

DRAFT TERMS OF REFERENCES (TORS) FOR HIRING OF INSTITUTION TO CONDUCT RESEARCH STUDY FOR P&D DEPARTMENT

1. BACKGROUND

The Planning and Development Department, Government of Punjab, is the principal planning organization at the provincial level. It coordinates and monitors development programs and activities of various departments of the provincial government. The Planning & Development Department is one of the main actors in the growth of the economic potential of the province.

The mandate of the Planning & Development Department includes provision of technical support and coordination to various Government departments in their planning activities. The department is also the main government agency working with foreign donors in the province. The main objectives of the department are as follows:

- Assessment of the material and human resources of the province
- Formulation of long and short term plans
- Recommendations concerning prevailing economic conditions, economic policies or measures
- Examination of such economic problems as may be referred to it for advice
- Coordination of all economic and developmental activities in the provincial government

2. STATEMENT OF PROBLEM

The Government of the Punjab pursues its development objective through its development projects. To facilitate the smooth operations of development projects, P&DD, along with other relevant departments, provides guidance on rules and procedures concerning the implementation of projects. In doing so, it reviews from time to time the efficiency and effectiveness of project rules and procedures and gathers feedback from other stakeholders.

The current rules and procedures governing the implementation and management of projects have been in operation for quite some time. These rules allow recruitment of project staff on project contracts from open markets. The rationale behind hiring project staff from open market is to get the best person for the relevant job. The rules and regulations governing the salaries, remunerations, other benefits as well as functions and responsibilities are different from those for regular public servants. It has been noticed that at times these rules, especially those related to Human Resources (HR), are time consuming and don't attract quality HR as needed by the projects which can hamper the overall productivity and effect the long term growth prospects.

It is widely accepted that a strong link exists between Human Resource development and Economic Growth. While on one side the economic growth is essential for the provision of resources to promote sustainable improvements in the HR, on the other side an improved HR is considered a prerequisite for raising the capacities of the economic agents who make economic growth possible by their fruitful contributions. Economic growth itself would not be possible unless it is preceded or accompanied by developments in the available Human Resource. The improvements in the quality of HR helps in the sustained management of resources and capability to better utilize the available resources in every field including services, industry and agriculture, hence leading to better growth prospects and higher GDP.

In light of the above stated matter, P&D Department intends to hire the services of a research think tank to conduct a study on '**Professional Development of HR in the departments for Economic Growth and Development**'.

3. SCOPE OF THE WORK

The study shall highlight the importance and mechanisms of professional development of HR systems which could enhance the overall productivity leading to economic growth and development. The study can help P&D Department to devise HR system and policies with the objective to make it; a) attractive for highly skilled and talented people, b) efficient in terms of its recruitment process; c) results oriented through a rigorous and transparent staff performance assessment system; and d) flexible for smooth entry to and exit from the project staff contracts.

The institution will be tasked to conduct an extensive study on the Professional development of HR in departments for Economic Growth and Development keeping in view the following:

- Analysis of the role and importance of HR development for economic growth and development.
- Study of the impact of Development of Human Resource on socio-economic factors such as jobs, poverty reduction and standard of living and perspective of FDI.
- Detailed review of the current HR systems and practices including the recruitment and evaluation policies in departments for the assessment of issues and constraints affecting the recruitment, retention and functioning of staff.
- Analyze lessons and inputs that could inform the review process by meeting key stakeholders including senior government officials, project staff, and corporate sector, development partners to get a sense of their HR systems.
- Best practices and case study examples of other developing as well as developed countries.
- Recommendations and way forward to improve the professional development of existing HR within departments.

4. DELIVERABLES

The Consultant Team shall submit a comprehensive report on all finding of tasks listed above to the P&D Department.

5. CORE COMPETENCIES AND ATTRIBUTES OF THE ACADEMIC INSTITUTE

- **Strategic Vision:** high level understanding of global management and economic trends and opportunities and challenges they present for sustainable development.
- **Leadership:** proven intellectual leadership in economic development and a demonstrated understanding of the socio economic development approach.
- **Rigorous analytics:** ability to undertake, oversee and guide researches and analyze economic development issues within the broader framework of Human Resource development.
- **Knowledge and Learning:** Champions new techniques, methodologies and technologies that enable and promote the dissemination and transfer of knowledge and best practices.
- **Sound Management:** the ability to manage one or more teams, working for or on the research or development planning.

6. SELECTION PROCEDURE AND FORM OF CONTRACT

The institution will be selected following Quality and Cost Based Selection (QCBS) criteria under the PPRA 2014 for selection of institutes for consultancy services.

7. DURATION

The assignment is expected to be completed in about TWO months' time.