

TERMS OF REFERENCE (TOR)
BUSINESS PROCESS RE-ENGINEERING EXPERT (PFMU)

Background:

A Public Financial Management Unit (PFMU) has been established in the Finance Department, to implement Punjab Resource Improvement and Digital Effectiveness (PRIDE) Program. It is a five-year program funded by International Bank for Reconstruction and Development (IBRD) – World Bank Group, with objectives to strengthen Public Financial Management (PFM) Systems and revenue mobilization in the province as well as to promote coherent PFM systems. The PFMU is responsible for day to day Program management in collaboration with other implementing agencies including BOR, E&T Department, PRA. PFMU will work as coordination and implementation Unit and facilitate the FD and Tax Collecting Agencies in implementing the reforms envisaged under PRIDE Program, as it is a multi-sectoral program which is complex in nature and requires a strong coordination and backstopping mechanism for execution of Program activities.

Key project management functions assigned to PFMU include:

1. Act as the main agency responsible for implementation of the project, as well as for delegated tasks on behalf of F.D.
2. All aspects of financial management and disbursement for the Project.
3. Liaising with the Bank;
4. Liaise and coordinate with provincial departments;
5. Monitoring implementation progress towards achievement of the DLIs;
6. Track the DLIs;
7. Maintain project related baseline information;
8. Provide progress reports to the Steering Committee, GoPunjab and the World Bank
9. Formulation of TOR/ RFP, in consultation with implementing agencies for hiring of consultants under the project.
10. Procuring independent consultancies for program interventions and ensuring quality of deliverables.
11. Development and Implementation of Program Communication Strategy
12. Arrange for Third Party Validation of Program Interventions and achievements.

Objectives:

The unit (PFMU) will be staffed with individual consultants/ sector specialists, and headed by a Unit Head, having expertise in the area of PFM. Among other consultants, services of a Business Process Re-Engineering Expert are also to be engaged who will;

Main Responsibilities:

- i) Support the development and implementation of policies and procedures necessary to support Operations processes.
- ii) Stay abreast of leading practices for business process documentation and execution.
- iii) Analyzes, plans and implements moderately complex operational process improvement needs. Supports long-term planning sessions in order to improve

business processes, generally involving use and improvement of information systems and goals.

- iv) Use of moderately complex re-engineering techniques to improve process performance and to deploy re-engineering plans.
- v) Develops moderately complex metrics that provide data for process management and indicators for future improvement opportunities. Collects data to identify root cause problems and to provide solutions.
- vi) Measures performance against process requirements, aligning improvement projects to close performance shortfalls.
- vii) Assesses the degree of risk impact, timeframe, and cost of re-engineering required to achieve the desired future results.
- viii) Conduct research and interviews to assess and identify misalignments and areas for efficiency improvement.
- ix) Contributes to management/technical documentation support activities such as authoring, collecting content, consolidating and reviewing.
- x) Monitoring compliance with required processes and assists with resolving non-conformities.

Qualification & Experience:

- Minimum 16 years education in Finance / Business Administration / Project Management from a reputed Foreign University or HEC recognized institutions.
- Post qualification relevant professional experience of 08 years in analyzing and re-designing Business Processes.
- Experience with a wide variety of Artifacts including Functional Requirements, Process Analysis, Process Improvement.
- Experience of managing a team to define and develop new technical solutions that provide automation and workflow efficiency.
- Experience of assisting with change management initiatives including training, communication plans, stakeholder management.
- Candidate must possess effective Interpersonal and communication skills.