

# Terms of Reference

## Public Investment Management Support for Planning & Development Board

### 1. BACKGROUND AND OBJECTIVE

The Planning and Development Board (P&DB) is responsible for overseeing the Public Investment Management (PIM) in the province of Punjab. It has recently prepared a Planning Reform Strategy (PRS) – 2021. Under this strategy, the P&DB aims to take significant steps to enhance its capacity and advance on PIM reforms by focusing on the following areas: i) functional & institutional review of the P&DB to strengthen the project life cycle; ii) prioritize and select development projects to ensure effective allocation of scarce resources by creating a robust development portfolio management system; and iii) develop robust sector plans.

This assignment will be financed through a Technical Assistance component under the Punjab Resource Improvement and Digital Effectiveness (PRIDE) Program being funded by the World Bank. The Program Development Objective of PRIDE is “ *To increase own source revenue; and improve reliability of resource allocation and access to digital services for people and firms in the province of Punjab.*”.

### 2. SCOPE

The scope that this assignment is as below:

- **Legal, Organizational/Institutional, Functional and Project Life Cycle Review of P&D Board in the light of contemporary literature and best practices:**
  - I. Conduct legal, organizational, institutional and functional review of the P&DB and its Departments/Autonomous Bodies, and review the processes for the entire project life cycle.
  - II. Identify gaps and provide implementation frameworks for improvements in a) the existing legal, institutional, organizational and functional arrangements, and b) project life cycle.
- **Digitalization:**
  - I. Conduct a review of the existing systems and initiatives taken by the Punjab government for e-Governance and digitization.
  - II. Develop systems for complete process flow digitalization including change management.
  - III. Identify necessary hardware/software for digitalization of P&DB and provide necessary implementation support for procurement, installation and operationalization of such hardware/ software.
- **Sector Plans:**
  - I. Develop or update master plans for **the selected sectors**
  - II. Prepare guidelines and templates to help departments develop or update their own sectoral plans.

- **Portfolio Management:** Develop a Portfolio Management guidelines for Government of Punjab and evidence-based selection criteria for inclusion of projects in the development portfolio, keeping in view the strategic objective.
- **HR Reforms:**
  - I. Conduct Human Resource review of P&DB and its [attached](#) department / autonomous bodies, identify capacity gaps vis-à-vis job requirements etc.
  - II. Prepare HR manual and develop implementation and change management framework for the proposed reforms.
- **Training & Capacity Building:**
  - I. Training and capacity building of human resource in the light of new roles/responsibilities and prepare implementation & change management framework to carry out proposed reforms for Public Sector Investment.
  - II. Develop training manual including pre-induction trainings and pre-promotion trainings for all cadres in P&DB.

### 3. DETAILED TASKS AND RESPONSIBILITIES

#### 1. Conduct Legal, Organizational/Institutional, Functional and Project Life Cycle Review and Gap Analysis of P&DB in the light of contemporary literature and best practices.

##### **Legal, Organizational/Institutional, Functional Review:**

- Review of existing literature, planning & growth models and best practices of contemporary economies.
- Conduct a review of legal and institutional arrangements governing planning and development functions at the federal and provincial level.
- Study the previous functional and organizational review(s) of P&DB and based on findings of these studies, conduct a functional and organizational review of the P&DB and its attached Departments/Autonomous Bodies under the Punjab Government Rules of Business.
- Review roles and responsibilities assigned to Provincial Departments & Federal Divisions, P&DB and its [attached](#) departments / autonomous bodies.
- Review existing business processes, scope of current activities, capabilities, delivery channels and available resources of P&DB, to meet stakeholder expectations (Federal Govt., Line Departments, Public Representatives, Development Partners etc.).

##### **Review of Project Life Cycle:**

- Review existing planning, execution, and Monitoring & Evaluation and impact Evaluation Framework of projects/programs in P&DB.
- Map existing business processes and workflows covering the entire project life cycle in Punjab at all levels i.e. District, Division, Administrative Departments, autonomous bodies and P&DB.
- Develop an implementation framework based on the legal, organizational, institutional, functional and project life cycle review in the light of business process mapping, existing studies and gap analysis, to improve efficiency and meet stakeholders' expectations through established tools.

## **2. End to End process flow digitalization**

- Conduct a literature review on the established best practices on digitalization of public investment management functions;
- Review and assess the level of existing IT systems and architecture in P&DB, Finance, line departments and attached departments/ autonomous bodies of P&DB and develop an integrated IT System.
- Study the current IT practices in P&DB for implementation of technology in each step of project life cycle.
- Design end-to-end IT solutions for P&DB, its departments/ autonomous bodies and line departments for portfolio and project management.
- Capacity Building and Change Management in the context of introduction of new ICT based systems and develop a training manual for IT enabled program and portfolio management;

## **3. Development of Sectoral Plans in the light of key strategic documents.**

- Study existing literature/ practices, identifying gaps, to prepare short, medium- and long-term sectoral plans.
- Identify key sectors in consultation with administrative departments & P&DB to develop sector plans to achieve strategic objective including Sustainable Development Goals (SGDs).
- Prepare templates to develop Sector Plans in consultation with key stakeholders.
- Provide technical assistance to the departments in adopting newly developed templates for preparation of sector plans.
- Review and update planning manual and ADP guidelines.

## **4. Portfolio Rationalization including development and application of criteria to recommend projects.**

- Review the existing literature/ processes on practices that fit the context of the province for Portfolio Management in Public Sector development regimes and current portfolio management and rationalization practices in Planning & Development Board.
- Hold extensive stakeholder consultations (KIIs, FGDs) to deliberate on the findings of reviews and assessments vis-à-vis current practices being carried out by P&DB and identify gaps.
- Develop evidence-based selection criteria for inclusion of projects in the development portfolio, keeping in view the strategic objective (provincial and federal) to improve the quality of project planning & delivery;
- Prepare guidelines for better coordination between P&DB and the Finance Department to synchronize the Medium-Term Development Framework (MTDF) with Medium Term Financial Framework (MTFF).
- Based on the findings of literature review and stakeholders' discussions, develop guidelines for portfolio management and rationalization.

## 5. HR Reforms:

- Conduct Human Resource review of P&DB and its attached department / autonomous bodies in light of international best practices & contemporary economies and identify capacity gaps vis-à-vis job requirements etc.
- Develop a comprehensive HR manual (Job analysis, preparation of JDs, HR planning, selection, talent acquisition, trainings, deployments/rotations, controlling, career planning, performance management, Quantifiable Key Performance Indicators (QKPIs), succession planning).
- Develop HR Management Information System (HMIS) for P&DB, its attached departments / autonomous bodies.
- Suggest changes in Service Rules and service structure in the context of new skills/roles/responsibilities/positions.
- Develop Implementation and change management framework for the proposed reforms.

## 6. Training & Capacity Building for Public Investment Management

- Undertake a Training Needs Assessment (TNA) of each tier in the P&DB, its autonomous bodies / attached departments and line departments in view of the proposed reforms to be undertaken in the assignment
- Develop training and capacity building manual for P&DB & relevant line departments in the light of new roles/responsibilities focusing institutional/organizational and technological reforms.
- Conduct Training sessions of proposed reforms for Public Sector Investment and managing change;
- Develop training manual including pre-induction, pre-promotion and on-job trainings for all cadres of P&DB.
- Conduct awareness sessions for all stakeholders on public sector investment and management reforms.

## 4. DELIVERABLES / SPECIFIC OUTPUTS EXPECTED FROM CONSULTANT & SCHEDULE OF PAYMENTS

Deliverable	Details	Payment
1	<b>Inception report covering scope, methodology, approach and action plan to cover TORs along with detailed timelines</b>	<b>10%</b>
2	<b>Component 1: Conduct Legal, Organizational/Institutional, Functional and Project Life Cycle Review and Gap Analysis of P&amp;DB in the light of contemporary literature and practices that fit the context of the province.</b>	<b>20%</b>
	<i>Inception report</i>	-
	<i>Draft report</i>	-
	<i>Stakeholder consultation</i>	-
	<i>Implementation framework and support</i>	-

	<i>Final report</i>	-
3	<b>Component 2: End to End process flow digitalization</b>	<b>12%</b>
	<i>Inception report</i>	
	<i>Draft report</i>	
	<i>Stakeholder consultation</i>	-
	<i>Implementation framework and support</i>	-
4	<b>Component 3: Development of Sectoral Plans in the light of key strategic documents.</b>	<b>12%</b>
	<i>Inception report</i>	
	<i>Draft report</i>	
	<i>Stakeholder consultation</i>	-
	<i>Implementation framework and support</i>	-
5	<b>Component 4: Portfolio Rationalization including development and application of criteria to recommend projects.</b>	<b>12%</b>
	<i>Inception report</i>	
	<i>Draft report</i>	
	<i>Stakeholder consultation</i>	-
	<i>Implementation framework and support</i>	-
6	<b>Component 5: HR Reforms</b>	<b>12%</b>
	<i>Inception report</i>	
	<i>Draft report</i>	
	<i>Stakeholder consultation</i>	-
	<i>Implementation framework and support</i>	-
7	<b>Component 6: Training &amp; Capacity Building for Public Investment Management</b>	<b>12%</b>
	<i>Inception report</i>	
	<i>Draft report</i>	
	<i>Stakeholder consultation</i>	-
	<i>Implementation framework and support</i>	-
8	<b>Consolidated Final Project Report Summary</b>	<b>10%</b>

## 5. Duration

1.5 Years (approximately)

## 6. Key Team Composition

Position	Qualification	Experience
Public Sector Development Reforms Specialist /Team Lead	PhD in Economics/Development Economics/Public Finance/Public Policy preferably from well	At least 15 years of relevant experience in public sector management and Governance with substantial work on economic planning, developing

	reputed university.	strategic policy and programs for development, sectoral planning, project management including monitoring and evaluation, process automation, portfolio rationalization, organizational development / functional reviews and implementing innovations to improve the operations of public sector management institutions.
Project Management Specialist	Minimum 16 years of education in Project Management, Business Administration, with Project Management Certifications	At least ten (10) years of relevant experience in Project Management preferably in Public sector and international organizations.
Portfolio Management Specialist	Minimum 16 years of education in Finance/ Business Economics/ Development Economics preferably from well reputed university.	At least ten (10) years of relevant experience of related work in Public sector including hands on experience in Public Private Partnerships.
Business Process Re-Engineering Specialist	Minimum 16 years of education in Project Management/Public Finance/Business Administration or relevant field preferably from well reputed university.	At least ten (10) years of relevant experience in business processes redesigning/ improvement/ /automation/digitization and workflow efficiency in Public/Private Sector
M&E Expert	Minimum 16 years of education in Project Management, Economics, Finance, Business Administration, Public Administration or related discipline preferably from well reputed university.	At least ten (10) years of relevant work experience with at least 5 years' experience of M&E in public sector organization and donor funded projects. Knowledge of essential M&E tools e.g. MS Project, PRIMAVERA, Base camp, PERT, Logical Framework etc. Proficiency in IT and report writing skills.
HR and Change Management Specialist	Minimum 16 years of education in Human Resource Management/ Public Administration preferably from well reputed university.	At least ten (10) years of relevant experience of working with public and private sector in the relevant fields of HR and Change Management.
Digital Solutions/IT Specialist	Minimum 16 years of education in Information Communication Technologies or related field preferably from well	At least ten (10) years of working experience in the relevant area both in Public and Private Sector. Prior experience of providing digital solutions for

	reputed university.	Public/Private Sector organizations.
Economist	Minimum 16 years of education in Economics, Business Economics Development Economics or a related field preferably from well reputed university.	At least ten (10) years of relevant experience in Public and Private Sector, preferable with Government / Donors.
Public Finance Specialist	Minimum 16 years of education in economics, finance, or related fields preferably from well reputed university.	At least ten (10) years of relevant experience in public finance sector related work focusing public investment management field.
Training and Capacity Building Specialist	Minimum 16 years of education in Business Administration, Public Administration, Management sciences / Development studies / Social Sciences preferably from well reputed university.	At least ten (10) years of relevant experience of public and private sector. Experience in organization management, institutional development, public sector management and governance and HR management. Excellent IT, verbal and written communication skills.
Legal Expert	Minimum of 16 years of education in Law (preferably constitutional or administrative law) or related discipline from a reputed/recognized university	At least 10 (ten) years of relevant work experience with the Government Sector or Donor agencies.
*Sector Expert (e.g. Education, health agriculture etc.)	Minimum 16 years of education in relevant field/ Sector specific field preferably from well reputed university.	At least ten (10) years of relevant experience in sectoral planning and development in public or private sector.

### **Firm Experience / Evaluation Criteria**

- The Consultants/Firm must have 15 years relevant working experience in developing, evaluating and advising on development planning, portfolio and project management, IT systems for business operation and business process re-engineering especially for public sector as relevant to the ToRs.
- The Consultants/Firm must have completed at least three (3) similar projects in public sector / donor funded projects of comparable scale and complexity (copies of verifiable of similar nature of contracts with copies of notification of award and / or contracts and full address and contact information of the employer).
- The Consultants/Firms should demonstrate sufficient HR / managerial capacity and technical expertise in the areas covered in the ToRs.

**Selection Process:**

- Will be selected on a competitive basis in accordance with the process stipulated in accordance with World Bank Procurement Regulations for Investment Project Financing Goods, Works, Non-Consulting and Consulting Services” July 2016 (Revised November 2017 & August 2018 and November 2020.).

**Reporting:**

- The consultants shall report to Program Director, PIU, P&DB/ Head of PSU, Unit, the head of the procuring agency.

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