Terms of Reference
Public Investment Management Support for P&D Board

1.   BACKGROUND AND OBJECTIVE

The Planning and Development Board (P&DB) is responsible for overseeing the public investment management (PIM) agenda and the entire project planning cycle. It has recently prepared a Public Investment Management (PIM) Strategy which outlines the vision of the Government of Punjab on PIM reforms. This Strategy was formulated based on the findings of the PIMA self-assessment conducted in first half of2021. It focuses on 15 key areas across the three stages of the planning cycle i.e. planning, allocation and implementation. The P&DB has initiated several activities in three PIM areas of monitoring of assets, project appraisal and maintenance funding guidelines. To continue its reform on PIM and effectively implement the priorities outlined in the PIM Strategy, the P&DB aims to take significant steps to enhance its capacity. Therefore, the main objective of this assignment is to strengthen the P&DB's capacity to deliver its core mandate of carrying out PIM reforms effectively and efficiently.

To advance on PIM reforms, the P&DB aims to focus on the following areas: i) strengthen the planning cycle; ii) prioritize and select development projects to ensure effective allocation of scarce resources; iii) develop robust sector master plans; iv) create a robust project portfolio management system that draws its authority and guidance from a comprehensive policy and effective guidelines; and v) review and realign the functions of P&DB to strengthen portfolio and project management functions including digitization.

This assignment will support the above-mentioned activities under the Punjab Resource Improvement and Digital Effectiveness (PRIDE) Program whose objective 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. The Program supports the Public Financial Management Reforms Strategy and public finance management and governance pillars (pillars D and E) of RISE Punjab, which are the subsets of Punjab Growth Strategy.

2. SCOPE

The scope that this assignment covers can be summarized as below:

1. Business process review for the entire planning cycle, including M&E, to make it more robust and effective.
2. Conduct a functional review of the P&DB.
3. Develop a Portfolio Management Policy and Guidelines for P&D Board.
4. Provide recommendations for complete automation and digitization of end-to-end processes and IT design including portfolio and project management process automation, monitoring and evaluation (M&E) digitization and change management and a high-level design of roles and responsibilities.

5. Develop/update master plans for 2 sectors, linking them with Provincial Growth Strategy, RISE Punjab and Punjab Spatial Strategy and prepare guidelines/template to help departments develop/update their own sector plans.

3.   DETAILED TASKS AND RESPONSIBILITIES

A. Business process review, development of portfolio management policy and guidelines and automation of processes in P&D Board Punjab

The detailed tasks and responsibilities under this area are as follows:

1. Review of legal and institutional arrangements governing planning and development function at the federal and provincial level and how these interact.
2. Review of previous institutional review(s) of P&D Board and reports on planning reforms in Punjab.
3. Literature review of best practices relevant to the context of Punjab.
4. Conduct a functional review of P&DB Punjab which includes:
    a. Reviewing functions and responsibilities assigned to P&DB under Punjab Government Rules of Business ascertaining if the organizational structure and institutional arrangements in place are able to deliver these functions and responsibilities effectively.
    b. Mapping processes and workflows covering the entire planning cycle in Punjab i.e. project planning, preparation, execution, monitoring, and evaluation.
    c. An assessment of the Monitoring & Evaluation Framework in place in P&D Board currently to ascertain its effectiveness.
    d. Reviewing existing IT systems and architecture in P&DB including Smart Monitoring of Development Projects (SMDP) and carry out an assessment of level of automation and digitization of P&D Board's business processes across the entire planning cycle.
5. Identify the critical gaps, challenges and issues in all the above areas.
6. Hold extensive stakeholder consultations (KIIs, FGDs) to deliberate on the findings of reviews and assessments carried out above.

B.   Development of sector master plans, linked with Provincial Growth Strategy, RISE strategy and Spatial Strategy.

The detailed tasks and responsibilities under this area are as follows:

1. Carry out a detailed literature review of strategy documents guiding Punjab's planning and development. These include, but are not limited to, Punjab Growth strategy, RISE PunjabStrategy and Punjab Spatial Strategy.
2. Identification of existing sector plans that are currently under implementation.
3. Develop templates for preparation of costed sector plans that are aligned with the PGS, RISE and PSS by
    a. Carrying out a literature review and review of international best practices for preparation of costed sector plans.
    b. Review of existing sector plans to identify the gaps.

4. Finalize the template for Costed Sector Plans in consultations with key stakeholders including departments, sector experts, academia and civil society for their review, feedback and validation
5. Identify 2 key sectors for which sector plans are to be developed/updated by engaging with relevant stakeholders using the developed templates.
6. Hand hold and coach departmental officials in using the newly developed templates for developing/updating costed Sector Plans for two sectors identified by client.

4. DELIVERABLES/SPECIFIC OUTPUTS EXPECTED FROM CONSULTANT

The consultant firm shall deliver the following

1. Inception report covering scope, methodology, approach to cover TORs along with detailed timelines **(Deliverable 1).**
2. Consultations with/presentation to stakeholders on inception report **(Deliverable 2)**
3. Draft report on findings of reviews carried out under 3 (A) (4) and 3(B)(3) above **(Deliverable 3)**
4. Draft reports covering the following **(Deliverable 4)**:
    a. Proposals for revamping existing business processes covering the planning cycle along with an assessment of critical requirements (e.g. technical, training, change management, capacity etc.) necessary for implementation of identified reforms.
    b. Draft portfolio management policy and guidelines.
    c. Draft P&DB ICT strategy, vision and an action plan for automation of all end-to-end processes covering the entire planning cycle. The recommendations shall also identify cost and timelines to implement IT strategy.
    d. Draft templates for costed sector plans.
    e. Two updated/new sector plans using draft templates.
    f. A revised institutional arrangement for P&DB with clearly defined key roles and responsibilities of officials that complements the revisions in business processes, portfolio and project management and IT based systems, automation and digitization in P&D Board
5. Organize workshops (virtual) with stakeholders to discuss and final the relevant documents and reports. **(Deliverable 5).**
6. Final reports/documents covering all the given TORs **(Deliverable 6).**

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