



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



TERMS OF REFERENCE

PUNJAB URBAN LAND SYSTEMS ENHANCEMENT (PULSE)

**ISLAMIC REPUBLIC OF PAKISTAN
PUNJAB PROVINCE**

HIRING OF AN INDIVIDUAL CONSULTANT AS

ICT OPERATIONS SPECIALIST

April 2026

Terms for Reference for Operational Coordinator

1. BACKGROUD INFORMATION

Board of Revenue, Punjab with the technical & financial support of World Bank is preparing Punjab Urban Land System Enhancement (PULSE) project for the establishment of a unified central database of all types of urban properties (societies / authorities / development agencies), rights and charges. The proposed system will not merely a GIS & Parcel based one but has all possible functionalities to serve as a robust platform for creation of ‘Spatial Data Infrastructure’ (SDI), an inevitable need of the future. The project will provide a complete and transparent record of title in land and immovable property. Digitization of remaining parts of rural land, digitization of katchi abadi record, automation of sub-registrar record rooms is also part of the project.

1.1. Beneficiary Country and Province:

Islamic Republic of Pakistan and Punjab Province.

1.2. Contracting Authority:

Under the Punjab Urban Land Systems Enhancement (PULSE) Project in agreement with the World Bank, the Project Implementation Unit (PIU), under Punjab Land Records Authority (PLRA), Government of Punjab is the contracting authority.

2. OBEJECTIVES

PIU is one of the major implementing arms of the PULSE project. The foremost responsibility of the PIU is to provide the technical, digital and analytical services to ensure on ground implementation of the planned activities for the smooth and timely execution the PULSE. The BoR along with the Punjab Land Records Authority (PLRA) in Punjab and other users such as World Bank, donor organizations etc. in a manner that facilitates efficiency, effectiveness, and timely execution of the PULSE project.

The ICT Operations Specialist will provide operational support and assistance, coordination and oversight in aid to the Project Coordinator of the PIU proactively as self-starter and a team player towards the dispensation of his (Project Coordinator PIU) duties.

3. SCOPE OF SERVICES:

The ICT Operations Specialist will work in coordination with the head of the Project Implementation Unit and will provide operational support to the Project Coordinator to steer the implementation process of the PULSE project. The key responsibilities of the operational coordinator shall include, inter alia:

- i. Support the Project Coordinator in the oversight and steering of the various activities and tasks of the project;
- ii. To work to implement the tasks as directed and advised by the Project Coordinator.
- iii. Undertake a focused and accelerated program of activities, within the framework of the project, as spelt out in the PC-1 and Project Appraisal Document (PAD);
- iv. Ensure all targets laid down in the work plans and missions of the World bank are achieved in a timely manner, including the digitization of the land both Urban and rural in the province of the Punjab;

- v. Coordinate with the technical team and other wings of the project to prepare quarterly and annual plans from the activities laid down in the PC-1 to achieve the Project objectives.
- vi. Support the Project implementation Unit (PIU) in the management of the day-to-day operations of the PULSE project;
- vii. Managing large number of sites for online data acquisition;
- viii. Liaison with stake holders for public and private sector to minimize the public complaints. Managing complaints and taking measures to resolve issues;
- ix. Coordination with service providers for timely provision of services at large number of sites;
- x. Coordination with tech teams for smooth implementation of project;
- xi. Analyzing financial operational implementation and technicalities with collaboration of HQ teams;
- xii. Coordinate with technical team of HQ and stakeholders for completion of technical integration;
- xiii. Training plan for the users for smooth role out of project;
- xiv. Identifying and addressing teething problems till successful, smooth role out of the project;
- xv. Work towards the development and review of all plans, tasks and policies of the project;
- xvi. Support the monitoring and evaluation wing of the project, including through periodic field visits, suggest measures for effective implementation, and identify and mitigate constraints and potential bottlenecks;
- xvii. Ensure preparation of periodic progress reports and updates for the project;
- xviii. Support and further the implementation of communication strategy to raise awareness regarding the initiatives undertaken through PULSE;
- xix. Be responsible to the project coordinator of the PIU under PLRA.

4. DELIVERABLES

The Consultant will submit monthly reports about the Terms of Reference (TOR).

5. QUALIFICATIONS AND EXPERIENCE:

The ICT Operations Specialist will possess the following qualifications and skills:

- A degree (14 years of education) from a reputable national/international university preferably in the fields of Management and Business Administration, Social Sciences, Computer Sciences and Information Technology or related fields;
- Additional project management qualifications would be accorded more weightage;
- Minimum Ten (10) years of experience (after acquiring stipulated qualification) with at least five (05) years working at a senior level capacity. Experience in the field of the projects related to the IT shall be accorded additional advantage;
- Must have experience of implementation from both client side and vendor side.
- Should have implemented at least 3 complete life cycles of ERP implementation.
- Proficiency in usage of computer applications and office software packages would be mandatory;
- Ability to maintain a good working relationship with multiple and diverse stakeholders, listening to different points of view and building consensus for the direction of the project;
- Strong interpersonal and communication skills and commitment to teamwork;
- Ability to work effectively, independently, take initiative and deliver results, even under pressure, and willing to visit sites in remote areas;

- Experience in working on World Bank projects or similar international projects is considered an asset;
- Proficiency in the usage of computers desktop application MS Office (Word, Excel, and Power Point) and office software packages (word processing, spreadsheet etc.) and experience in handling of web-based data and information management systems.
- Having a PMP certification will be a plus.

6. TYPE OF CONTRACT

Time-Based Contract.

7. ESTIMATED DURATION OF CONTRACT

The contract shall be effective until **June 30, 2027**.

8. SELECTION METHOD/CRITERIA

The selection will be made in accordance with the Open Competitive Selection of Individual Consultants of World Bank Procurement Regulations for IPF Borrowers”, dated April 2020. The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank’s “Procurement Regulations for IPF Borrowers” dated July 2016 revised April 2017 and August 2018 (“Procurement Regulations”), setting forth the World Bank’s policy on conflict of interest.
