



**PROJECT IMPLEMENTATION UNIT (PIU)
PUNJAB URBAN LAND SYSTEM
ENHANCEMENT (PULSE)
Punjab Land Records Authority (PLRA)
Government of the Punjab**



TERMS OF REFERENCE

PUNJAB URBAN LAND SYSTEM ENHANCEMENT (PULSE)

**ISLAMIC REPUBLIC OF PAKISTAN
PUNJAB PROVINCE**

**HIRING OF CONSULTANTS FOR DESIGNING STANDARD
OPERATING PROCEDURES AND PREPARING TECHNICAL
GUIDELINES**

FEBRUARY 2023

PROJECT IMPLEMENTATION UNIT – PUNJAB LAND RECORDS AUTHORITY
Punjab Urban Land Systems Enhancement (PULSE) Project (P172945)

Credit No. IDA 7041-PK

Terms of Reference (ToR)

for Consultants for Designing Standard Operating Procedures and Preparing Technical Guidelines

1. BACKGROUND

The Government of Punjab (GoPunjab) is implementing a project titled the Punjab Urban Land Systems Enhancement Project (PULSE) with a credit in the amount of US\$ 150 million from the International Development Association (IDA/World Bank). The Project Development Objective (PDO) of PULSE is to support the GoPunjab with: (i) improved land records; and (ii) identification of land for development, including land for housing programs. PULSE aims to achieve: (i) the provision of digital land records linked to cadastral maps and DRM data; (ii) improved tenure security and access to land for housing; (iii) a unified modern land information system; and (iv) a strengthened capacity and regulatory framework. In this context, the public in Punjab, particularly women and vulnerable groups, will benefit significantly from increased security of land rights and property ownership. The Project comprises the following parts:

- a. Component 1: Digital Land Records and Cadastral Maps for the Land Records Management and Information System or LRMIS to develop a seamless and multipurpose cadastral map linked to the digital land records for Punjab Province;
- b. Component 2: Land for Housing to support the GoPunjab in the identification, evaluation, and mobilization of low disaster risk public/state lands, including resilient housing;
- c. Component 3: Integrated Land and Geospatial Information Systems and Services to establish a modern Land Information System, unifying and integrating rural and urban land records; and
- d. Component 4: Project Management and Institutional Strengthening to support the GoPunjab to manage, implement, and supervise project activities, and training and skill development.

For the implementation of PULSE and pursuant to the agreed terms under the financing, a Project Management Unit (PMU) was established in the Board of Revenue (BoR), together with the Project Implementation Unit (PIU) in the Punjab Land Records Authority (PIU-PLRA), to coordinate, manage, implement, and supervise PULSE.

2. OBJECTIVE OF ASSIGNMENT

The objective of the consulting assignment is to prepare Standard Operating Procedures (SOPs) to improve procedures and guidelines for implementing PULSE activities and provide professional advice, comments, and recommendation on land administration modernization to

strengthen and improve the technical aspects. The Firm will also deliver tasks and assignments as directed by the Project Director of PMU.

3. SCOPE OF SERVICES:

The Firm is expected to perform specified tasks in the area of designing SOPs & ICT management, but not necessarily be confined to, the following:

- Support PMU in studying & identifying cross-sector policy mechanisms and regulatory analysis, as well as decision options for coordinated implementation of activities
- Facilitate and/or conduct technical and substantive assessments (e.g., to identify problems, issues, possible remedies and decision options)
- Prepare short analytical briefing notes and SOPs with relevant policy and technical rationale for consideration of decision-makers
- Support any committees, working groups or similar bodies established for the preparation, implementation and/or supervision of the PULSE's specific activities
- Assess existing technical SOPs and develop/improve SOPs for the digitization of all types of Private Lands & State lands in Punjab in comparison with best international practices
- Formulate the new parcel number scheme for overall Punjab covering all types of lands under BOR, PLRA, Development Authorities and all other Stakeholders (i.e., Development Authorities)
- Develop SOP on survey and mapping, and legal data collection in Punjab, including coverage of surveyed parcels, participation of all parties, boundary delineation of parcels by:
 - Providing an inventory and analysis of the existing mapping approaches in use in Punjab.
 - Analyzing the identified existing and other potential approaches and methodologies for their per property costs, ability to reach appropriate correctness, accuracy and legitimacy, ability to record interests on land of both men and women, and ability to record state and public lands, and commercially and privately held lands, and efficiency of their community engagement and verification approaches.
 - Concluding definition of a cost-effective, participatory and territorially-comprehensive methodology for demarcating, mapping and adjudicating land

parcels on the ground and transforming from landholding share-based records to parcel-based records.

- Develop SOP on a recording of disputes and propose practical dispute resolution mechanisms
- Develop SOP on the issuance of certificates for parcels with Process Flow
- Develop SOP on the technical guidelines of software and digital mapping
- Identify issues and prepare policy briefs that provide strategic recommendations based on assessment and consultations with the relevant stakeholders
- Work together with Project Team in advocating the implementation of the policy recommendations
- Provide a report on study of the digital land rights/ownership system in Punjab (land administration, recognition and issuance of land ownership, and registration of land rights) and comparative studies between Punjab and other relevant 3 countries;

4. DELIVERABLES

- a. Inception Report within two months after signing of contract
- b. Identification of Gaps and remedial measures and report within three months after signing of contract
- c. SOPs for the Government to carry out the Project within four months after signing of contract
- d. Technical Reports/Guidelines for carrying out the activities of the PULSE Project described in Section 3 within five months after signing of contract
- e. Final report covering all aspects 15 days before the closure of the assignment

5. TIMING AND LEVEL OF EFFORT:

Six months from the signing of the contract.

6. QUALIFICATIONS

The Firm shall have the following minimum qualifications and experience:

a. General Experience:

- Registered Firm for at least 5 years.

b. Experience

- Prior experience of Consultancy work related to Land Records

- Minimum 2 or more projects related to Management Level Consultancy related to Land Records
- Minimum 3 or more projects related to Geographical Information System (GIS) Management Consultancy
- Minimum 3 or more projects related to Management Information System (MIS)

c. Certifications

- ISO 27001 Information Security Management System (ISMS)
- ISO 9001 Quality Management System (QMS)

d. Human Resource:

Expert Required	Man Months Input
Team Leader (Public Sector Specialist)	5
Institutional Development Expert	6
Deputy Team Leader / GIS Expert	3
Land Records Expert	2
ICT Expert	2
Network Expert	2
Documentation Officer	3
Legal Expert	2

e. Understanding of Scope:

- Urban Land Record Management Information System Development (ULRMS)
- Cadastral Mapping System & Integration
- Understanding of Management Information System
- Experience of Databases, Data Centers and Networks

f. Financial Capability:

- Minimum PKR 150 million annual turnover of the Firm in last three financial years

g. HR Experience:

Expert Required	Qualifications and Exp
Team Leader (Public Sector Specialist)	Bachelors / master's degree in social sciences/Economics/Business Administration,, with at least 15 years of experience of working with the public or private sector, including at least 3 years / 2 projects related to Land Record automation.
Institutional Development Expert	Bachelors / master's degree in social sciences/Economics/Business Administration, with at least 15 years of experience of working with the public or private sector, including at least 3 years / 2 projects related to

	institutional development, Change Management or Business Process Re-Engineering.
Deputy Team Leader / GIS Expert	Bachelors / Master's Degree in GIS, with at least 10 years of experience of working in the GIS sector, preferably in the Land Records automation / cadastral mapping or relevant project.
Land Records Expert	Bachelors / master's degree in social sciences/Economics/Business Administration,, with at least 10 years of experience of working with the public or private sector, including at least 3 years / 2 projects related to Land Record. Must be well versed with the Land Records legal & regulatory system in Punjab.
ICT Expert	Bachelors / Master's Degree in computer sciences / mass communication with at least 10 years of experience of working as communication / ICT officer in public or private sector projects, preferably in the automation projects
Network Expert	Bachelors / Master's Degree in computer sciences / engineering with at least 5 years of experience of working in the IT projects
Documentation Officer	Bachelors / Masters' Degree in Business Administration / Economics or a related field, with at least 7 years of experience of working in project management, preferably in the public or private sector related projects
Legal Expert	LLB / LLM, with experience of working in the Land Revenue / Land Record system, preferably experience in the legal drafting related to public sector

7. PAYMENT METHODS

Payments will be made as follows:

Deliverable	Payment Percentage
a	10%
b	30%
c	
d	30%
e	30%

8. REPORTING ARRANGEMENTS:

The Firm will report to the Project Coordinator of PULSE Project.