

**Quality Assurance and Monitoring of Service
Delivery of Land Record Management
Information System (LRMIS)**

**BOARD OF REVENUE (BOR)
GOVERNMENT OF THE PUNJAB**



REQUEST FOR EXPRESSION OF INTEREST

Project Management Unit Land Records Management & Information Systems Project Board of Revenue, Punjab

(A Project funded by the World Bank)

IDA Credit No. PAK 4258

Consulting Services for Quality Assurance and Monitoring of Service Delivery

Government of the Punjab is implementing a project for establishment of automated maintenance of Land Records in the Province. The vision of the project is to establish efficient, accountable, equitable and secure Land Records Management & Information Systems in the province of the Punjab. Monitoring of service delivery operations and ensuring quality of services to be provided under the project are critical elements of this project. The Government of Punjab has decided that a system of quality assurance and monitoring of service delivery will be set up through outsourcing.

The Project Management Unit – Board of Revenue now proposes to engage a Consulting Firm to provide the services of Quality Assurance and Monitoring of Service Delivery for Land Records Management & Information Systems (LRMIS) project in the province of the Punjab. The services include design establishment and operation of a complete solution of Quality Assurance and Monitoring of Service Delivery. Eligible consulting firms are invited to indicate their interest in providing consultancy services for this purpose.

Interested firms, or consortia of firms, having experience of setting up similar systems nationally or internationally may provide information indicating that they are qualified to perform the services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.).

Selection of consultant will be based on the procedures stipulated in the World Bank's *Guidelines for Selection and Employment of Consultants (May 2004)* using the methodology of *Quality and Cost Based Selection (QCBS)*.

Terms of Reference for the consultancy and the list of documents to be attached with the EOI can be obtained from our website or the address given below.

Expressions of interest must be delivered at the address given below before [date after 30 days of advertisement] at the address given below. PMU-Board of Revenue reserves the right to reject one or all of the expressions of interest without assigning any reason.

Usman Ahmed

MIS Officer

Project Management Unit – LRMIS

Board of Revenue, Punjab

5th Floor LDA Plaza, Egerton Road,

Lahore-Pakistan.

Tel: 092-042-9204429, Fax: 042-9204435

E-mail: mis.lrmis@gmail.com

Website: <http://www.punjab-zameen.gov.pk/current.asp>



EXTENTION IN TIME FOR SUBMITTING EXPRESSIONS OF INTEREST

**Project Management Unit
Land Records Management & Information
Systems Project Board of Revenue, Punjab**
(A Project funded by the World Bank) IDA Credit No. PAK 4258

Consulting Services for Quality Assurance and Monitoring of Service Delivery

Our request for Expression of Interest for Consulting Services for Quality Assurance and Monitoring of Service Delivery was published in the newspapers on 17th April, 2009. The last date for submitting Expressions of Interest was 18th May, 2009. It has now been decided to extend the last date for submission of Expressions of Interest to 18th June, 2009.

Our previous advertisement, Terms of Reference for the consultancy and the list of documents to be attached with the EOI can be obtained from our website or the address given below.

Expressions of interest must be delivered at the address given below on or before 18th June, 2009. PMU-Board of Revenue reserves the right to reject one or all of the expressions of interest without assigning any reason.

**Usman Ahmed
MIS Officer
Project Management Unit – LRMIS
Board of Revenue, Punjab
5th Floor LDA Plaza, Egerton Road,
Lahore-Pakistan.
Tel: 092-042-9204429, Fax: 042-9204435
E-mail: mis.lrmis@gmail.com
Website: <http://www.punjab-zameen.gov.pk/current.asp>**

1. Background & Objectives

Government of the Punjab is executing the project “Land Records Management & Information Systems” (LRMIS) with the assistance of World Bank. The objective of the project is to improve and modernize the system of maintenance of Land Revenue Records. It aims at improving public accessibility to the land records by simplifying procedures, introducing appropriate legal changes and deploying robust software to ensure security of data and delivery of land record services to the end users. The project plans include setting up 98 Tehsil Service Centers, 22 Sub-Tehsil Service Centers and 36 District Service Centers in the Province.

In order to ensure that the ICT systems being deployed work smoothly and services of laid down standards are delivered to the beneficiaries, the government intends to establish a system of monitoring and quality assurance of service delivery and also intends to outsource the development and running of this system to a private sector partner (herein after “the consulting firm”). Using this system the consulting firm will be responsible to monitor the quality of services and ensure standards of quality. The consultant will also analyze the performance of service centres on agreed monitoring indicators, identify issues, liaise with relevant stakeholders for resolution of these issues, provide feedback on resolution of the issues and ensure that management of LRMIS is at all levels aware of the issues in terms of quality of service delivery. The objective of such monitoring and quality assurance will be to ensure un-interrupted service delivery to the customers¹. The consulting firm’s responsibilities will include operation of Help Desk, identification of issues and problems in service delivery, escalation of these problems to the appropriate level/stakeholder & monitoring of resolution of these problems to ensure high quality of service delivery.

¹ “Customer” means a person from the general public who comes to the service delivery center for the purpose of i) Getting changes in the records ii) Obtaining any other service provided by the Service Centres . iii) Logs onto the web to obtain any of the services being provided by the system through internet.

2. Scope of Assignment

A. During Data Entry Phase:

- I. During data entry phase the consultant firm will be responsible to ensure that data entry vendor(s) are following the agreed SOPs of data entry and Quality Assurance. For this purpose the consultant will:
 - a) Conduct electronic monitoring of the process.
 - b) Generate regular reports.
 - c) Indicate any variations from the agreed process.
 - d) Obtain reports from data entry vendors on software problems and resolve issues. Otherwise escalate the issues for resolution by software vendor and monitor resolution.

B. During Service Centre Operations:

- II. Quality Assurance, Operation of Help Desk, identification of issues and problems in Service Delivery, escalation of these problems to the appropriate level/stakeholder & monitoring of resolution of these problems on the following aspects of service delivery.
 - a) LRMIS Software
 - b) Human Resource (performance & availability of Service Centre and supporting Revenue Staff)
 - c) Service Center Operational Inputs (Electricity, maintenance of equipment, consumables e.g. stationary, toners, diesel etc.)
 - d) Data Quality (As distinct from 2AI above. Refers to quality of data entry during operations at the Service Centres)
 - e) Hardware Maintenance
 - f) Networking Maintenance
 - g) Performance of possible private sector partners for service delivery
 - h) System's Security
 - i) Customer's feedbacks and level of satisfaction

- III. The consultant firm will develop a Monitoring System capable of interfacing with the service delivery system being deployed under the project.
 - a) This system will obtain inputs from:
 - i. Customers (through phone, fax, letters & emails and personal appearance at a central facility.

- ii. Users of LRMIS System (Service Centre Staff, Provincial technical staff, management at District, Divisional, Provincial levels through email & phone)
 - iii. Electronic monitoring of service delivery²
 - b) The system will also be capable of resolving issues arising from this input at the help/service desk/call centre level using a knowledge base.
 - c) This system will also have the capacity to channel queries/complaints/issues to relevant stakeholders/service providers³ for resolution if these cannot be resolved at the help/service desk/call centre. The system will also monitor the response of these stakeholders/service providers.
- IV. The consultant firm will maintain a call centre to receive queries, complaint, reports in the form of phones, emails, faxes, letters and personal appearances and to operate the system mentioned at ii above
- V. Based on the working of the system mentioned at II above the consulting firm will continuously assess the effectiveness of the service delivery processes to respond to the requirements and expectations of different stakeholders and recommend Business Process Reengineering (BPR) in case of any improvement required during the reassessment of the process either in software or other processes where required.
- VI. For various aspects of service delivery mentioned at II above the consulting firm will establish following processes as appropriate in consultation with the client.
- a) Help/Service Desk/Call Centre Process
 - b) Incident Management Process
 - c) Problem Management Process

² This will include monitoring of service delivery through LRMIS customized software, (e.g. time taken in providing services of fard issuance, receiving mutation request, recording complaints, receiving Fard Badar requests at the service centres, monitoring the attendance of various functionaries i.e. service centre officials/incharges, Patwaries, Revenue Officers, uptimes and downtimes of various hardware installed, working or non-working of connectivity and networks etc.) and using inventory management software to be designed by the consultant. Software for electronic monitoring will have to be designed by the consultant.

³ Stakeholders and service providers include: i) Software vendor ii) Hardware/Equipment vendors/maintenance contractors iii) Network vendors/maintenance contractors iv) Data entry vendors (during initial data entry phase) v) Connectivity service providers vi) Consumable suppliers vii) possible private partners for service delivery viii) District Government Management ix) Board of Revenue x) PMU or its successors etc.

- d) Change Management Process
- e) Release Management Process
- f) Configuration Management Process

The responsibility of the consulting firm will be to deploy and maintain the solution for monitoring and tracking the aspects of service delivery mentioned at II above. This will start from the Help Desk/Call Centre and will progress, according to a system to record the reported incidents, enable notification to be sent *automatically* to the assigned personnel/stakeholder/service provider and to track incident resolution or its escalation. The analytical group of the consulting firm is supposed to review and filter the incidents, populate the Knowledge Base so the Help Desk operators can easily access, search and identify the resolution for a similar incident. Analysis of the incidents should also result in identification of problems. The problems need to be logged into a separate change management system and presented to the Change Advisory Board (CAB⁴) to update/change the regulations/policies (non-technical) or implement the change in the software or hardware and schedule the new customized software release and organize system upgrades accordingly. .

The Help Desk/Call Centre is the single contact point for the customers to record their problems. It will try to resolve these, if there is a direct solution, otherwise it will refer these to the incident management system. The key operational activities of the Consulting Firm will be to provide direct support to the various system users and consumers or ensure the needed support provided by the other Stakeholders (such as Software or Hardware Vendors). The Consulting Firm staff will interact on a daily basis with dedicated staff of the Software Vendor (LRMIS related technical incidents) and Service Centers' administrators wherefrom the incidents would be reported. Depending on the severity an incident the system designed and implemented by the consulting firm might initiate a chain of the dependent processes: incident management, problem management, change management, release management and configuration management. Each of the processes should be accordingly tracked with provision of the output documents for

⁴ *The CAB would be a body comprising of the consulting Firm, Software Vendor, PMU/BOR (in respect of software) and the main tasks of CAB would be to review, prioritize the requests for changes and agree on the actions, schedules and responsibilities to implement and deliver the changes. Similar bodies in respect of other aspects of service delivery will also be constituted.*

traceability and ensuring the quality management. Every item of the assets deployed at the Service Centers should be recorded and any update of the item (software, hardware, communication) tracked using the Configuration Management Database (CMDB) setting up and operational maintenance of the Help Desk system, Incident and Change Requests Tracking system, Knowledge Base and Configuration Management Database are responsibilities of the Consulting Firm. Authorized access to the systems should be ensured by each of the Stakeholders.

3. Roles & Responsibilities of Different Actors,

Stakeholders involved in the implementation of various services delivery functions/processes are Software Vendor, Data Entry Vendors, District Revenue Administration, Board of Revenue, Staff at the Service Centers (Service Centre staff), Hardware & Network Suppliers and Maintenance Vendors, Quality Assurance and Monitoring of Service Delivery Consultant, Project Management Unit-Board of Revenue and possibly private partners for service delivery. All of them will have their specific roles in each function/process with respect to the level of interaction with the system of monitoring and quality assurance.

- a) ***Software Vendor*** will have the following responsibilities;
- i. Review and resolve incidents escalated to the level of the software vendor by the consulting firm.
 - ii. Review reported problems and provide approach for resolution.
 - iii. Maintain infrastructure to track the change requests and their resolution progress
 - iv. Review the requests for changes according to the assigned priorities and work with PMU-BOR and CAB to plan release resolution features.
 - v. Implement, test and deliver the release.
 - vi. Provide inputs into the knowledge base to include updates on the release features (used by the Help Desk/Call Centre staff).
 - vii. Provide resources of remote and if needed on-site support to the service centers during each new release update installation.

⁵ These are tentative roles and responsibilities. These will be specific in detail by the consulting firm, in consultation with PMU-BOR as the system of monitoring is developed and implemented.

- viii. Entry records into Configuration Management Data Base (CMDB) to track each site LRMIS application software and any third party tools, utilities configuration items and update CMDB records in case any of the configuration items gets upgraded at a specific site.

b) **Data Entry Vendors (for initial data entry)** will have the following responsibilities during the data entry phase

- i. Review and resolve incidents escalated to the level of the data entry vendors.
- ii. Inform PMU-BOR and Consulting Firm, Software Vendor about the issues and problems faced during data entry.

c) **District Revenue Management (DCO, EDO (R), DO (R), DDO (R), Tehsildar)** will have the following responsibilities

- i. Take corrective actions in respect of security of system, staff discipline, operational support (availability of supplies and provisions) etc.
- ii. Take corrective actions about efficiency of revenue field staff in respect of their interaction with the system (particularly in respect of providing timely reports to the service centres about recorded and approved mutations, visits the service centres regularly for receiving mutation requests, visits to the service centres by Revenue officers for digitally approves mutations etc. and time taken in approving a mutation after the request is received. The Patwaries will have to have regular interaction with the Service Center for exchange of information. Similarly the Revenue Officers will also have a regular interface with the system and will in fact be responsible for electronically validating data regarding decided Mutations and Fard Badars when the system becomes operational). Quality Assurance Consultant will provide monitoring reports for District Revenue Administration and Board of Revenue to initiate corrective actions through Electronic media (e-mail, fax, and phone). Theses corrective

actions will be reported back to the monitoring system established by the consulting firm.

- iii. Proactively monitor the performance of Revenue Staff and report issues to the consulting firm through help/service desk/ Call Centre. This will be in addition to the monitoring by the consulting firm and will feed into the monitoring system established by them.
- iv. Ask for, obtain and act on specific reports on service quality from the consulting firm. Such reports will be provided by the consulting firm

d) ***PMU-Board of Revenue*** will have the following responsibilities;

- i. Take corrective actions in respect of security of system, staff discipline, operational support (availability of supplies and provisions) etc.
- ii. Work on business process reengineering as required.
- iii. Provide legal cover to the process changes.
- iv. Ask for, obtain and act on specific reports on service quality from the quality assurance and monitoring of service delivery consultant. Such reports will be provided by the quality assurance and monitoring of service delivery consultant. In addition the Board of Revenue can ask for specific ad hoc reports.
- v. Structure the details of relationship of different stakeholders
- vi. Supervise the processes, maintain ownership, coordinate the communication and review incidents escalation and resolution
- vii. Review and analyze problem patterns based on the reports provided by the quality assurance and monitoring of service delivery consultant.
- viii. Lead the Change Advisory Board (CAB) to review and analyze incidents, problems and define requests for changes and prioritize the processes based on the reports provided by the quality assurance and monitoring of service delivery consultant.
- ix. Monitor and review performance of Consulting Firm.

e) ***Staff at the Service Centers***⁶ will have the following responsibilities;

⁶ If the service delivery is outsourced to a private partner and provision of staff at the service centre is responsibility of such private partner these responsibilities will shift to the service delivery private partner.

- i. Inform consulting firm about problems related to:-
 - 1. Software
 - 2. Hardware
 - 3. Networking
 - 4. Provision of supplies
 - 5. Human Resource Issues
 - 6. Connectivity
 - 7. System Security
 through service desk/Call Centre mechanism.

f) **Hardware & Network Maintenance Vendors**⁷ will have the following responsibilities;

- i. Provide service center in working condition and solve all the issues of hardware as well as networking.
- ii. Entry of records into Configuration Management Data Base (CMDB) to track all of the hardware and network items changes and improvements.
- iii. Provide the trend analysis which highlights the major issues and problems in different locations.
- iv. Work with CAB to define hardware and network upgrade policies in resolution of the analyzed problems.

g) **Connectivity Service Provider** will have the following responsibilities;

- i. Provide service center in working condition and solve all the issues of connectivity.
- ii. Entry records into Configuration Management Data Base (CMDB) to track all of the connectivity items changes and improvements.
- iii. Provide the trend analysis which highlights the major issues and problems in different locations.
- iv. Work with CAB to define connectivity upgrade policies in resolution of the analyzed problems.

⁷ If the service delivery is outsourced to a private partner and provision of hardware & networking are the responsibilities of such private partner these responsibilities will shift to the service delivery private partner.

- h) Consumable Suppliers*⁸ will have the following responsibilities;
- i. Provide the consumable goods on time in every Service Centre.
 - ii. Entry records into Configuration Management Data Base (CMDB) to track all of the consumable items provided.
 - iii. Provide the trend analysis which highlights the major issues and problems in different locations.
 - iv. Work with CAB to define consumable upgrade policies in resolution of the analyzed problems.
- i) Private Sector Partner for Service Delivery* will have the following responsibilities depending on the public private partnership model for service delivery.
- i. Responsibilities mentioned in footnotes 5, 6, 7 & 8 depending on the model.

⁸ If the service delivery is outsourced to a private partner and provision of consumable goods are the responsibilities of such private partner these responsibilities will shift to the service delivery private partner.

List of Documents to be provided with EOI

The following documents are required to be provided with the EOI.

1. Documentary proof of valid legal entity of the firm i.e. Registration with Securities and Exchange Commission or Registrar of Firms etc.
2. National Tax Number of the firm and General Sales Tax Number
3. Audited Statements of Accounts
4. Registration of Firm with relevant professional body, if any.
5. Undertaking that the firm has not been blacklisted or debarred by any government/semi government organization.
6. List of development projects of monitoring/CRM systems worth at least 8 million each in the previous five. The list must include a brief description of the monitoring/CRM system / software, features of the system, how a Monitoring/CRM System capable of interfacing with the service delivery, duration of the project and cost of system / software.
7. Details of the operations performed in running a Customer Relationship Management/Service Delivery Monitoring call centre for the last 3 years.
8. List of the Projects which show the experience of designing and/or managing one secure Network with at least 100 nodes.
9. List of key permanent professional staff including detailed CVs of proposed Team Leader / Project Manager, Monitoring Lead, Quality Assurance Lead, Network Security Specialist for the assignment, showing qualification and experience including the projects on which they have worked, their role in the project and duration of their engagement with the project.