



**PROJECT MANAGEMENT UNIT (PMU)
PUNJAB URBAN LAND SYSTEMS
ENHANCEMENT (PULSE)
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 CONSULTING FIRM

**FOR DEVELOPMENT OF SECURITY MANAGEMENT PLAN UNDER THE
ENVIRONMENTAL AND SOCIAL FRAMEWORK**

May 2023

PROJECT MANAGEMENT UNIT – BOARD OF REVENUE
Punjab Urban Land Systems Enhancement (PULSE) Project (P172945)

Credit Number 7041-PK
Terms of Reference (ToR)

For Development of Security Management Plan under the Environmental and Social Framework

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.

The social risk rating is High because land tenure is a highly contentious issue in Punjab, particularly in the context of widening social and economic inequities. In Pakistan, land disputes typically take the form of inheritance related issues amongst multiple heirs; there is widespread practice of not allowing women to claim inheritance; usually there are multiple claimants for properties who often rely on falsified documentation etc. Disputes over land ownership are likely to emerge as parcel mapping process in the districts started, cadastral maps are updated and properties registered. Some level of social disharmony can also be anticipated given widespread disputes over land (multiple claimants, disputed inheritance rights, customary exclusion of women and minors from rightful land shares, etc. They include, among others, threats to human security through personal, communal or interstate conflict, crime or violence.

Punjab Urban Land Systems Enhancement (PULSE) Project is seeking a consulting firm to develop a Security Management Plan (SMP) for the whole province Punjab (the project area). This will increase the project’s capacity to mitigate and manage risks for the project. This work will be undertaken in conformance with the security-related aspects of World Bank Good Practice Note Assessing and Managing the Risks and Impacts of the use of Security Personnel under Environment and Social Framework. It is very important that all potential threats to the project workers, sites, assets and activities as well as to project-affected communities are mitigated by the implementation agency throughout the project life cycle.

The need to mitigate such risks to, and impacts on project-affected communities and project workers is set out in various Environmental and Social Standards (ESSs) which are shown in table below;

Human Security and the Environmental & Social Standards
ESS1. Assessment and Management of Environmental and Social Risks and Impacts
<p>ESS1 addresses the need to assess environmental and social assessment risks and impacts, including those related to human security.</p> <p><i>“Annex 1 5(e) Social and conflict analysis is an instrument that assesses the degree to which the project may (a) exacerbate existing tensions and inequality within society (both within the communities affected by the project and between these communities and others); (b) have a negative effect on stability and human security; (c) be negatively affected by existing tensions, conflict and instability, particularly in circumstances of war, insurrection and civil unrest.”</i></p>
ESS4. Community Health and Safety
<p>ESS4 addresses the health, safety, and security risks to and impacts on project-affected communities and the corresponding responsibility of Borrowers to avoid or minimize such risks and impacts, with particular attention to people who, because of their particular circumstances, may be vulnerable.</p> <p><i>“24. When the Borrower retains direct or contracted workers to provide security to safeguard its personnel and property, it will assess risks posed by these security arrangements to those within and outside the project site. In making such arrangements, the Borrower will be guided by the principles of proportionality and GIIP, and by applicable law, in relation to hiring, rules of conduct, training, equipping, and monitoring of such security workers. The Borrower will not sanction any use of force by direct or contracted workers in providing security except when used for preventive and defensive purposes in proportion to the nature and extent of the threat.</i></p> <p><i>25. The Borrower will seek to ensure that government security personnel deployed to provide security services act in a manner consistent with paragraph 24 above, and encourage the relevant authorities to disclose the security arrangements for the Borrower’s facilities to the public, subject to overriding security concerns.</i></p> <p><i>26. The Borrower will (i) make reasonable inquiries to verify that the direct or contracted workers retained by the Borrower to provide security are not implicated in past abuses; (ii) train them adequately (or determine that they are properly trained) in the use of force (and where applicable, firearms), and appropriate conduct toward workers and affected communities; and (iii) require them to act within the applicable law and any requirements set out in the ESCP.</i></p> <p><i>The Borrower will review all allegations of unlawful or abusive acts of security personnel, take action (or urge appropriate parties to take action) to prevent recurrence and, where necessary, report unlawful and abusive acts to the relevant authorities.”</i></p>

ESS9. Financial Intermediaries

ESS9 addresses the need to ensure that the requirements of the ESSs are understood by the Financial Intermediaries (FIs).

“20. The FI will ensure that the requirements of this ESS and ESS2 are clearly communicated to all relevant FI personnel and ensure that relevant personnel have the necessary knowledge and capabilities for managing environmental and social risks in accordance with the FI’s [Environmental and Social Management System (ESMS)].”

2. OBJECTIVE OF THE ASSIGNMENT

The objective of SMP is to develop strategies to mitigate risks, ensure compliance with requirements prescribed within the World Bank Environment and Social (E&S) safeguards policies and relevant standards.

The following objectives define the TORs of a consulting firm for the development of a management plan are;

- Identify inherent security risks to the PULSE project.
- Identify potential risks (created by the project) to local communities.
- Provide recommendations for managing risks associated with security management that will be in conformance with World Bank E&S safeguards (ESS1, ESS4 and ESS9).
- Identify potential security risks for movement of female staff.
- In consultation with management, develop procedures and document. A Security Management Plan that is based on project implementation strategy and considers the risks to the project (PIU/PMU and contractors) including people, property, assets, and reputation and risks to communities.

The consulting firm shall work closely with the Project Director, Project Coordinator, E&S Section at PMU-BOR, and relevant staff at the PMU/PIU PULSE project.

3. SCOPE OF SERVICES

Development of a Security Management Plan

The consulting firm will develop a comprehensive Security Management Plan (SMP) that will be based on integrating the principles of environmentally and socially responsible security into project management systems. The following components must be included, but the structure can be determined in conjunction with management:

- Purpose of Security Management
- Policies and Standards
- Situation Overview
- Physical Security
- Procedures
- Security Supervision and Control
- Guard-Force Management
- Security-Contractor Management
- Managing Relations with Public Security
- Incident Reporting and Inquiry

- Community Engagement
- Grievance Redress Mechanism with special attention to how allegations of gender-based violence are to be managed

4. KEY DELIVERABLES

Once the consulting firm is engaged and deployed, then the following reports are expected to be submitted by the firm:

- Inception report
- Draft Security Management Plan that conforms the World Bank environment and social safeguard standards (ESS1, ESS4 and ESS9) and the voluntary principles on security and human rights
- Final Security Management Plan:

5. PROFILE OF THE CONSULTING FIRM:

The consulting firm must have proven knowledge and five (5) years of experience in managing consultancies. Preference will be given to those firms which have conducted and developed SMPs of International Financing Agencies funded projects at provincial and national level. The consulting firm should have experience and expertise, local knowledge, compliance with international standards, strong project management skills, effective communication skills, and availability and responsiveness.;

Experience and expertise: The consulting firm should have sufficient experience in developing security management plans for development projects. The firm should have a team of experts with relevant knowledge and skills of developing plans for security of field surveys, project management offices, physical security of project field teams in high risk areas or any other risk management during various operations of the project.

Local knowledge: The consulting firm should have knowledge of the local security environment in Punjab, Pakistan. This can include an understanding of the social, cultural, and political factors that may impact security risks in the region.

Compliance with Environment & Social Safeguards standards: The consulting firm should adhere to International Financial Agencies Environment and Social Safeguards Standards, international best practices for developing security management plans.

Strong project management skills: The consulting firm should have strong project management skills to ensure that the security management plan will be delivered in time, within budget, and with the highest quality standards.

Effective communication and report development skills: The consulting firm should have effective report writing and communication skills to ensure that the security management plan clearly understood by all stakeholders, including project staff, management, and external partners.

Availability and responsiveness: The consulting firm should be available and responsive to project needs and be able to provide positive and immediate response with in the consultancy contract period.

6. TIMING AND LEVEL OF EFFORT

The Consultant Firm will be engaged for a period of three (3), months on Lump-Sum basis.

Consultant Firm Reporting Obligations

Documents/ Reports	Hard Copies / Soft Copies	Due (After signing of contract)
Inception report: including methodological approach, schedule of the activity's formats of data sampling tools, schedule of work.	5+1	15 Days
Draft Security Management Plan: that conforms World Bank environment and social safeguard standards (ESS1, ESS4 and ESS9) and the voluntary principles on security and human rights	5+1	45 Days
Final Security Management Plan	5+1	90 Days

7. REPORTING ARRANGEMENTS

The consulting firm will be overall report to the Project Director (PMU), Punjab Land System Enhancement (PULSE) Project through Project Coordinator Pulse and Environment & Social Safeguard section.

8. GENERAL CONDITIONS

1. The assignment activities of the consulting firm will be supervised by the PD (PMU) PULSE.
2. All documentation, reports shall be submitted in the English Language.
3. All the data, documents and reports produced by the consulting firm for the said services shall be the property of the PULSE project. The consulting firm shall not share and use these data, document and reports for any other purpose / job without the explicit written approval of PD (PMU) PULSE.
4. In case the consulting firm fails to fulfill the contractual obligations and violate the contract agreement, the contract agreement shall be terminated and consulting firm shall not be liable to make any pending claims.

9. PAYMENT METHODS

Payments will be made as follows:

- i. First payment of 10% against the submission of Inception Report, including Work Plan and detailed Methodology within 15 days of the acceptance of the deliverable.
- ii. Second Payment 40% with the delivery of Draft Security Management Plan within 15 days of the acceptance of the deliverable.
- iii. Final Payment of 50% with the delivery of Final Security Management Plan within 15 days of the acceptance of the deliverable.