

DAWN

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REQUEST FOR EXPRESSION OF INTEREST Project Management Unit Board of Revenue, Punjab Consulting Services for Automation of Board of Revenue Project

Government of the Punjab (Board of Revenue) intends to hire the services of consulting firm for to implement a project of automation of Board of Revenue. The vision of the project is to improve efficiency of work and maintenance of record in the Board of Revenue through automation of the systems and business process reengineering. Capacity building of staff of Board of Revenue Punjab in order to improve the overall efficiency of the Board.

The Project Management Unit - Board of Revenue now proposes to engage a Consulting Firm to provide the consulting services for Automation of Board of Revenue Project. The services include Need Assessment/Process Review. Gap Analysis, Process Improvement, Development of Software, User Acceptance Testing & Maintenance of the System & Quality Assurance Mechanism. Eligible consulting firms are invited to indicate their interest in providing consultancy services for this purpose.

Expression of Interest (EOI) are invited from the firms registered with ISO/CMMI with following information/document:

- 1 Certificate of registration with ISO/CMMI along with the latest renewal letter.
 - 2 Copy of Registration with Securities & Exchange Commission of Registrar of Firms.
 - 3 Copy of Registration with Income Tax Department.
 - 4 List of permanent professional staff along with C.Vs of relevant core staff showing project wise experience with exact time duration of each project.
 - 5 List of similar works completed by the firm during last ten (10) years and similar works in hand, indicating total cost of such works and cost of consulting services received against those works along with date of start and completion or expected date of completion.
 - 6 A certificate/affidavit that the firm is not blocked by any Govt./Autonomous Body
 - 7 PMU-Board of Revenue reserves the right to reject one or all proposals without assigning any reason.
 - 8 Audited statement of accounts for the last three (3) years.
- The EOI must reach the below address up to 15-02-2010.

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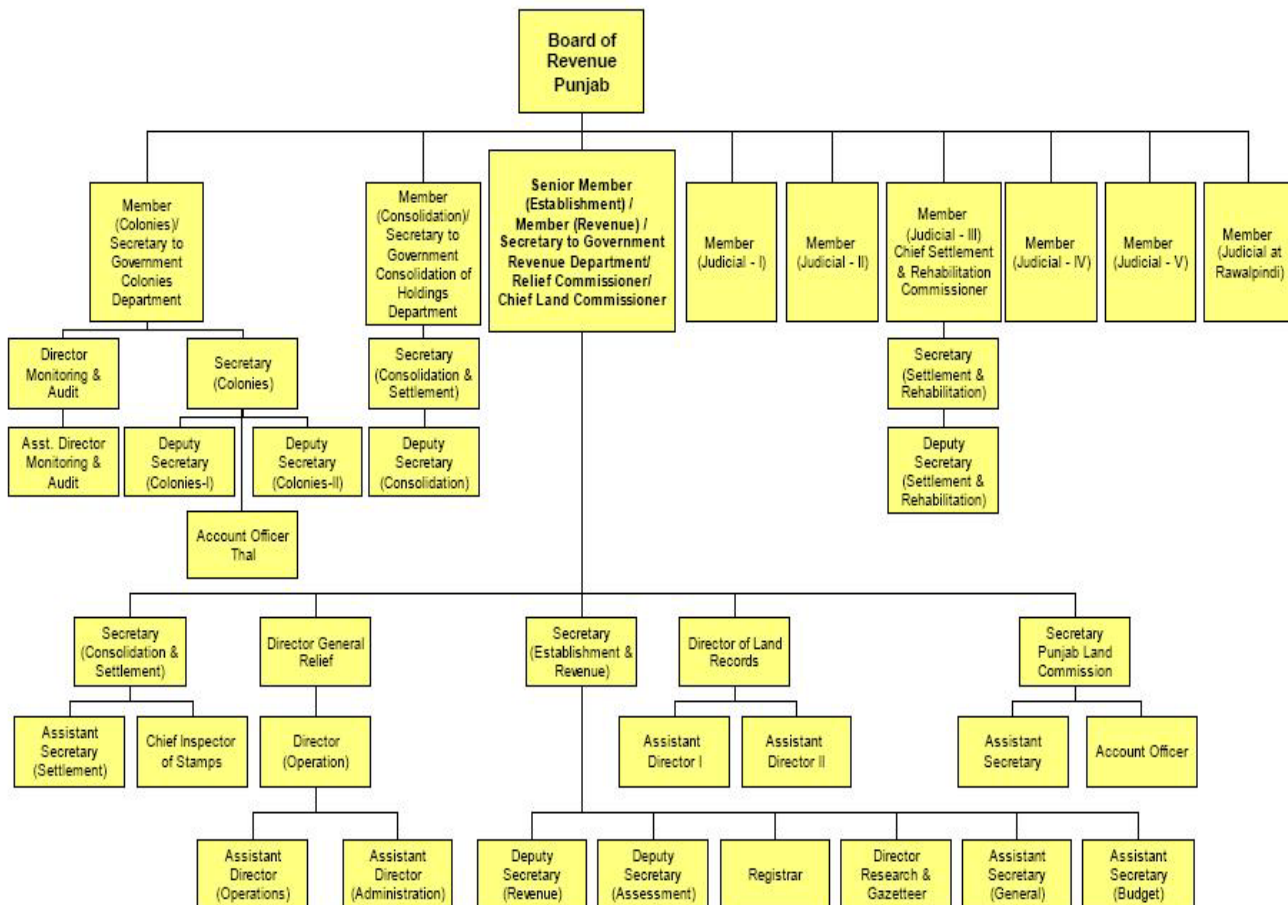
Terms of Reference for the Appointment of Consultant for Automation of Board of Revenue

1. Introduction /Background:

Board of Revenue Punjab, with the financial assistance of Government of the Punjab, is executing a project “Automation of Board of Revenue, with the vision of establishing efficient, secure, transparent and accountable management and information systems within the Board of Revenue and thereby improving the efficiency and effectiveness of the organization.

The BOR, established under Punjab Board of Revenue Act 1957, is the successor of the Financial Commissioner under the repealed Punjab Revenue Act 1887. The current organizational structure of BOR is set out in Figure 1.

Figure 1 – Current Organizational Structure of BOR.



The Board is the controlling authority in all matters connected with the administration of land, collection of government dues including land taxes, land revenue, preparation of land records and other matters relating thereto.

The Board is the custodian of the rights of the land holders and is the highest Revenue Court in the Province with Appellate/Revisional jurisdiction against orders of subordinate revenue officers/courts including Commissioners and Collectors. All Revenue Officers and Revenue Courts are subject to the general superintendence and control of the Board of Revenue.

The BOR plays a key role in the examination of policy issues and seeking orders of Government. BOR makes rules with approval of Government where required and prepares draft amendments to laws for examination and decision by Cabinet and the Assembly. The BOR is responsible for the supervision and control of all Revenue Officers in the Province of Punjab and is the highest appellate/revisional authority in matters under land laws.

Three members of the BOR are ex-officio Secretaries to Government. These Secretaries are the Secretary to Government for the Revenue Department, Secretary to Government for the Colonies Department and the Secretary to Government for the Consolidation of Holdings Department. The relevant Members in charge of these Departments are assisted by Secretaries BOR who are ex-officio additional Secretaries to Government.

The system in Pakistan for the recording of rights and interests in land was originally established for the fiscal purposes of Government. The system is many centuries old and has, with few modifications, maintained a record of rights and interests in order to assess land revenue and other levies.

The Punjab Local Government Ordinance 2001 made some fundamental changes to the role and responsibility of the BOR and key staff in BOR. This Ordinance devolved the staff working for the BOR Departments in the Districts to the District administrations. The traditionally wide roles for key staff in BOR Departments in the Districts were significantly narrowed and largely confined to the maintenance of the record of rights.

In addition to the three administrative departments mentioned above other functional units under the Board of Revenue include:

1. **Administration Wing**
2. **Research & Gazetteer Cell**
3. **Directorate of Land Records (an attached department of the Revenue Department)**
4. **Settlement & Rehabilitation Wing**

5. **Punjab Land Commission (Statutory Agency)**
6. **Chief Inspectorate of Stamps**

The budgeted staff positions in BOR are given in Annexure-A. Annexure-B gives a list of the 36 branches of Board of Revenue. These branches have been created on the basis of distribution of work in the BOR.

2. Functions of the Board of Revenue

The functions of the three departments of the Board of Revenue are listed in Annexure C.

3. Objectives of the Assignment:

The objective of the Assignment is to improve the internal efficiency of the Board of Revenue as a dynamic and progressive organization, which is able to lead the field formations in the delivery of services to the citizens and monitor the performance of staff of Board of Revenue as well as the field formations.

The major outcomes expected of the assignment are;

1. To improve efficiency of work and maintenance of internal record in the Board of Revenue through automation of the systems and introduction of lean management systems.
2. Capacity building of staff of Board of Revenue Punjab in order to improve the overall efficiency of the Board.

In order to achieve these outcomes the following outputs will be expected from the assignment.

1. Setting up an Automated System for Management of Documents.
2. Setting up an Automated Human Resource Management System.
3. Setting up a Financial Management Information System including budgets and recoveries.
(The above two will be Management Information Systems for which data inputs will be obtained from the Districts through an appropriate mechanism to be advised by the Consultant).
4. Facilitate the BOR Personnel / beneficiaries in access to the services of the Institution.
5. Electronic / On-Line Availability of documents and Records.

The Project would undertake Automation of Board of Revenue. All offices / branches of Board of Revenue will be computerized and linked through main server / data center.

4. Scope

a) Need Assessment / Process Review

- **Process Mapping**

The consulting firm will:

- i. Review and document all existing processes, procedures, methods, workflows and documentation of the Board of Revenue.
- ii. Identify weaknesses of the current processes, procedures, methods workflows and documentation.
- iii. Identify inputs and outputs along with the sources and destinations.

- **Gap Analysis / Improvement Areas**

The consulting firm will:

- i. Perform a "gap" analysis to identify the current processes, procedures, methods, skills, knowledge, abilities of officers & officials, and the organizational and personal needs for Human Resource Development (HRD) activities and submit the gap analysis report.
- ii. Identify the priorities and importance of possible activities.
- iii. Identify the causes of the performance problems and/or opportunities
- iv. Compare the consequences if the program is or is not implemented.
- v. Generate and communicate the recommendations for training and development, organization development, career development, and/or other interventions.

b) Process Improvement

The consulting firm will:

- a. Identify the possible solutions and growth opportunities {from above section}
- b. Provide quantitative efficiency and performance improvement predictions
- c. Compare pros and cons of undertaking and not undertaking the suggested improvements

c) Preparation of System Requirement Specifications (SRS)

For Business Processes where an automation solution will to be deployed the consulting firm will prepare the SRS for the development of the suggested automated system. The SRS will contain:

- i. Introduction
- ii. Project Overview
- iii. Requirements grading
- iv. Functional Requirements
- v. Organizational structure of BOR
- vi. Related Laws & Rules
- vii. AS-IS map of Business Process
- viii. TO-BE map of Business Process
- ix. System Features
- x. Perspective users along with their roles & responsibilities
- xi. Relevant facts & assumptions
- xii. Non Functional Requirements
- xiii. System Constraints & Limitations
- xiv. Risk Analysis
- xv. Open Issues
- xvi. Future Requirements
- xvii. References

d) Hardware Deployment Layout & Specifications

The consulting firm will mention the hardware dependencies if any in accordance with the automated system and develop the Hardware layout and the specifications of the hardware which will be required in the automation. The consulting firm will provide the quantities and specification of hardware including servers, workstations, printers, scanners and other equipments for the automation of the Board of Revenue in accordance with the systems developed by the firm. These recommendations of the firm will be based on the principles of efficiency and economy. The consulting firm

will also provide layouts of the hardware keeping in view the existing hardware in the Board of Revenue and its compatibility with the new systems. The competent authority will approve the layout and specifications and the consulting firm will prepare the bidding documents in accordance with the Procurement Guidelines and Rules of the Provincial Government.

e) Network Deployment Layout & Specifications

The consulting firm will mention the network dependencies if any in accordance with the automated system and develop the physical & logical Network layout and the specifications of the network hardware in accordance with the requirements of the systems developed by the firm. The layout and specifications for the internal connectivity within and between the two offices of Board of Revenue and for receiving information from the field formations will be based on the principles of economy and efficiency. The competent authority will approve the layout and specifications and the consulting firm will prepare the bidding documents for the above mentioned networking.

f) Development of Implementation Plan

The consulting firm will:

- i. Develop an implementation plan for process improvement and automation solutions.
- ii. The implementation plan will include timelines and activities for all the remaining parts of the assignment.
- iii. The implementation plan will be prepared keeping in view the budgeting constraints.
- iv. The implementation plan will also include a transition plan for moving from the existing non automated system to the new automated system. This transition plan will be prepared by using the modular approach whereby different components of the system will be implemented successively.

g) Development of Automated System

The consulting firm will develop the automated system developed by the software vendor. The consulting firm will make sure that the development is in accordance with:

- i. New procedures, processes workflows, input documents and reports devised
- ii. Ensuring that these fulfill all the requirements of the Board of Revenue and are as little different from the existing processes and workflows as possible.
- iii. The improved business rules will design in accordance with the manual of Punjab Secretariat Instructions, existing Business processes, procedures and methods and system requirement specifications (SRS) that help in improving efficiency of work and maintenance of record in the Board of Revenue.
- iv. After the approval of the improved Business rules from the Competent Authority the consulting firm will develop:
 - a. An Automated System for Management of Documents.
 - b. An Automated Human Resource Management System.
 - c. A Financial Management System including Budgets and Recoveries.
 - d. A Case Tracking & Management System.
 - e. An Internal Information Flow System.
 - f. Development of the Web Portal.

h) Development of Web Portal

The consulting firm will develop Web Portal which has the following features:

- i. Document publishing & management
- ii. Automatic content expiration
- iii. Content indexing & searching
- iv. XML publishing capabilities
- v. Security – user roles & encryption

- vi. Bulletin Boards
- vii. Links Management
- viii. Contents & Listing
- ix. Electronic forms, workflow, reminders & work queues
- x. Portal task management system
- xi. Help desk system

i) Assistance in Procurement of Hardware and Networking

After the approval of the hardware & network layouts and specifications from the Competent Authority the consulting firm will develop the bidding documents and will evaluate the technical and financial proposals, prepare comparative statements and perform all secretarial activities for procurement of hardware and networking in accordance with government of Punjab procurement rules and procedures.

j) User Acceptance Testing (UAT)

The consulting firm will prepare the plan of the user acceptance testing to be approved by the client and in accordance with the plan; UAT will be conducted by the client and the consulting firm.

k) Trainings

The consulting firm will train all the officers and officials of the Board of Revenue System so that they will perform their duties and responsibilities efficiently and effectively. The consulting firm will train all the officers and officials on the revised processes, procedures and automated systems.

1) Maintenance of the System & Quality Assurance Mechanism

The consulting firm will also be responsible to maintain the systems, remove dysfunctionalities in the systems to be established and provide inputs on further improvements for one year after installation/deployment of the systems.

5. Tentative Timelines (The days mentioned in this table are calendar days including all holidays)

Sr. #.	Task	Time Lines
1.	Need Assessment Report including Process Mapping, detailed gap analysis	45 days after contract signing
2.	Approval of BOR on Need Assessment Report	10 days after submission of Need Assessment report
3.	Process Improvement/ Recommendation Report	10 days after the approval of BOR on Need Assessment Report
4.	Approval of BOR on Process Improvement/ Recommendation Report	10 days after submission of Process Improvement Report
5.	Preparation of SRS and Preparation of Hardware & Network Layouts and Specifications	45 days after approval of Process Improvement/ Recommendation Report
6.	Approval of BOR	10 days after the submission of SRS and Hardware & Network Layouts & Specifications
7.	Development of Implementation Plan	10 days after the approval of BOR on SRS.
8.	Approval of BOR	10 days after the submission of implementation plan
9.	Development of Automated Management Systems & Web Portal	60 days after the approval of BOR on SRS.
10.	Preparation of Bidding documents of Hardware & Network equipments	10 days after the approval of BOR on Hardware & Network Layouts & Specifications
11.	Approval of BOR	10 days after the submission of implementation plan and bidding document
12.	Testing of Hardware and Network Equipment	12 days after the delivery & deployment

13.	User Acceptance Testing	24 days after the development of automated system
14.	Training of the Staff	24 days after the UAT
15.	Maintenance of the system	1 year after the training of the staff

6. Proposed Project Team

a) Project Manager

(This is the client's estimate. The consultant will be encouraged to propose their own composition.)

Qualification: MS / M.Sc. in Computer Sciences or equivalent.

Experience: 8 Years experience of Software Development and Management including 4 Years as Project Manager.

b) Business Process Analyst

Qualification: MBA/MPA or equivalent

Experience: At least 5 years experience of designing & implementing processes.

c) System Analyst

Qualification: MS / M.Sc. in Computer Sciences or equivalent.

Experience: 5 years experience of System analysis including 2 years as System Analyst

d) Software Development Team Lead

Qualification: MS / M.Sc. in Computer Sciences or equivalent.

Experience: At least 5 years of Software development experience.

e) Software Engineers (3)

Qualification: MS / M.Sc. in Computer Sciences or equivalent.

Experience: At least 2-3 years of Software development experience.

f) Software Testing Team Lead / QA Auditor

Qualification: MS / M.Sc. in Computer Sciences or equivalent.

Experience: At least 5 years of Software testing / QA experience.

g) Software Testers / QA Experts (2)

Qualification: MS / M.Sc. in Computer Sciences or equivalent.

Experience: At least 2-3 years of Software testing / QA experience.

h) System Deployment & Support Engineers (2)

Qualification: MS / M.Sc. in Computer Sciences or equivalent.

Experience: At least 2-3 years of system deployment & support experience.

i) Network Architect

Qualification: MS / M.Sc. in Computer Sciences or equivalent.

Experience: At least 5 years of experience of networking and networks troubleshooting.

j) Database Expert

Qualification: MS / M.Sc. in Computer Sciences or equivalent.

Experience: At least 5 years of Database designing and managing experience.

k) Land Revenue Expert

Qualification: Masters in social sciences or equivalent

Experience: At least 5 years experience in the field of Land Revenue administration.

Annexure-A
Budgeted Staff positions in BOR

Sr.No	Post Name	# of Post
1	SMBR/MBR(R)	1
2	MBR (Colonies)	1
3	MBR (Consolidation)	1
4	MBR (AIT)	1
5	MBR (J-I)	1
6	MBR (J-II)	1
7	MBR (J-III)	1
8	MBR (J-IV) / CSC	1
9	MBR (J-V)	1
10	MBR (J-VI)	1
11	MBR (J-VII)	1
12	MBR (J-RWP)	1
13	Secretary (R&E)	1
14	Secretary (Colonies)	1
15	Secretary (S&C)	1
16	Secretary (LC)	1
17	Secretary (S&R)	1
18	Director (Land Records)	1
19	Director (R&G)	1
20	Director (M&A)	1
21	I T Sepecialist	1
22	Deputy Secretary (Revenue)	1
23	Deputy Secretary (Assessment)	1
24	Deputy Secretary (Colonies-I)	1
25	Deputy Secretary (Colonies-II)	1
26	Deputy Secretary (Consolidation)	1
27	Deputy Secretary (S&R)	1
28	Deputy Secretary (AIT)	1
29	Registrar	1
30	Assistant Secretary (General)	1
31	Assistant Secretary (Budgetl)	1
32	Assistant Secretary (Settlement)	1
33	Assistant Directors (Monitoring)	2
34	Assistant Directors (Audit)	2
35	ADLR(I)	1

36	ADLR(II)	1
37	Statistical Officers (I)	1
38	Statistical Officers (II)	1
39	P.S. to MBRs'	12
40	Readers to MBRs'	13
41	P.A.s' to Secretaries	5
42	<u>Branches (36)</u>	504

Annexure - B
List of Branches of BOR

Sr. No	Branch Name
1	Admn
2	Record (Admn)
3	Bill Section
4	Cashier
5	Receipt Section
6	Issue Section
7	Library
8	ACT
9	EM
10	EF
11	LR
12	Budget
13	Research & Gazetter
14	I T Section
15	Settlemt
16	Consolidation - I
17	Consolidation – II
18	Stamp & Taqavi
19	Colony
20	Colony Sales
21	Colony Lease
22	Housing
23	Colony Thal
24	Thal Account
25	C& M
26	U&R
27	Record (S&R)
28	Writ
29	R&D
30	Account (DLR)
31	Establishment Field (DLR)
32	Budget (DIR)
33	Record (DLR)
34	Statistics (DLR)
35	Examination (DIR)
36	Form Storage (DLR)

Annexure – C

1. Functions of the Revenue Department

- a) Land Revenue Administration:
 - i. Assessment and Collection of Land Revenue, Development Cess and surcharges thereon and Agricultural Income Tax:
 - ii. Land Surveys and record of rights including restrictions over transfer of title:
 - iii. Alienation of revenue
 - iv. Jagirs and muafis – Punjab Abolition of Jagirs Act:
 - v. Religious endowment of land:
 - vi. Revenue Tribunal:
 - vii. Escheats:
 - viii. Pre-emption Law:
 - ix. Alienation of Land Act:
 - x. Shamlat Deh: Matters related thereto:
4. Revenue Field Staff, District Establishment (Ministerial), matters connected with their recruitment, training, pay, allowances, promotions, leave, postings and transfers except those entrusted to Services and General Administration.
5.
 - i. Taccavi for Land Improvement and other agricultural loans
 - ii. West Pakistan Money Lenders Ordinance and Usurious Loans Ordinance, 1959
 - iii. West Pakistan Relief of Indebtedness Ordinance, 1960
6. Compulsory Acquisition of Land, Land Acquisition Act and Rules made thereunder.
7. Demarcation and Rectangulation of Land.
8. Treasure trove.
9. Registration of deeds and documents including Registration Fees.
10. Copying Department.
11. Court of Wards, encumbered and attached estates.
12. Government Estates.
13. Debt Conciliation Boards.
14. Land Laws.
15. Settlement and Re-assessment.
16. Tenancy Laws and relations between landlords and tenants.
17. Waterlogging and salinity other than schemes related thereto.
18. Suspension and remission of Land Revenue and Water Rate.
19. Crop reports.
20. Muslim Personal Laws (Shariat) Application Act, 1962.
21. Change of names of Villages, Tehsils and Districts in the Punjab.
22. Conferment of powers under the Revenue Laws.
23. Patwar Schools

24. All matters relating to Katchehri Compounds in the Divisional/District Offices under the Katchehri Compound Fund Rules, 1937
25. Transfer of Property Act
26. Stamps and Court Fees Judicial and non-Judicial under Court Fees Act
27. Printing and Revision of Gazetteers
28. Territorial Adjustments and changes
29. Boundary Disputes
30. Transfer of Revenue Record Pak-India
31. Matters relating to District and Tehsil/Town office buildings etc. except actual construction, maintenance and repairs.
32. Refund of Revenue Deposits lapsed before independence
33. Malba Cess Fund
34. Printing, revision, publication and distribution of revenue manuals
35. Lambardars
36. Cattle Census
37. Restitution and Redemption of Mortgaged Lands Act
38. Evacuee Property Displaced Persons Law (Repeal) Act
39. Residual Work of the defunct Settlement and Rehabilitation Department

2. Broad Classification of Functions With Reference to Service Delivery:

The functions of the Revenue Department can be classified broadly into following categories:

a) Maintenance of Records of Rights

For performance of this function the Revenue Department is also responsible for conducting Settlement and Survey Operations and maintaining an elaborate establishment for updating and maintaining these records. Ancillary (though probably more important) functions include demarcation, partition etc.

b) Collection of Agricultural Income Tax, Water Rate

Assessment and Collection of Agricultural Income Tax is done by Revenue Functionaries in the Districts under the Punjab Agricultural Income Tax Act. Water Rate is collected by the same functionaries despite the fact that the function has been shifted to PIDA. Moreover Revenue functionaries also collect any government dues declared as arrears of Land Revenue. The department is also responsible for collection of mutation fee, copying fee and any other fees and levies related to maintenance of land records.

c) Facilitation of Agricultural Loans

This function is also related to the function of maintenance of land records, mentioned above. Issuance of Agricultural Passbooks and recording notations in revenue records for agricultural and other credits is done by the revenue functionaries responsible for the maintenance of land records.

d) Land Acquisition

All compulsory land acquisition proceedings for public purposes are conducted by functionaries of Revenue Department.

e) Registration of Deeds

Revenue Department provides the service of registration of deeds in all Tehsils/Towns of the province through offices of sub-registrars controlled by the Registrars in the districts and Inspector General of Registration (Director Land Records) in the Provincial Headquarters.

f) Resolution of record and tenancy related disputes

A system of Revenue Courts is maintained starting from the courts of Assistant Collectors (Second Grade)/Naib-Tehsildars upto the Board of Revenue for decision of disputes related to records and tenancy matters.

3. Functions of the Colonies Department

1. Administration and Management of State Land.
2. Disposal of State Land, through sale, lease and exchange.
3. Transfer of State Land to Provincial Government Departments free of cost for public purposes.
4. Transfer of State Land to Federal Government and Autonomous Bodies at market price plus 10% surcharge.

4. Functions of the Consolidation Department

1. To consolidate scattered holdings of landowners in compact blocks to make land-use more productive and meaningful.
2. To reduce the number of plots of land of the right holders of a Revenue Estate by consolidating scattered Chunks of their land into minimum number of compact blocks.
3. To prepare an up-dated record of right holders for use by the Revenue Department/right holders.
4. To eject illegal /un-authorized occupants of Government state land.
5. To carve out new paths besides retaining the old paths where necessary for improving the communication between the villages and also to earmark/reserve/provide tracts of land for general utility purpose /welfare like graveyard, playgrounds, schools, health centers and new water ways for better irrigation with a view to achieve maximum increase of productivity/cultivation.