



**PROJECT MANAGEMENT UNIT (PMU)
PUNJAB URBAN LAND SYSTEMS
ENHANCEMENT (PULSE) PROJECT
Board of Revenue (BOR)
Government of the Punjab

TERMS OF REFERENCE

PUNJAB URBAN LAND SYSTEMS ENHANCEMENT (PULSE)

**ISLAMIC REPUBLIC OF PAKISTAN
PUNJAB PROVINCE**

HIRING OF CONSULTANCY FIRM

FOR

**MONITORING AND EVALUATION OF PROJECT ACTIVITIES AND
OUTCOMES, BASELINE AND TIMELINE SURVEYS/CHANGE TRACKER
SURVEYS, AS ENVISAGED BY THE PULSE.**

May 2023

PROJECT MANAGEMENT UNIT – BOARD OF REVENUE
Punjab Urban Land Systems Enhancement (PULSE) Project (P172945)
Credit Number 7041-PK
Terms of Reference (ToR)

Monitoring and Evaluation of Project Activities and Outcomes, Baseline and timeline surveys/change tracker surveys, as envisaged by the PULSE.

1. BACKGROUND

The Government of Punjab (GoPunjab) is implementing a project titled the Punjab Urban Land Systems Enhancement Project (PULSE) with the credit 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 tenure security and rights through improved land records systems and practices; and (ii) identification of land for development and housing programs. PULSE aims to achieve: (i) the provision of digital land records linked to cadastral maps and Disaster Risk Management (DRM) data; (ii) improved tenure security and access to land for housing; (iii) a unified modern land management information system; and (iv) a strengthened capacity and regulatory framework. In this context, the people of Punjab, particularly women and vulnerable groups, will benefit significantly from increased tenure security, land rights, and property ownership. The Project comprises the following components:

- Component 1: Digital Land Records and Cadastral Maps for the Land Records Management and Information System (LRMIS) to develop a seamless and multipurpose cadastral map linked to the digital land records of the Punjab Province;
- Component 2: Identification of State Lands for low cost housing projects to support the GoPunjab policy of provision of inexpensive housing, sustainable and resilient housing to the people of Punjab;
- Component 3: Integrated Land and Geospatial Information Systems and Services to further enhance the access and performance of the established modern Land Management Information Systems, unifying and integrating rural and urban land records; and
- Component 4: Project Management and Institutional Strengthening to support the GoPunjab to manage, implement, and supervise project activities, through capacity building by encouraging and providing relevant trainings and skill development.

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

The PULSE project envisages a strong, robust, and effective monitoring and evaluation system to ensure successful project management and implementation. To do so, PULSE has provided financial support to establish a comprehensive monitoring and evaluation (M&E) framework, and this consultancy comprises as one of these attempts. The selected firm/organization is expected to conduct baseline studies and evidence-based surveys to establish baselines of the results framework across multiple indicators to track change and monitor the progress of the results/objectives of the project. Background research and studies will be followed for these activities, in compliance with the World Bank, national social and environmental safeguards, related policies, and processes.

Furthermore, a grievance redress mechanism (GRM) for the project will be established and managed to ensure that all grievances and complaints are responded to the concerned stakeholders and citizens. The selected firm/organization is also required to review, monitor and evaluate the relevance and effectiveness of the GRM set up under the project.

2. OBJECTIVES OF THE ASSIGNMENT

The objectives of the consultancy(ies)/potential assignment(s) is to;

- i. **Task 1: Baseline surveys of all target indicators** across the project's results framework, to validate the current situation and to set a solid basis for monitoring, evaluating, analyzing the changes effected by the project implementation;
- ii. **Task 2: Timeline surveys/change tracker surveys for the efficiency of land registration/transaction services and user satisfaction**, to monitor and evaluate the effectiveness of changes in practices, satisfaction levels of the beneficiaries of the project. The efficiency and effectiveness of public awareness campaigns run under the project, gender strategies and Grievance Redress Mechanism, etc., as envisaged by the PULSE will also be reviewed.
- iii. **Task 3: Reporting the results and related activities**, to outline lessons learned and changes to be incorporated during project implementation.

3. DETAILED SCOPE OF SERVICES

The selected consultant firm/organization is expected to perform the following scope of services;

- i. **Task 1: Conduct baseline surveys for all target indicators**
 - Rapid review of the previous assessment: Conduct a desk review of the previous methodology on assessing the baseline of each results indicator. Validating the reference data and its collection methods will be conducted.
 - Due diligence of various field/partner's activities: Conduct due diligence on project-

related stakeholder activity, which would affect assessing the baseline of the project.

- Gaps analysis and areas for improvement: Analyze the applicability of each indicator's initial baseline and, if needed, suggest an alternative approach to appropriately capture the baseline situation.
- Update the baseline of each indicator and its projection (if only necessary with appropriate justifications): This update will be informed by the above-mentioned tasks. The baseline and the projections of each indicator will be undergone a thorough review and amended, if necessary, with adequate rationale, agreed and cleared by the PULSE PMU.

ii. Task 2: Timeline surveys/change tracker surveys for the efficiency of land registration/transaction services and user satisfaction

- Establish evaluation design: Logical methodologies will be designed prior to the evaluation. Key questions will be set to identify the efficiency/effectiveness of the land registration/transaction process, public awareness campaigns, gender-related strategies, grievance redress mechanism, and overall user satisfaction. Inclusive, cost effective, practical, and participatory evaluation models need to be considered to build community practices, and to promote transparency and sustainability of the future M&E system.
- Set up survey instruments: based on the approved evaluation design, data collection instruments, including interview questionnaires and data collection templates, will need to be developed. This will be developed based on the existing survey instruments being used within BoR, which can be adapted for purposes of the consultancy. Also, during this activity, Information, Education, and Communication (IEC) materials will be reviewed and developed, to properly inform all project beneficiaries to participate in the survey.
- Conduct data collection and analysis: The selected firm/organization will be responsible for data collection, data quality checks, and training of the survey team in line with the abovementioned evaluation designs. Detailed schedules and plans, including the sample size, target area, survey team training plan, and rollout plans, will be finalized prior to the data collection, with close consultation with the PULSE PMU.
- Conduct tracking surveys, to measure project impact evaluation, changes in level of satisfaction of the beneficiaries with the project outcomes and satisfaction levels with the grievance redressal mechanism etc.

iii. Task 3: Reporting the results and related activities

- Reporting results of Task 1/2: Based on the data analysis, the selected firm/organization will develop a results report and share it with the PMU and the World Bank team. This would include the observation of the current baseline scenario, updated baselines, identified risks and possible impacts on project beneficiaries and stakeholders before/after

project implementation. Feedback from the PULSE PMU and the World Bank team must be incorporated before finalizing the report.

- Bi-annual Monitoring & Evaluation reports: progress monitoring reports regarding the scope of the consultancy will be prepared by the selected firm/organization on a bi-annual basis. The submitted M&E reports will need to be cleared by the M&E specialist, ensuring that the data are properly captured and updated.
- Additional assistance and input as required/agreed in overseeing, verifying and spot checking across the scope of the consultancy and related field activities are expected to be carried out by the selected firm/organization.

4. DELIVERABLES

The selected consultant firm/organization would provide the following deliverables;

- A. Inception Report setting out the methodology, work plan, relevant questionnaires/tools to be deployed, and details of the staff;
- B. Interim baseline assessment results reflecting the current project situation, gaps, and baseline update plan, vetted and approved by the PULSE PMU
- C. Information, Education, and Communication (IEC) materials, Tools, or questionnaires deployed/used to gather data/information, work plan and training plan of the survey team, vetted and approved by the PULSE PMU;
- D. Collected data on Land registration system efficiency and Customer satisfaction survey and its results
- E. Bi-Annual Monitoring & Evaluation Reports / covering the aspects of the project domain;
- F. Draft reports before the final reports, reviewed, vetted, and approved by the competent authority of the PULSE PMU before its use in the project;
- G. Final reports/results/outcomes of the assigned activity/contract.

5. TIMING AND LEVEL OF EFFORT

The Consultant Firm or organization will be contracted as per the mutually agreed/contracted duration initially for a period of two (02) years (extendable subject to satisfactory performance). The Consultant Firm will be engaged on Lump-Sum contract basis. The assignment is expected to start in June 2023.

6. QUALIFICATIONS/REQUIREMENTS

Firm/Organization

The Consultant Firm/Organization shall have the following minimum qualifications and experience:

- The Consultant firm/organization must have at least 8 years of relevant experience of carrying out/conducting similar assignments and activities in the development/ social sector.
- Have completed at least two related assignments of conducting baseline surveys, evaluations, assessments and due diligence;
- Shall have the requisite/required and adequately experienced/qualified people to carry out desired assignments.

Human Resource

At least five (05) professional experts working in the firm with the following qualification and experience:

- Master's degree or higher educational degree in Social Sciences/management/public administration (Anthropology/Sociology/Political Economy/Social Development Gender Studies/Politics/Economics)/ Statistics or equivalent from HEC recognized university / institutes, national or international;
- At least 8 years of experience working in the field of monitoring, evaluations, and assessments, report writing with relevant skills to use appropriate tools like STATA, SPSS etc;
- Experience in monitoring, evaluation, or research, and practical knowledge of quantitative and qualitative research and/or monitoring methodologies.
- Knowledge and experience in Development projects or public sector organizations (e.g., government-funded projects or World Bank/international agencies/other multilateral agencies funded projects) considered as an advantage.
- Fluency in English and Urdu.

7. PAYMENT METHODS

Payments/financial consideration will be made as per the following schedule:

- First payment of 10% with the submission of Inception Report, including WorkPlan and detailed Methodology within two weeks of contract signing.
- Second payment of 10% with the submission of interim baseline assessment results, including baseline update plan within six weeks of contract signing.
- Third payment of 10% with the mobilization of the team/staff in order to undertake field activities, research, survey, and scoping or gathering of data for further analysis, after the evaluation and assessments Tools or questionnaires being cleared within ten weeks of

contract signing

- iv. Fourth payment of 10% for each report (four bi-annual reports, 40% in total) with the sharing and submission of the deliverables, including data, results, and detailed analysis;
- v. Fifth payment of 10 % on submission of the draft final Report on one month before contract closing date;
- vi. Final Payment of 20% with submission of the final report on two weeks before contract closing date.

8. ARRANGEMENTS

The Consultant firm/organization will report to the Project Director of PMU-BoR, who will be assisted by the M&E, Reporting Specialist.

COUNTRY: Pakistan
Punjab Urban Land Systems Enhancement Project

Project Development Objectives(s)

The Program Development Objective (PDO) is to provide beneficiaries in Punjab Province with: (i) updated land records; (ii) improved access to land for development including housing programs; and (iii) to provide immediate and effective response in case of an eligible crisis or emergency.

Project Development Objective Indicators

| Indicator Name | PBC | Baseline | End Target |
|--|-----|-----------|------------|
| (i) updated formal land records | | | |
| Land rights registered in and/or linked with LRMIS (Number (Thousand)) | | 44,500.00 | |
| of which, being registered jointly or on the name of the woman (Percentage) | | | |
| Increased coverage of updated digital cadastral maps (Percentage) | | | |
| Increased number of person-based records converted to parcel-based records in LRMIS (Number) | | 0.00 | |
| (ii) Improved access to land for development including housing programs | | | |
| Area of public lands screened for housing (Hectare(Ha)) | | | |
| Sites of public lands identified for development programs (Number) | | | |

Intermediate Results Indicators by Components

| Indicator Name | PBC | Baseline | End Target |
|--|-----|----------|------------|
| Component 1: Digital Land Records and Cadastral Maps for LRMIS | | | |
| Landowners whose land records newly registered and/or updated in LRMIS (Number) | | | |
| of which, land records registered and/or updated on the name of woman or through joint ownership in the land registry (Percentage) | | | |
| Area covered by cadastral surveying (Hectare(Ha)) | | | |
| External land records incorporated into LRMIS (Number) | | 0.00 | |
| New land parcels registered to LRMIS (Number) | | 0.00 | |
| Reduction in average time to register a property transaction (Days) | | | |
| Component 2: Land for Housing | | | |
| Establishment of the state lands asset inventory (Percentage) | | | |
| Implementation of state lands management procedures (Yes/No) | | | |
| Component 3: Integrated Land Information System and Services | | | |
| Districts with new LRMIS in use with online connection to a centralized database (Number) | | 0.00 | |
| External land registries connected to LRMIS (Number) | | 0.00 | |
| Operations of a digital archive of the deeds registry (Percentage) | | 0.00 | |
| LRMIS user satisfaction with land administration services (Percentage) | | | |
| of which, female user satisfaction with land administration services (Percentage) | | | |
| Provincial Spatial Data Infrastructure (PSDI) established and operational for planning and monitoring climate-resilient land management practices (Yes/No) | | No | Yes |
| Coverage of image base maps provided by PSDI for mapping and DRM (Percentage) | | 0.00 | |

| Indicator Name | PBC | Baseline | End Target |
|--|-----|----------|------------|
| Component 4. Project Management and Institutional Strengthening | | | |
| Baseline, mid-term and final household impact evaluations (Number) | | 0.00 | |
| Grievances responded and/or resolved within the stipulated service standards for response times (Percentage) | | 0.00 | |
| Number of people trained by the project (Number) | | | |
| of which, number of female trained (Number) | | 0.00 | |
| Implementation of the Gender Strategy (Percentage) | | 0.00 | |