology barrier/others)
 - Identify incentives / Motivation for capacity building
- Output 2: Competency gap assessment report

Activity 3: Review of enabling environment for capacity building

3. Review of enabling environment at the organization level
- 3.1. Map and review organizational processes and functioning, including
- Business processes, protocols and SOPs followed
 - Administrative processes, operating procedures, internal regulations, and policies
 - Hard and soft infrastructure, technology adoption,
 - Methods adopted for external and internal communication, citizen outreach, stakeholder communication, etc.
 - Knowledge management, including knowledge transfer during staff transfers, for institutional memory
- Output 3: Enabling environment report

Activity 4: Development of CBP

4. CBP preparation
- 4.1. Develop strategy for building capability to meet Ministry goals: Identification of all capacity building interventions for addressing gaps identified through the 3 lenses with detailed description and rationale for the interventions.
- 4.2. Develop capacity building roadmap for training and development of staff for the immediate-, medium- and long- terms. The roadmap will include an assessment of dependencies and evaluate alternative options for capacity building initiatives (for instance, value created vs. challenges in implementation).
- 4.3. Develop Resource Plan for implementing CBPs, including identification of enabling Ministry procedures and processes, institutional structures and arrangements vis-à-vis resources, accountability, supervision, and staff roles & responsibilities.
- 4.4. Identification of training and non-training interventions for efficiently addressing individual competency gaps of staff at all levels. Training interventions to include induction training and on-the-job trainings, as appropriate. Non-training interventions could include on-site learning, role-play, gamification, and case studies, as appropriate.
- Output 4: Capacity Building Plan

Activity 5: Monitoring and Evaluation (M&E)

5. Develop M&E framework and KPIs
- 5.1. Develop Roadmap for implementation of CBP: identify/suggest specific courses/institutions for meeting competency gaps, including delivery pedagogies, prioritization matrix and timelines for building specific competencies.
- 5.2. Design a M&E framework to monitor (i) activities through specific interventions, timelines, participants, certifications, etc., and (ii) results through individual, organizational and institutional pillars.
- 5.3. Define KPIs for each of the activity and result planned with clear means to measure progress as well as achievement. The KPIs to be aligned with the overarching monitoring framework developed by the CBC for monitoring CBP implementation.
- Output 5: M&E Plan

Minimum Qualification Requirements

A Bachelor of Engineering / Technology (B.E. / B. Tech) in and Post Graduate/ Master's degree (MBA/ PGDBM with specialization in in Road Transport / Highways Planning or Management) or related subject from an accredited university with 15 years of relevant experience in capacity building and training (Transport Sector); Road/ Highways Project Management (appraisals, review, supervision, M&E, coordination); and with experience of having worked with multiple government stakeholders.

Minimum General Experience **20 Years**
Minimum Specific Experience (relevant to assignment) **15 Years**
Regional/Country Experience **Required** **Desired** **Not Required**

Details	Name	Type	Estimated Submission Date
+ Show	Inception Report	Report	
+ Show	Interim Report - Work Plan	Report	
+ Show	Interim Report - Competency Gap Assessment	Report	
+ Show	Interim Report - Enabling Environment	Report	
+ Show	Final Report - Capacity Building Plan	Final Report	
+ Show	Final Report - M&E Plan_KPIs and Timelines	Final Report	
+ Show	Final Report - Implementation Roadmap for CBP	Final Report	

Schedule and Places of Assignment (chronological and inclusive of travel)

Schedule Type Continuous Intermittent
 Max. Working Days/Week Home Office **5** Field **6**

City and Country	Working Days	Estimated Start Date	Estimated End Date	Other Details (use if place selected is Others)
Delhi, India	84	28-Nov-2022	31-May-2023	
Total	84			

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