

## TERMS OF REFERENCE

### CONSULTANCY SERVICES: TRANSFORMATION OF PMU

#### BACKGROUND

Government of the Punjab started computerization of Land Records with overall objectives to improve service delivery and to enhance the perceived level of tenure security. The project is to be completed as per project plan by middle of 2015. However, the deliverables of the project like automated operation and maintenance of the computerized land record has to exist and expand for the time to come.

Project Management Unit (PMU) has been established in the Board of Revenue (BOR) to manage the Project and coordinate the project – related activities and interact with executing agency (s). The Project has recruited professionals with specialized expertise in areas such as Project Management, Accounting and Finance, Procurement, Information & Communication Technology, Human Resources, Communication, Land Revenue, Economic analysis and Monitoring and Evaluation. The Project is headed by the Senior Member Board of Revenue. Day to day activities of the Project are managed by the Project Director, through a team of professionals.

The PMU interacts directly with BOR, the PITB, the C&W Department, the Steering and Operational Committees and the District Governments for the Project implementation. It is responsible for operational control of project implementation, including management of all aspects of the project implementation plan. The PMU has a financial management unit with responsibility for accounting, disbursements, the operations of the Special Account, and the preparation of the project financial management reports.

The PMU has a Procurement and Civil Works unit which is responsible for drafting bidding documents, overseeing the procurement processes and monitoring the execution of Civil Works under the Project. Civil Works form a major component of the project under which service centres are being constructed throughout the province so this procurement and civil works unit has been supplemented with additional resources.

The PMU has also established a stakeholder outreach unit, which looks after the dissemination to the internal and the external stakeholders, public awareness and impact assessment through feedback analysis. The other components of PMU include Monitoring & Evaluation, and a provincial Information & Communication Technology.

The HR department of PMU is responsible for recruitment, selection, staffing, training, employee grievances, career planning, employee relationship, employee's performance evaluation, compensation and benefits.

The project has, so far, developed the Job Description Manual of the staff required at Service Centres / PMU, Standard Operating Procedures to be followed at the Service Centre, recruitment criteria for the PMU as well as Service Centre Staff, training modules of the newly hired Service Centre Staff. **(PMU Manpower Model Annexure 'A')**

In order to introduce a culture of Service Delivery, efficiency, transparency and customer satisfaction, a new cadre of Assistant Director Land Records (ADLR) has been introduced. They have been conferred upon powers of Assistant Collector Grade-I and are responsible for attestation of mutation and thus changes in record of rights. These officers undergo with an elaborate training in revenue record, information technology, office management &

behavioral skills so as they are well equipped to auger the new trend of professionalism and improved services.

Currently 98 Service Centers have been established in all over Punjab and the number will upto 138 centers. All service centres are providing services to Public through the District Service Centre Incharge, Tehsil Service Centre Incharge, District Network / Engineer (Assistant Service Centre Incharge), Service Centre Official, Chowkidar, Sweeper and Generator Operator. (**Service Center Manpower Model Annexure B**).

At present project mode need a permanent structure to maintain the same level of quality and efficient services.

Future transformation, including any other option, may be on the following lines;

- a. An Authority/autonomous body
- b. As part of Board of Revenue, Punjab
- c. Public Private Partnership Entity or any other model.

## **OBJECTIVES**

1. To transform the prevailing/current structure into a regular body.
2. To ensure the sustainability of the new structure.
3. To ensure the smooth operations of the Araazi Record Centre's and quality of service delivery at these Centre's.
4. To ensure the maintenance, operation and updating of the software to cater the emerging needs.
5. To devise a career path for employees of proposed entity (from top management to the lowest level).
6. To suggest compensation for each category of employee according to his/her competencies.
7. Any other activity/assignment to suggest included with the consent of the parties before the approval of Final Report.

## **OBJECTIVES OF CONSULTING ASSIGNMENT**

The Project Management Unit-BOR is interested in contracting services, as per guidelines of the World Bank regarding procurement of consulting services issued in Jan-2011, of a firm having at least 10 years extensive experience/knowledge of existing Land Laws & Administration of these Laws, knowledge in designing and operation of an autonomous bodies, PPP model and service delivery mechanism in an automated environment.

## **SCOPE OF ASSIGNMENT**

### **Phase I**

Following outcomes are to be achieved in first phase of the consultancy.

1. Review the existing structure of PMU-LRMIS, BOR, Punjab in detail.
2. Review the current practices of all the relevant departments to understand the functioning of the project.
3. Perform a complete institutional assessment of current capacity in all areas including HR practices, existing systems and project structure.

**After analyzing the existing structure of PMU the consultancy firm must present at least three favorable options of the proposed structure with advantages & disadvantages of each & recommend the most appropriate option with reasons.**

## **Phase II**

**Most recommended future design / model must cover the following assignments.**

- a. To devise a mechanism/process for boosting employee performance by encouraging employee empowerment, motivation and implementation of an effective reward mechanism.
- b. To establish processes which capture employee skills and promote personal growth and advancement in their career by helping them identify their development needs and acquire the desired knowledge and skills. (Training needs assessment).
- c. Review the existing career development policy and suggest changes/devise a suitable promotion policy and rewards/incentives system to ensure good performance and increased retention.
- d. Ensure the development and maintenance of a comprehensive HRIS database for the new system.
- e. Review the existing career development policy and suggest changes or devise a suitable promotion policy and rewards/incentives system for good performance in accordance.
- f. Propose and design policies on Human Resource Management, compensation & incentive packages and Training & Development.
- g. Devise maintenance SOPs & produce for recruitment of essential HR / ERP model.
- h. Propose a comprehensive business model for the proposed entity.
- i. Devise a proper Financial Management and Information System (FMIS) for the new entity in accordance with prevailing laws.
- j. Develop monitoring and evaluation mechanism to monitor the service delivery and other activities at the Centre's.
- k. To identify the legal the legal process involved in establishment of proposed body and draft legislation, rules, SOP etc if needed.

## **DELIVERABLES**

From the date of award of consultancy contract the required reports shall be prepared and submitted as per following schedule.

1. The Case Study and submission of preliminary report (Proposed model/structure).	45 Days
2. Review and acceptance of preliminary report.	25 Days
3. Submission of first report.	30 Days
4. Submission of final Report.	30 Days

## **SCHEDULE OF PAYMENT**

The payment will be made through cross cheque as per following schedule:

1. Submission of preliminary report.	15% of the contract value
2. Review and acceptance of preliminary report.	15% of the contract value
3. Submission of first report.	30% of the contract value
4. Submission of final report.	30% of the contract value
5. Approval of report by the government.	10% of the contract value

## Manpower Modle PMU

Sr. No.	Name of Post	No. of Posts
<b>Posts in Project Management Unit</b>		
01	Project Director	1
02	Deputy Project Director	1
03	Director Operations	1
04	Director (Monitoring & Evaluation)	1
05	Chief Accountant	1
06	Operation Manager	1
07	Human Resource Manager	1
08	Human Resource Specialist	1
09	Land Revenue Specialist	1
10	Procurement Specialist	1
11	Procurement Officer	1
12	Sociologist	1
13	Deputy Chief Accountant	1
14	Project Manager (LRMIS)	1
15	Project Manager (PPP)	1
16	Administration Manager	1
17	Accounts Officer	1
18	Assistant Accounts Officer	2
19	MIS Officer	1
20	Mobilization Officer	1
21	Sub Engineer (Civil Works)	2
22	Office Assistant	10
23	Computer Operator	6
24	Electrician	1
25	Office Boy	10
26	Driver	12
27	Dispatch Rider	3
28	Sweeper	4
<b>Posts in Divisional Coordination Team</b>		
01	Assistant Divisional Project Coordinator	9
02	Driver	4
<b>Posts in Provincial Technical Support Team</b>		
01	Provincial ICT Manger	1
02	Provincial Quality Assurance Manager	1
03	Provincial Network/System Manager	1
04	Provincial Database Manager	1
05	Network System Administrator	6
06	Web Content Developer	1
07	Driver	2
<b>Posts in Provincial Technical Support Team</b>		
01	Team Leader	1
02	System Architect	1
03	Software Developer	4
04	Database Administrator	1
05	QA Engineer	2
06	GIS Specialist	1

## Manpower Modle Service Centre

<b>Posts in District/Tehsil</b>		
1	Assistant Director Land Record	303
<b>Posts in District Service Centre Team</b>		
01	District Service Centre Incharge	37
02	District Network / Systems Engineer (Assistant Service Centre Incharge)	37
03	Revenue Officer	37
04	Service Centre Official	523
05	Chowkidar	111
06	Generator Operator	37
07	Sweeper	37
08	Driver	37
<b>Posts in Tehsil Service centre Team</b>		
01	Tehsil Service Centre Incharge	102
02	Revenue Officer	102
03	Service Centre Official	901
04	Chowkidar	306
05	General Operator	102
06	Sweeper	102