

ANALYSIS OF BOARD OF REVENUE PROCESSES

1. Background

Board of Revenue (BOR) is the apex body in all matters relating to the administration of land and preparation of land records. It is the highest revenue court in the Province with appellate and revisional jurisdiction against orders of subordinate revenue officers and revenue courts. All revenue officers and revenue courts are subject to the general superintendence and control of the Board of Revenue.

BOR is thus entrusted with a complex dual role. It ensures record maintenance through subordinate offices while stepping in to resolve land disputes arising out of various processes employed to maintain and update land records. These processes and procedures serve as dispute resolution mechanisms within the system and their efficiency is critical to the trust of the ultimate users in the system.

Under the Land Records Management and Information Systems (LRMIS) Project the Board of Revenue is attempting to improve the governance at the lowest operational tiers of the department in order to improve service delivery. With this objective an infrastructure is being developed, which will not only digitize the processes at the operational level and create a digital database of all land records, across the 36 districts of the province, but will also be introducing new, reengineered business processes at that level. While LRMIS will provide the infrastructure and will change the business processes at the field level, the Board of Revenue as the central body responsible for supervising and monitoring the performance of the district revenue administration in all 36 districts will require to transform itself into a lean and efficient organization capable of supervising and monitoring a new look department with a significant paradigm shift toward service delivery.

At the same time the Government of Punjab has undertaken a number of initiatives to improve the performance of government departments. These include a "High

Level Review of Government” through technical assistance implemented by Technical Assistance Management Agency, identification of Key Performance Indicators being led by the Implementation and Coordination Department, Punjab Efficiency Improvement Project being implemented by PRMP, P&D Department. Under all these projects the objectives include a review of the existing processes and functions of Government Departments, including Board of Revenue and implementation of various recommendations coming out of these efforts.

2. Objectives

The Project Management Unit proposes to hire an individual consultant

- To assist the Board of Revenue in meeting all these challenges listed in the two preceding paragraphs.
- To analyze BOR processes and organizational structure to identify redundancies, overlaps and institutional inefficiencies
- To analyze current organizational effectiveness and produce a set of recommendations aimed at recreating a lean, customer- focused and forward looking organization.
- To review the performance monitoring mechanisms of the Board vis-à-vis District Revenue Administration and propose a set of key performance indicators, identify the data gathering points and suggest a data collection mechanism.
- To identify a system to develop management responses to the possible inefficiencies pointed out by the performance monitoring mechanism

3. Task to be performed

The consultant will work directly under the guidance of the Senior Member Board of Revenue and Project Director, LRMIS. The consultant will perform the following tasks

1. Assist in the High Level Study of functions of BOR. This would include preparative of the list with brief description of each of the function often consultation with the relevant functionaries of the Board of Revenue. Another aspect of this would be the identification of the functions which have become

redundant. The report of the consultant with certain recommendations about rationalization, merger and shedding of the functions of Board of Revenue. The consultant will also coordinate all activities with TAMA team conductor a high level study of Government.

2. Process Mapping of the internal functions of the BOR HQ as an input to the automation of the BOR project.
3. Assistance in the creation of a Policy Wing in the Board of Revenue. This will include identification of the terms of reference of the cell as well as its composition, job specifications of each member of the Wing, financial implications of the creation of such a wing and piloting the proposal through the Board of Revenue for appropriate approvals. The Consultant will coordinate with the firm selected for Automation of BOR and ensure that all processes of the Board are accurately understood and documented by the firm. The report prepared by the consultant will contain process flow charts with appropriate description of all the internal processes of the Board of Revenue. The Report prepared by the consultant will include a complete documentation of the process and will pick up from point at which the PRMP have left the proposal.
4. Assistance in the development of Key Performance Indicators for each level of functionaries in the Board of Revenue and District Revenue Administration and develop proposals for setting up an automated process for collection of data for monitoring and evaluation purposes.
5. Any other analysis or report writing requirement of the Board of Revenue and/or Project Management Unit during the assignment.

4. Deliverables:

Following deliverables with corresponding timelines will be required from the consultant:

| | Deliverable | Due Date |
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| 1 | Report on work Breakdown Structure for BOR | 15 days after the contract signing |
| | Final Report on Key Performance Indicators | 30 days after the contract signing |
| 2 | Process Mapping Report including all major processes of BOR | 60 days after the contract signing |
| 3 | Report on functions of Board of Revenue | 100 days after the contract signing |

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| | Final Report on functions of Board of Revenue | 120 days after the contract signing |
| 4 | Report on Creation of Policy Wing | 75 days after the contract signing |
| | Final Report on Creation of Policy Wing | 120 days after the contract signing |

The Consultant will simultaneously start work on each of and of the above. After approval of comments on each draft report submits a revised version with in 15 to 20 days.

5. Commencement and Duration of Assignment

Commencement: The assignment is expected to commence on 15th November 2009.

Duration: The estimated duration for the study is 4 months.