



**PROJECT MANAGEMENT UNIT (PMU)
PUNJAB
Board of Revenue (BOR)
Government of the Punjab**

Terms of Reference (ToRs)
for
Hiring of Consultancy Services
for
**Assessment and Development of Procedures for Grievance Redressal
Management System**
of
Board of Revenue, Govt. of the Punjab

November-2023

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

1. BACKGROUND

The Government of Punjab (GoPb) is implementing a project titled the Punjab Urban Land System 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 GoPunjab with: (i) improved land records to secure land tenure and rights through improved systems and practices; 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; (ii) identification and assessment of land for housing; (iii) a unified and integrated modern land 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:

- a. 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;
- b. Component 2: Identification of State Lands for low-cost housing projects to support the GoPunjab policy of provision of inexpensive, sustainable, and resilient housing to the people of the Punjab;
- c. 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
- d. Component 4: Project Management and Institutional Strengthening to support 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, a Project Management Unit (PMU) has been established under the Board of Revenue (BoR), and a Project

Implementation Units (PIU) in the Punjab Land Records Authority (PLRA), to coordinate, manage, implement, and supervise the project.

PULSE will support efforts to enhance citizen engagement by strengthening advocacy, awareness, complaint registration, and grievance redressal at Board of Revenue (BoR). A grievance redress mechanism (GRM) for BoR will be revamped and managed to ensure that all grievances and complaints are respond to the concerned stakeholders and citizens within the legal framework. Assessment of an internal Grievance Redressal Mechanism (GRM), as part of the overall GRM of BoR for enhancement of the efficiency, so that timely response can possible to any public grievances/complaints regarding land management issues across the Punjab province.

Current complaint registration system at BoR included the following uptake channels: Helpdesk: the toll-free number for Complaints, Web based complaints form or through email, Pakistan Citizen Portal, Chief Minister Complaint Cell, and ombudsman which are proceed on files.

Multiple of adjudication forms at various level of Board of Revenue hierarchy, review appeal, revision and remand are very time consuming remedies under the law and even these forms over ride with each other making the process complicated. A swift procedure for adjudication/GR may propose after thorough study/research/review of manual/policies/roles/acts of the Board of Revenue. The proposed multi-dimensional study will cadre all tiers of the Board.

OBJECTIVES OF ASSIGNMENT

The main objective of this assignment is to assess the requirements and develop the procedures for an efficient GR system that contribute to enhance citizen engagement by strengthening existing system of Board of Revenue (BoR), which pertains to complaint registration, grievance redressal, and beneficiary's feedback. The major objectives of the assignment are as under:

- a. Assess existing GRM system of BOR including complaint registration channels, complaint log and tracking process, grievance redressal procedures and feedback.
- b. Identify and assess the effectiveness of the internal control systems related to the grievance management system.
- c. Evaluate the risk management practices/ existing grievance handling protocols in place and identify areas of improvement.
- d. Assess the overall governance structures and their alignment with best practices and legal and regulatory requirements.

2. SUPPORT TO BE EXTENDED TO CONSULTANCY FIRM BY PMU-BoR & PIU-PLRA (PULES)

- i. Develop coordination with head office of BoR, and Field Offices.
- ii. Provide Technical support on the processes, documentation and deliverables.

- iii. Ensure the notification of focal persons at BoR & Field Offices to ensure uninterrupted coordination between client and the consultancy firm.
- iv. Release payments to the firm upon acceptance of the deliverable as per the agreed schedule.

3. SPECIFIC TASKS TO BE ACCOMPLISHED BY THE CONSULTANCY FIRM

i. Internal Control Systems Review

- a. Assess the design and implementation of internal control systems related to the grievance management system.
- b. Evaluate the adequacy and effectiveness of controls in place to ensure accurate, timely, and transparent handling of grievances.
- c. Identify any gaps or weaknesses in the internal control systems and provide recommendations for improvement.

ii. Risk Management Evaluation

- a. Evaluate the risk management framework and processes related to the grievance management system.
- b. Analyze international and national best practices in grievance redressal management related to the revenue matters.
- c. Assess the identification, assessment, and mitigation of risks associated with grievance handling.
- d. Identify any areas of non-compliance with risk management policies and regulations and provide recommendations for enhancement.
- e. Analyze the legal framework to address the complaints and propose the right of appeals at relevant forum.

iii. Governance Structures Assessment

- a. Evaluate the governance structures and mechanisms in place for the grievance management system.
- b. Assess the roles, responsibilities, and accountability of key stakeholders involved in the grievance management process.
- c. Identify any gaps or deficiencies in the governance structures and provide recommendations for strengthening them.
- d. Develop customized Grievance Redressal guidelines and procedures based on the assessment and best practices, keeping in mind the specific requirements of the BoR.

iv. Reporting and Recommendations

- a. Prepare a comprehensive report summarizing the findings of the review.
- b. Provide clear and actionable recommendations to address the identified gaps and weaknesses.

- c. Include recommendations for enhancing internal control systems, risk management practices, and overall governance structures.
- d. Propose GRM System with necessary IT infrastructure and software in the light of the suggested guidelines and procedures containing the following major features:
 - Real-time data collection
 - Automated response to complainant (SMS/Email/Whatsapp)
 - Consolidated data repository
 - Internal interface dashboard
 - External interface dashboard
 - Customize reporting
 - Multiple languages Support (English/Urdu)
 - Data protection / Security
 - Appeal mechanism
 - Integration with Social Media accounts
 - Multiple platform support (Web portal / Mobile Apps)
- e. Provide training and capacity building to the BoR staff on the designed procedures and proposals.

4. KEY RESPONSIBILITIES OF THE CONSULTANCY FIRM:

- i. Deploy adequate/qualified resources for the assignment and manage the team.
- ii. Provide regular progress update on fortnightly basis or more frequently as mutually agreed upon to ensure compliance to agreed timelines.
- iii. Stakeholder's mapping and conduct stakeholder engagement workshops in each district of the assignment
- iv. Ensure proper documentation of all the processes, workflows, and relevant data along with necessary commentary is made available for ease of understanding.
- v. Preparation of Training Module and conduct training /capacity building session of the BoR staff on the designed procedures and proposals.

5. DURATION OF THE ASSIGNMENT

The overall duration of the project is expected to be **12 months** from signing of the contract and extendable based on needs.

6. GEOGRAPHICAL COVERAGE

The geographical coverage for the assessment of the Grievance Redressal (GR) system of the Board of Revenue (BoR) would typically encompass the jurisdictional areas under the authority

of the BoR. The specific coverage would depend on the administrative boundaries and territorial jurisdiction of the BoR, which can vary from country to country or within different regions. The assessment should consider the geographical areas where the BoR operates and where individuals or entities can submit grievances or complaints to the BoR for redressal. This may include:

a. Administrative Divisions:

Assess the GR system's coverage within different administrative divisions, such as provinces, states, or districts, where the BoR has jurisdiction. Evaluate how the GR system caters to the grievances arising within each administrative division.

b. Local Jurisdictions:

Consider the geographical coverage of the local jurisdictions falling under the purview of the BoR. Assess how the GR system addresses grievances specific to these local jurisdictions, including towns, cities, or municipalities.

c. Land and Property Ownership Areas:

Evaluate the coverage of the GR system in terms of land and property ownership areas. Assess how the system caters to grievances related to land disputes, property rights, land records, or any other issues falling under the BoR's domain.

d. Revenue Collection Zones:

If the BoR is responsible for revenue collection within specific zones or regions, evaluate how the GR system covers these zones. Assess how grievances related to revenue collection, tax assessment, or other revenue-related matters are addressed within these zones.

e. Special Administrative Areas:

If there are any special administrative areas or regions with unique governance structures falling under the BoR's jurisdiction, assess how the GR system covers grievances within these areas. Consider any specific provisions or mechanisms in place for redressal in these areas.

It is important to conduct the assessment from each district from all divisions of the Punjab to ensure that the GR system is effectively reaching and addressing grievances within its operational areas. However, the training would be conducted all relevant staff from all over the BoR, Punjab who are dealing with grievance redressal management.

7. REPORTING ARRANGEMENTS

The consultancy firm will work under the overall guidance of the Project Director of PMU-BoR who will be assisted by the GRM Specialist. The firm will report to Project Director as on desired by the Project.

8. SCHEDULE OF DELIVERABLES

The development firm will provide its implementation plan in light of the below tentative schedule of deliverables:

Sr.No.	Deliverables	Schedule of Delivery
1.	Project Inception Report (<i>concept of the assignment methodology, including deployment of team and work plan with milestones to be achieved over the period</i>)	Within 20 Days of signing of the contract
2.	Report on Internal Control System's review	Within 70 days of signing of the contract
3.	Report on Risk Management Evaluation	Within 140 days of signing of the contract
4.	Report on Governance Structure Assessment	Within 190 days of signing of the contract
5.	Final comprehensive report summarizing the findings of the review and proposed GR System.	Within 240 days of signing of the contract
6.	Submission of Training Module and training /capacity building report of the BoR staff on the proposed procedures and GR System.	Within 360 days of Signing of the contract

9. QUALIFICATIONS/REQUIREMENTS

The consultancy firm/s with at-least experience in Net Technology Stack, Web development including Android Application are considered suitable to apply for this consultancy service. The specific staffing requirements are as under:

Sr. No.	Key Staff	Responsibilities	Qualification
1.	1 x Team Lead	<ul style="list-style-type: none"> Responsible for managing the overall assignment activities; Liaise with PMU-PULSE and gather requirements; Report on progress 	<ul style="list-style-type: none"> Phd/Mphil in Social Sciences would be desirable. At least 10 years' experience in assessments, evaluation and process development.
2.	1 x Senior Legal Specialist	Lead the assessment process of persisted legal framework for grievance redressal system in BoR and suggest how to link up with relevant law with GR solution.	<ul style="list-style-type: none"> LLM/LLB At least 10 years' experience revenue related matters Having sufficient knowledge regarding legal procedures of BoR
3.	1x Social Safeguard Specialist (Grievance Redressal Management)	As per the World Bank standard of ESS10, analyze existing GRM at BoR, prepare specifications process of Grievance	<ul style="list-style-type: none"> 16-18 Years Education in Social Science At least 10 years' experience in implementation/process

		Redressal Mechanism for BoR	development of social safeguard
4.	1 x Capacity Assessment Specialist	Organizing and analyzing qualitative data such as data from open-ended survey items or interviews	<ul style="list-style-type: none"> • 16-18 Years Education in Social Science • At least 10 years' experience in assessment of processes, institutional capacity assessment
5.	1 x MIS Business Analyst	<ul style="list-style-type: none"> • Develop process flow of Grievance Redressal Mechanism, assess reporting requirements 	<ul style="list-style-type: none"> • BS Computer Science/IT/software Engineering. • At least 5 years' experience in business development/ process development for Management Information System
6.	1 x Report Writing Expert	Prepare quality reports of the deliverables	<ul style="list-style-type: none"> • 16-18 Years Education in Social Science • At least 7 years' experience in evaluation, data analysis and report writing.
7.	3 x Legal Expert	Assist to the Legal Specialist	<ul style="list-style-type: none"> • LLM/LLB • At least 05 years' experience revenue related matters. Having sufficient knowledge regarding legal procedures of BoR
8.	5 x Evaluation Expert	Assist to the Capacity Assessment Specilaist	<ul style="list-style-type: none"> • 16-18 Years Education in Social Science • At least 5 years' experience in assessment of processes, institutional capacity assessment
9.	2 x Land Revenue Expert	Assist to Legal Team.	<ul style="list-style-type: none"> • Matric/Patwar Course. • At least 10 years of practical experience in any Government or private organization related to land records/land use and related areas.

In addition to the above, the firm should fulfill the following criteria:

- a. Demonstrated expertise in governance and risk management assessments for a minimum period of 08 years at national/international level.
- b. Experience of business development for MIS solution/software programs related to similar interventions. At least conducted five (05) projects of similar nature (Documentary evidence of completion must be provided)..
- c. Knowledge and understanding of the public sector, preferably in revenue administration.
- d. Experience working with government agencies or departments.
- e. Familiarity with the legal and regulatory framework of Punjab, Pakistan.
- f. Strong analytical and report writing skills.
- g. Proven ability to deliver high-quality, timely results and reports.

A **Consultancy Firm** will be selected in accordance with the **QCBS Method** set out in the **Procurement Regulations**.

10. PAYMENT METHODS

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

- i. First payment 10% on Project Inception Report (*concept of the assignment methodology, including deployment of team and work plan with milestones to be achieved over the period*)
- ii. Second Payment 15% associated with the Report on Internal Control System's review
- iii. Third Payment of 15% linked with the Report on Risk Management Evaluation
- iv. Fourth Payment of 15% interconnected with the submission of Report on Governance Structure Assessment
- v. Fifth payment of 25% aligned with providing Final comprehensive report summarizing the findings of the review with proposed mechanism for GR system.
- vi. Final Payment of 20% associated with Training Module and training /capacity building report of the BoR staff on the designed procedures and proposed GR System.

The all payments will made after satisfaction/approval of the deliverables by the competent authority.
