

साझा यातायात



'सिईओ' आवश्यकता

पूनः आव्हान

सहकारी परिवहन कम्पनी साझा यातायातले विगत १८ महिना देखि काठमाडौं उपत्यकाका दुई 'ट्रङ्क' रुटमा बस सेवा संचालन गर्दै आएको छ। संस्थागत प्रभावकारिता, स्वायत्तता, आर्थिक दिगोपन, जवाफदेहि तथा सामाजिक उत्तरदायित्वको सुनिश्चितता गर्दै साझा यातायात सहकारीको पूनः थालनि गरिएको हो। यस अवधिमा सेवाग्राहि तथा आम नागरिकको उत्साहले हामिलाई हौस्याएको छ, जसको भरमा साझा यातायात आफ्नो सेवा विस्तारमा लागेको छ। यस कम्पनी शहरी तथा जिल्ला-जिल्लामा सार्वजनिक यातायात सेवा विस्तार गर्दै सरकार तथा निजी क्षेत्रसंग सहकार्य गर्दै अघि बढ्न कटिबद्ध छ।

साझा यातायात सञ्चालक समिति प्रमुख कार्यकारी अधिकृत (सिईओ) को पदपूर्ति गर्न चाहन्छ। उक्त पदका लागि आवश्यक योग्यता, अनुभव, क्षमता सम्बन्धि विवरण 'Terms of Reference' www.sajhayatayat.com.np मा उपलब्ध छ, जहां संस्थाको अल्पकालिन, मध्यकालिन तथा दिर्घकालिन लक्ष्य र योजना सम्बन्धि जानकारी समेत उल्लेख छ।

इच्छुक व्यक्तिले 'Terms of Reference' मा तोकिएको प्रक्रिया अनुसार दरखास्त ceo_application@sajhayatayat.com.np मा पठाउनु होला। दरखास्त ५ असोज २०७१ सम्ममा प्राप्त हुनपर्नेछ।

दरखास्त आव्हान मिति: २४ भाद्र २०७१

Chief Executive Officer of Sajha Yatayat
Terms of Reference and Application Procedure
(With ref. to Vacancy Announcement of 9 September, 2014)

1. Context and Relevance

Sajha Yatayat is a cooperative that was established to provide efficient and affordable mass transportation options to the Nepali public. Shares of Sajha Yatayat are owned by the general public as well as the government, which is the largest shareholder of the company. After a gap of several years, starting 1 Baisakh 2070 (14 April 2013), Sajha Yatayat revived its public transport services in Kathmandu Valley with the operation of 16 buses along two trunk routes. Sajha Yatayat is now seeking to hire a Chief Executive Officer to lead the company under the guidance of the Executive Board, by effectively utilising its resources, expanding its services so as to establish Sajha Yatayat as an effective and efficient public transport operator in Kathmandu Valley and nationally, and to be part of the effort to improve public transport together with the government and private sector. This document provides an overview to applicants who would like to take on the challenge of establishing the Sajha Yatayat as a reliable and professional public transport service provider of the country and one of the best of SAARC Region. The document will also serve as a general guideline for future strategic planning by the selected CEO, working together with the management team which s/he will put in place.

2. Mission and Objectives

The mission statement of Sajha Yatayat is: *To be a leading transport service provider that provides affordable, efficient, safe, and environmentally sustainable urban and inter-district public transportation services in Nepal, as well as flag-carrier cross border service to regional cities.* The specific objectives in Sajha Yatayat's are:

- I. To provide access to mobility to the people in an efficient, affordable and sustainable. Manner for social, educational, economic and recreational activities.
- II. To raise the standard of public transportation systems as a whole by setting a benchmark for quality service.
- III. To collaborate with the government agencies, private sector operators and civil society
- IV. To improve overall quality of public transport in the urban and inter-district sectors within the country, inter-regional transportation service within SAARC cities and connecting the northern neighbour with the south neighbour.
- V. Try to eliminate existing anomalies of the public transportation system in the urban and inter-district spheres, and to reduce environmental impact of transport systems.
- VI. To meet achieve the mission statement Sajha Yatayat must embark on short-, medium- and long-term plans.

3. Strategy

3.1. Short-term Strategy (1 to 2 years)

The short-term plan of Sajha Yatayat is to revive its operations in Kathmandu Valley's trunk routes, with the aim of generating public goodwill as well as visibility, while maximizing the sustainability factor, before the organization enters into a more profitably restructured entity in the medium- and long-term.

- Effective operation and maintenance systems to will be established to operate 16 buses effectively in two corridors in the Kathmandu Valley in Phase I.

- An effective fare-collection system will be established to minimize losses and improve efficiency; feasibility of advanced systems such as electronic fare collection and GPS tracking will be explored.
- Collaboration with other transport entrepreneurs will be sought to provide feeder services.
- Route planning will be explored and implemented in coordination with the Department of Transport Management for the expansion of Sajha Yatayat services in Kathmandu Valley.
- Evolve as an exemplary organization in terms of road safety, traffic rules, bus operation standards, public security, gender sensitivity and response to the needs of students, the elderly, children, and the differently-abled.

3.2. Medium-term strategy (2 to 5 years)

In the medium-term, Sajha Yatayat will seek to expand its operations in and outside Kathmandu in a sustainable manner. The salient points are as follows.

- Expand urban services in Kathmandu Valley in at least five corridors, where Sajha Yatayat will operate trunk route and collaborate with transport entrepreneurs for feeder services.
- To fulfill objectives, develop informal as well as institutional linkages with the national government, and in future with federal governments and local governments.
- Introduce electronic fare collection system and Intelligent Transport System (ITS) using latest technology- GPS tracking system to effectively monitor and manage the system.
- Initiate inter-city or inter-district bus transport services.
- Initiate inter-metro city bus service within SAARC countries.
- Initiate inter-country bus service connecting major cities of the neighboring countries (possibly Bangladesh, China and India)
- Optimise the use of the company's Pulchowk depot and set up new depot in cost-effective locations with full-fledged facilities to accommodate the growing fleet.
- Explore the possibility of operating a Bus Rapid Transit system in Kathmandu Valley.
- Work with government, private sector and civil society to improve the quality of urban and inter-district transport, including the entire spectrum of activities and issues, including: on-time departure/arrival, use-appropriate bus sizes, security in bus-body construction, safe driving, traffic rules, needs of the elderly, student, differently-abled, etc.
- Plan for the effective utilization of all assets of Sajha Yatayat, including the land and property at Pulchowk, Lalitpur
- Ensure inclusiveness in all aspects of public transport service delivery, for its own sake as well as to set an example, including: security for travelers especially lady travelers; excise duty regulations as applicable to public transport entities; accessibility for differently-abled, senior citizens, sick and weak people, children; and so on.

3.3. Long-term strategy (5 to 10 years)

In the long term, Sajha Yatayat will provide environmental friendly, efficient and integrated multimodal transport system and operate from various cities and regions of Nepal. The salient points are as follows.

- To evolve as a key player to initiate and participate in a Bus Rapid Transit system for Kathmandu Valley and promote BRT services in other cities.
- To become a first-rate travel company serving Nepal, and utilise Nepal's placement to be a transport hub of the northern SAARC region.
- Establish a professionally-run training centre for drivers, mechanics, conductors, and traffic controllers. If feasible, also provide training for management in the transport sector (private and public).

4. Responsibilities of CEO

The Sajha Yatayat management will consist of a team of professionals led by a CEO who has the management and leadership skills to guide the team, to work with the various stakeholders, and be the public face of the organisation. The CEO will work under the guidance of the Sajha Yatayat Executive Board, and according to the terms of reference set for him/her, but will be fully responsible for the day-to-day management of the cooperative in order to establish a professional and result-oriented institution. Specific responsibilities of the CEO are as follows:

Planning

- Work with the Executive Board and other key stakeholders to develop strategic and operational plans for leading Sajha Yatayat forward.
- Formulate business plans for operating and expanding the service of Sajha Yatayat in an efficient and effective manner. This will include the bus operations as well as the effective utilization of all assets, including the land and property of Sajha Yatayat.
- Plan resource requirements, set priorities and mobilize the necessary resources for the implementation of activities and the allocation of inputs.

Operational Management

- Ensure efficiency in day-to-day operations of Sajha Yatayat in bus operations as well as overall management.
- Use appropriate, relevant and advanced management tools for the operation of the bus fleet and run the organization generally.
- Develop and implement systems for effective and regular maintenance of the buses.
- Lead the effort for exploring fleet and route expansion, choice of buses through efficient and transparent procedures, and explore technological innovations from the perspective of efficiency, economic viability as well as example-setting.
- Develop and implement a monitoring mechanism to evaluate different aspects of operations and use the results to enhance the overall performance.
- Ensure maximum inclusiveness of bus service of Sajha Yatayat, in terms of motherly-abled, elderly, young, women and student passengers.
- Report all plans, progress and challenges to the Executive Board on a regular basis and assist the Board in organising the Annual General Meetings of the Sajha Yatayat cooperative.
- Assist the Executive Board to prepare annual/periodic reports, progress reports and annual budget and financial reports needed to present in the Annual General Meeting and so on.

Human Resource Management

- Decide the number and positions of the manpower needed by the organisation, and prepare an effective organisational structure with clear responsibilities and reporting lines to meet the needs of Sajha Yatayat. The structure create should be expandable both in terms of its own growth as well as the collaborations the organisation will get into in the process of helping develop public transport nationally.
- Recruit a competent team to operate Sajha Yatayat and mobilize and motivate the team effectively to deliver the desired results. Contemplate outsourcing of some activities as required, if seen to be in the interest of Sajha Yatayat.

- Plan and implement a human resource development strategy to ensure that the staff members remain motivated and develop their skills.
- Be able to ensure motivation levels as well as discipline across the wide spectrum of staff members found in a public service bus operation.
- Develop expandable management system for human resources management in order to accommodate the expected larger role of Sajha Yatayat in the public transport sector.

Financial Management

- Ensure that all financial transactions are done as per the institutions regulations and financial records are well maintained in accordance to all regulations of Sajha Yatayat as well as Government of Nepal.
- Review the institution's financial and operational status on a regular basis to maintain profitable operation, and recommend viable alternatives to increase revenue and minimize costs for cost effective operation.
- Prepare and present quarterly financial reports to the Executive Board.
- Prepare comprehensive budgeting (profit planning and control systems) for Sajha Yatayat, get it approved and lead the implementation.

Communications & Marketing

- To be the main 'face' and spokesperson for Sajha Yatayat, as well as to evolve as a credible voice to enhance the public's understanding of urban and inter-district public transport issues.
- Prepare and implement Sajha Yatayat's communication and marketing strategy to collect process and disseminate key information effectively on a regular basis to all stakeholders, including national government, local government, Sajha Yatayat cooperative members, public transport users and civil society/consumer organizations.
- Ensure that the high-value Sajha Yatayat brand, of decades' standing, is developed further and remains respected.
- Represent Sajha Yatayat at important meetings and clearly articulate the position of Sajha Yatayat to various stakeholders.
- Be mindful of the particular responsibilities of Sajha Yatayat being a public service provider, and develop the ability of the organisation to communicate its considered views to the public on all aspects related to public transport, from road safety to pricing, road traffic accidents, tato the possible strategies for urban and inter-district public transport.
- Develop relationships with national, (future) federal and local government structures, including the municipalities of Kathmandu Valley, the line ministries, as well as the local community of the Pulchowk neighborhoods of Patan.
- Develop relationships with international development agencies, bilateral and multinational, regional and overseas, and also be up-to-date with bus manufacturers and other producers.
- Coordinate with the management team, general staff members and the Executive Board to ensure transparent, professional and cordial relationships with all players and stakeholders, including government agencies, financing institutions, transport entrepreneurs and related organisations, media, civil society and the general public.

Other

- Undertake any other activity at the request of the Executive Board which are within the incumbent's expertise and experience and which can be reasonably expected from the CEO.

- Establish relationships with other national and international cooperatives and cooperative unions, including those in the transportation sector. Prepare plans to impart 'cooperative education' to Sajha Yatayat members.

5. Required Competencies

- Professionalism: Knowledge and understanding of theories, concepts and approaches relevant to management of a public transport service provider or similar organisations. Ability to identify issues and challenges, to analyze and take the lead in their resolution. Ability to apply good judgement and innovative systems in the context of operating Sajha Yatayat.
- Ability to plan own work and manage priorities; conscientiousness and efficiency in meeting commitments; capable of observing deadlines and achieving results; motivated by professional rather than personal concerns; showing persistence when faced with difficult problems or challenges; remains calm in stressful situations.
- Ability to take responsibility for incorporating gender perspective and ensuring the equal participation of women and men in all areas of work, as well as sensitivity towards marginalised categories of populations including the elderly, the infirm, the differently-abled and the young.
- Keep in mind the bottom-line in order to make Sajha Yatayat a commercially viable cooperative in the present context of expected low level of support from governmental entities, and in this context to contact authorities in local and (future) federal structures. Experience in negotiation with national and international entities will be an asset as will knowledge of and experience in asset management.
- Have outgoing personality required to tackle the variety of tasks, planning the future course of the organisation and of public transport generally, to developing linkages from the national to community level, administering and managing Sajha Yatayat, and developing as one of the key national actors in the sector of public transport. Understand the philosophy of urban public transport in guiding the entire work of Sajha Yatayat, leading the organisation as an exemplary entity in the public transport field of the country.
- Teamwork: Work collaboratively with colleagues to achieve organisational goals; solicits input by genuinely valuing ideas and expertise of others; willing to learn from others; places team agenda before personal agenda; support and act in accordance with group decision, even when such decisions may not entirely reflect own position; share credit for team accomplishments and accept responsibility for shortcomings.
- Planning & Organising: Develop clear goals that are consistent with agreed strategies; identify priority activities and assignments; adjust priorities as required; allocate appropriate amount of time and resources for completing work; foresee risks and allow for contingencies when planning; monitor and adjust plans and actions as necessary; use time efficiently.
- Accountability: Take ownership for all responsibilities and honour commitments; deliver outputs for which one has responsibility within prescribed time, cost and quality standards; operate in compliance with organisational rules and regulations, support due process in order to enhance efficiency and define expectations; support subordinates, provide oversight and take responsibility for delegated assignments; take personal responsibility for his/her own shortcomings and those of the work unit as applicable.
- Client Orientation: Place empathy first, consider all those to whom services are provided to be 'clients' and seek to see things from clients' point of view; established and maintains productive partnerships with clients by gaining their trust and respect; identify clients' needs and matches them to appropriate solutions; monitor ongoing developments inside and outside the clients' environment to keep informed and anticipate problems; keep clients informed of progress or setbacks in projects; meet timeline for delivery of products or services to client.

6. Qualifications

Education: Master's degree in Business Administration, Economics, Engineering, Management or equivalent in related field, preferably with experience in Transportation Management or Transport Engineering.

Work Experience: Minimum of eight years of relevant experience in management positions with exposure to public demands, in organisations with special transparency requirements. Experience in public transportation or closely related fields within Nepal or elsewhere will be an advantage. Experience negotiation with national and international entities and in asset management will be an advantage.

Other skills: Skills required for leading a publicly accountable organisation, including ability to communicate well in Nepali and English. Ability to manage wide spectrum of employees, disparate stakeholders will be vital, as also ability to deal with a complex web of stakeholders from government authorities to private entrepreneurs, civil society and the public 'client' base. Understanding of software and new technologies will be essential.

7. Submission Procedure for Application

The candidate applying for the position of the Chief Operating Officer of Sajha Yatayat will need to submit the following:

1. Updated curriculum vitae (not exceeding three pages).
2. A write-up on your strengths and its relevance to Sajha Yatayat (not exceeding one page).
3. An essay on "Public transport Management in the Nepali context and the role of Sajha Yatayat." (Not exceeding three pages.)
4. Three references of individuals who know your work and capabilities (provide contact details).

(Details regarding Sajha Yatayat for the purposes of the essay may also be collected from the company's website at www.sajhayatayat.com.np)

8. Evaluation and Contact

A selection committee of the Sajha Yatayat Board will evaluate the applications based on the strength of the applications. After a short-listing, the selection committee may interview selected candidates.

9. Due Date

The application for position of CEO Sajha Yatayat should be sent to: ceo_application@sajhayatayat.com.np no later than 21 September 2014.