

Hiring of a Consultancy Firm to Conduct a Business Process Review for the Provincial Secretariat and Cabinet of Khyber Pakhtunkhwa

A. BACKGROUND:

Digital transformation is driven by leveraging on digital technology to deliver value to the Government, People and Businesses. Besides the technology aspect, there is a need to focus on the cultural, procedural, administrative, and political shift in the way how processes flow and how decisions are made for citizen services delivery. The transition towards digital governance requires capacity building of the government departments both in terms of technology as well as Human Resources. Furthermore, it is imperative that a data driven culture is promoted among government agencies for better and more informed decision making.

An integral component of the digital governance framework is the automation of Government to Government (G2G), and Intra-Government processes.

Switching from manual document handling to automated document management is the first step towards digital governance. This will enable the government to ensure transparency and efficiency while communicating and processing documents necessary for inter and intradepartmental communication and processing.

The Government of Khyber-Pakhtunkhwa (GoKP) continues to make advances in integrating digital technology into government operations. The GoKP's Good Governance strategy aims to make government more open to citizens, ensure that institutional arrangements are in line with international best practices and standards, enable transparency in service delivery processes and utilize technology for the creation of public value. Concurrently this framework will put in place a strong mechanism for accountability. Ultimately, this strategy will entrench a culture of efficient service delivery and facilitate the creation of environment of good governance in the province.

As part of this agenda, the Government of Khyber-Pakhtunkhwa aims to:

- a. Minimize the use of paper in a phase-wise manner eventually transitioning to paperless governance model;
- b. Improve productivity, efficiency and transparency of government departments through an automated file management system;
- c. Improve efficiency of interaction between local, provincial and federal government entities through the automated file management system and use of secure, innovative ICT solutions including Video Conferencing, email services, shared drive/cloud-based storage facilities, etc.; and
- d. Improve decision making through data driven governance.

To do this, the GoKP intends to hire a management consulting firm to undertake a Business Process Review (BPR). A well-designed set of business processes will support the effective

fulfilment of departmental missions and achievement of strategic goals. This review and mapping is expected to highlight critical business processes and functions; hidden processes and legal gaps; potential problems caused by disruption in technology; escalations caused by problems; and essential IT resources required to enable continuity of critical business processes. Based on this review/mapping, the consulting firm is expected to define new roles and responsibilities resulting from the process mapping, new tools to undertake new functions, management control systems to safeguard and operationalize new processes, and all necessary policies, rules, guidelines, activities, and work instructions, and propose the functional and technical requirements to support the implementation of the recommendations of the process mapping and allow for their integration.

B. OBJECTIVES

The objective of the assignment is to assess the existing business processes and associated systems ("as is") for each department and propose integrated ICT solutions for reengineered processes ("to be") based on industry wide standards and international best practice.

C. SCOPE:

The Business Process Review shall take into consideration all Government Departments, attached Departments and Autonomous bodies under the administrative control of Government of Khyber Pakhtunkhwa as listed in **Annex-A**.¹

D. TERMS OF REFERENCE (TORs):

1. Business Requirements Gathering

- a. Validate that high-level government officials support the initiative.
- b. Hold consultations with all client departments to determine the individual department needs and obtain their input about the initiative;
- c. Examine, evaluate and conduct detailed studies of the existing similar solutions deployed at various government departments;
- d. Survey government departments and other stakeholders to determine/establish Process Flows and communication mechanism of individual departments both in terms of inter and intra-departmental communication;
- e. Review existing laws related to the file/case management and office communication within Khyber Pakhtunkhwa government, including the Manual of Secretariat Instructions & Rules of Business or any other applicable law;
- f. Conduct consultative meetings to chalk out an architectural framework of the proposed solution;
- g. Identify and prioritize the government departments where the solution can be deployed in the initial phase.

¹ This activity may be conducted in phases

2. Business Process Reengineering /Mapping

- a. Develop process flows based on the requirements collected during the Business Requirements Gathering phase;
- b. Develop workflows and Business Process Management in-line with the KP Manual of Secretariat Instructions and applicable laws;
- c. Propose re-engineered process flows if required;
- d. Propose amendments in the existing laws in the light of the re-engineered process flows and the proposed solution and
- e. Perform cost-benefit analysis of the proposed workflows.

3. Determining Functional & System Requirements Specifications

The Consultant shall review the existing processes and define the Functional Requirement Specification (FRS) and System Requirement Specification (SRS) which shall include but not limited to covering the following aspects:

- a. An architectural framework supported by detailed requirements and technical parameters based on comprehensive system analysis and design;
- b. Assumptions, factors and identified risks that could affect the functional design of the system. Included can be third-party or commercial components that will be used, issues around the operating environment, or any constraints;
- c. The FRS shall identify all Use cases of the system and identify user roles;
- d. Highlight the additional details on the quality related aspects as well as other behavioral aspects of the system including but not limited to system response times (Data search and retrieval), Performance needs and metrics, Latencies in a particular timeframe or during high volume transactions, System failures and recovery management, Security levels and accessibility constraints, Data Backup and archiving Capabilities, Legal compliance needs etc. The broader definition of the term 'system' also includes integrations with all types of Mobile platforms, Mobile devices, Tablets, and Smartphones;
- e. The Consultant shall define the reporting needs of the system in the FRS, including but not limited to the scope and format of the report, data elements and contents required on the report, file types and extraction mechanisms, user base and accessibility levels, the frequency of report extractions etc.;
- f. The Consultant shall identify the integration needs and state all required interfaces with anything external to the proposed solution including hardware, software, and users. The FRS shall include Architectural overview diagrams, high-level data flow diagrams, table structures and schema, interface protocols, API's, Error conditions, Error validations, and messaging needs, Auto-processing requirements, hardware and software dependencies, Upgrade requirements, compatibility issues with existing frameworks and solutions, etc.;
- g. The FRS shall elaborate Data Migration/ Conversion Requirements of the required system by providing full identifying information for the automated system, application, or situation for which the Data Conversion Plan applies.

- h. The FRS shall include detailed functional requirements including use cases, system inputs and outputs, process flows, diagrams, and mockups;
- i. The SRS shall include file and office communication and documentation system based on the KP Manual of Secretariat instructions and applicable laws;
- j. The SRS shall have provision for cloud storage for sharing files for teamwork for the purpose of word processing, spreadsheets and preparing presentations;
- k. Video Calling / Conferencing;
- l. User Management (Access Control);
- m. Cloud-based Calendar for scheduling meetings/events;
- n. Email Service;
- o. Customizable as per individual Department requirements;
- p. Business Intelligence for informed decision making;
- q. Specifications to ensure confidentiality, integrity and availability of data on the move and at rest;
- r. Compatibility with Mobile, Tablet and Desktop Platforms;
- s. Provide scalability and interoperability plan for the solution in terms of all aspects including growth of users, data and the addition of modules;
- t. Determine and propose necessary cyber security protocols for the solution at network and application layers;
- u. Determine and propose mechanisms and policies for data migration, maintenance of logs, addition /deletion of users;
- v. Determine and propose policies for defining roles and responsibilities for different levels of users;
- w. Determine and propose Access Control policies based on Data Classification on the basis of Government Roles and hierarchy;
- x. The Consultant shall ensure the following while proposing the technical parameters:
 - Simplicity for ease of operation and improved efficiency;
 - Ability to provide optimal possible information;
 - Capability and effectiveness to integrate all Government Departments
 - Scalability and interoperability;
 - Ease of customization Process flows;
 - Time to complete a process before and after deploying proposed solution; and
 - National Cyber Security Directives/ Standards.

4. Determining HR and ICT Infrastructure Requirements

- a. Perform needs assessment of the current IT capacity of individual departments and identify any infrastructure and Human Resources gaps, and recommend necessary upgrades in IT infrastructure/ additions in HR;
- b. Review the existing HR capabilities within KP government and provide capability assessment of the existing HR;

- c. Prepare a training plan for the skill development of existing relevant staff based on skills gap analysis;
- d. Identify hardware and network infrastructure requirements and specification at core, access and distribution layers along with endpoint;
- e. Determine technical parameters of the solution based on the following:
 - i. Network topology, diagrams and specifications of hardware of the proposed solution;
 - ii. Bandwidth requirement based on the total number of anticipated users with a redundancy plan;
 - iii. Storage requirements based on the total number of anticipated users with a disaster recovery and backup plan;
 - iv. Processing/computational requirements based on the total number of anticipated users for both central or on-premises hosted services.

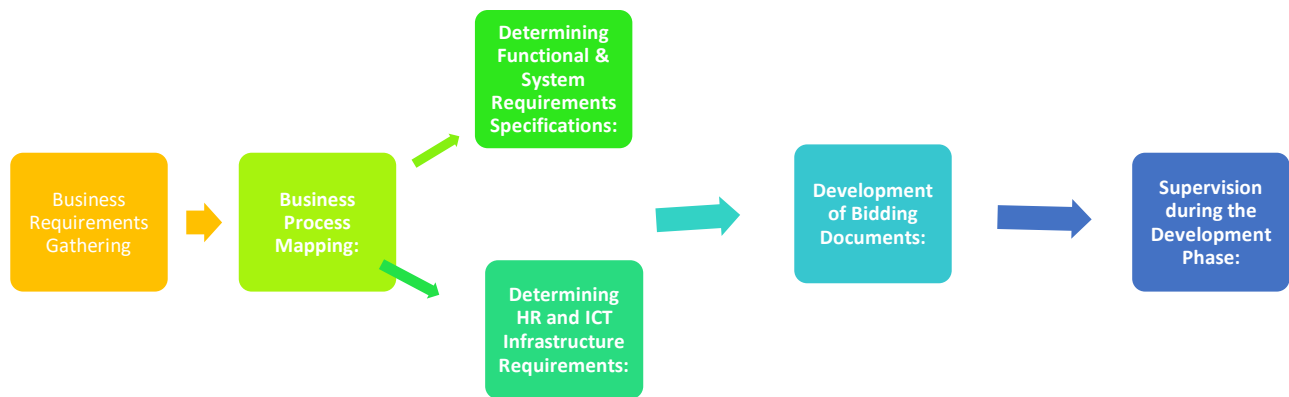
5. Development of Standard Procurement Documents:

Determine and develop packages to be bid out by Client, customize and complete the standard procurement documents; as referenced to the financier, for the implementation phase.

6. Supervision during the Development Phase:

- a. Develop a complete project management plan of the initiative for its implementation and rollout phase;
- b. Assess and develop the technological, human, and financial resources required for implementing the reengineered business processes during the implementation phase; Outline roles, responsibilities, and relevant timelines for implementation. Supervise the implementation of the solution during its deployment and practical application phase and provide technical expertise to ensure the implementation of best practices.

Table 1: Indicative Team Profile



E. QUALIFICATIONS

S. No	<u>Key Professionals</u>	<u>Number</u>	<u>Specific Expertise Desired</u>	<u>Minimum Qualification and Professional Experience Desired</u>
1	BPR Expert/Team Leader	<u>1</u>	Having headed minimum three end-to-end software development projects with similar level of intricacies with relevant experience in public sector reforms/organizational development, Business Process Reengineering and Change Management for minimum of five relevant projects	At least 16 years of education BS/ BSc Eng./B.E/MS Eng./MSc Eng. in Computer Science with minimum 5 years of experience in heading the projects of similar nature and overall experience of 15 years. Preference will be given to teams with Project Manager having additional qualification in Business Administration or Project Management.
<u>2</u>	Organizational Development and Change Management Experts	1	Having relevant experience in Change Management for minimum of five relevant projects.	At least ten years' experience in the relevant field.
<u>3</u>	Public Sector Expert	1	Having relevant experience in public sector and a thorough understanding of Government proceedings. ideally be a retired senior civil servant ideally with multidisciplinary experience	Master's in Public Administration, Law or Social Sciences with at least 10 years' multidisciplinary experience in public sector.
<u>4</u>	Legal Expert	1	Having relevant experience in public sector and a thorough understanding of Government	LLB with minimum of 10 years' experience in the relevant field.

			proceedings according to the law for a minimum of seven Years.	
5	<u>System Analysts</u>	<u>1</u>	<u>Having designed minimum five end-to-end software systems.</u>	At least 16 years of education BS/ BSc Eng./B.E/MS Eng./MSc Eng. <u>in Computer Science or related field with minimum 7+ years of experience in the relevant field. Certified System Architect will be preferred.</u>

The assignment will require the services of a consultants with technical competence and experience in institutional development, ICT management and management consulting tasks such as business process reengineering, restructuring, and total quality IT Solution provision. The firm should, have a minimum of 10 years of experience implementing ICT solutions, BPR and change management in developing countries and demonstrated experience in implementing support to governments in the region and internationally (See indicative team profile is in table 1) .

F. DELIVERABLES:

The deliverables of the assignment comprise of the following within the meaning of the scope of work as defined in these TORs:

1. Inception Report

This report will be 5 to 10 pages in length and will contain initial findings from the desk review; proposed methods, sources and procedures to be used for data collection, timeline of activities and submission of deliverables. the outputs that will be delivered by the team, key stages of the study process and the project time line including the field visits, clear roles and responsibilities for lead consultant and other team members and the commissioning organization and other stakeholders in the process. This report will be used as an initial point of discussion and agreement between the consultant and the project.

2. Technical Study reports on the basis of the defined TORs, including:

- The BPR study detailing the existing business process (“as is”) in key departments and the proposed business processes (“to be”) including any gaps in the law;

- Detailed Functional Requirement Specification (FRS) and System Requirement specification (SRS); and
- Detailed Human Resource gaps/needs identify options for strengthening capacity where absent.

3. Standard Procurement Documents
4. Implementation Road Map for the reengineered processes and systems
5. Periodic supervision reports during implementation phase
6. Final BPR implementation Report

G. REPORTING

The Consultant will report to the Project Coordinator.

H. DURATION

The duration of this assignment shall be a maximum of twelve months.

Annexure-1: List of departments to be considered during the feasibility study

S. No	Department Name
1	Excise and Taxation
2	Forestry, Environment and Wildlife Department
3	Home and Tribal Affairs
4	Local Government Department
5	KP Police

6	Revenue Department
7	Transport Department
8	Population Welfare Department
9	Science & Technology and Information Technology Department
10	Administration Department
11	Agriculture Department
12	Auqaf, Hajj, Religious & Minority Affairs
13	Communication & Works Department
14	Culture, Sports, Tourism, Archaeology & Youth Affairs
15	Elementary & Secondary Education
16	Energy & Power Department
17	Establishment Department
18	Finance Department
19	Food Department
20	Health Department
21	Higher Education Department
22	Housing Department
23	Industries Department
24	Information & Public Relations
25	Inter Provincial Coordination

26	Irrigation Department
27	Labour Department
28	Law, Parliamentary Affairs and Human Rights
29	Minerals Development Department
30	Planning & Development Department
31	Relief, Rehabilitation & Settlement Department
32	Tourism Department
33	Zakat & Ushr Department
34	Social Welfare Department