

Terms of Reference

Short Term Consultancy
Technical Consultancy

Project Management Unit

Board of Revenue
Government of the Punjab

1. Background

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.

On the direction of the Chief Secretary, PMU-BOR has recently initiated work to map the processes and define the functions of the Board of Revenue. Following tasks have been completed so far

- Preparation of Work Breakdown Structure (WBS)
- Process Mapping
- Responsibility Assignment Matrix
- Development of a policy proposal for creation of a Policy and Support Unit in the Board of Revenue.

Moreover work has been completed an identification of 2 key managers in the domain of Board of Revenue for the purpose of developing a system for performance evaluation on the basis of KPIs developed through the exercise.

The Project Management Unit now proposes to hire the services of an individual consultant for the following tasks.

2. Task to be performed

1. Preparation of PC-1 of 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.
2. Key Performance Indicators for two Key Managers in the Board of Revenue and District Revenue Administration have to be identified. The consultant will assist the focal group in Board of Revenue in
 - a. Selection of up to 5 KPIs for each of the two key managers.
 - b. Identification of measurement methodology / data form/data source for each of these KPIs.
 - c. The consultant will prepare the working papers for the meetings of the focal group, organize the meetings and issue minutes.
3. The Consultant will
 - a. Develop online accessible / data forms to measure the performance against the identified KPIs.
 - b. Develop pre-formatted list of data linked with selected KPIs to measure the performance in real time and generate analytical reports.
 - c. The Consultant will develop a database and web forms for data entry from data forms.
4. The consultant will collect data for entry of HR data in an HRMIS database. An HRMIS database will be designed for this purpose.
5. The consultant will prepare a complete plan for data collection and population of database designed and developed under 4(c) above.
6. Any other analysis or report writing requirement of the Board of Revenue and/or Project Management Unit during the assignment.

3. Deliverables:

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

	Deliverable	Due Date
1	Preparation of Data Forms to measure the Performance of Key Managers	March 20, 2010
	Final Report on online Data forms	March 30, 2010
2	Survey and assist to entry of HR data into new developing online system	April 18, 2010
	Designing of Database and assist into development	April 25, 2010
3	Development of Database and web forms for BoR and data entry of KPIs from data form to automated susytem	May 18, 2010
4	Data Collection and population of database	June 10, 2010
5	Preparation of PC-1 of Policy & Support Unit in Board of Revenue	120 days after the contract signing

The Consultant will simultaneously start work on each of the above. After approval of comments on each draft report submits a revised version within 10 days.

4. Commencement and Duration of Assignment

Commencement: The assignment is expected to commence on 15th March 2010.

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

5. Remuneration

The Consultant will be paid Rs. 110,000/- per month under a time based contract to be signed with him/her.