



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



Punjab Urban Land Systems Enhancement (PULSE) Project (P172945)



Terms of Reference (ToRs)

Hiring of Consultancy Services

Community Engagement/Awareness/Social Mobilization for Parcel Mapping Survey

under

Punjab Urban Land Systems Enhancement (PULSE) Project

**Phase-4 Districts: (Bahawalpur, Gujranwala, Kasur, Kot Adu, Murree,
Muzaffargarh, Pakpatan, R.Y. Khan, Rawalpindi, Sheikhpurra, and
Wazirabad)**

June-2025

PROJECT MANAGEMENT UNIT – BOARD OF REVENUE

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Punjab Urban Land Systems Enhancement (PULSE) Project
(P172945)Credit Number 7041-PK
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1. BACKGROUND

The Government of Punjab (GoPb) 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 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 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 the Punjab, particularly women and vulnerable groups, will benefit significantly from increased tenure security, land rights and property ownership. The Project comprises of 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 the Punjab;

Component 3: Integrated Land and Geospatial Information Systems and Services to further enhance the access and performance of the establish 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, a Project Management Unit (PMU) has been 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.

Besides efficient and transparent land registration and land management system, the key project activities include voluntary mass level partition of joint agricultural khewats and a comprehensive parcel-based ground survey of urban and peri urban built up area across all districts in Punjab province in the remaining 31 districts (through phase 2, 3, 4). PULSE has already started voluntary mass level partition across all districts in Punjab. It is therefore imperative to initiate the Community Engagement / awareness / social mobilization activities for the remaining 31 districts of Punjab.

During the phase 4, the community engagements / awareness and social mobilization activities will be carried out in eleven (11) districts including Bahawalpur, Gujranwala, Kasur, Kot Adu, Murree, Muzaffargarh, Pakpattan, R.Y. Khan, Rawalpindi, Sheikhupurra, and Wazirabad for effective stakeholders' engagements information dissemination with land owners, youth engagements and Focus Group Discussions with the vulnerable groups including women, transgender persons, religious minorities and landless people. This awareness campaign will be carried out at Mauzas level of a Patwar Circle to ensure the awareness program down to the lowest tier of the rural settlements. The district wise details of the Mauzas is provided as below:

Sr. No	District	Nos. of Mouza
1	Bahawalpur	651
2	Gujranwala	749
3	Kasur	601
4	Kot Addu	316
5	Murree	33
6	Muzaffargarh	891
7	Pakpattan	553
8	Rahim Yar Khan	1,102
9	Rawalpindi	977
10	Sheikhupura	580
11	Wazirabad	231

Source:

https://www.pbs.gov.pk/sites/default/files/agriculture/publications/mouza_census_2020/mouza_census_2020_punjab_report.pdf

This community outreach will play a vital role in engaging with and mobilizing the local community to facilitate and support in submitting applications for partition, online application facility especially for vulnerable groups (e.g., women, religious minorities, person with disabilities, others), awareness on Grievance Redressal Mechanism (GRM). Furthermore, these community engagements are pivotal to raise the importance of the Parcel Mapping Survey and secure the cooperation of residents and landowners in the survey activities.

2. OBJECTIVES OF THE ASSIGNMENT

The primary objective of this service is to facilitate the project to ensure effective community participation, awareness, and cooperation with the Survey Firms throughout the parcel mapping survey process and voluntary mass level partitioning at Mauza level led by the concerned revenue staff of the district duly assisted by the Third Party Firm providing stationary, Human Resource and logistics in the district by conducting Community Engagement Sessions, Corner Meeting, Mobilizing youth and Focus Group Discussions (FGDs) with Vulnerable Groups, facilitation to the Communication Team of PULSE in running below the line awareness campaign (Pamphlets, Banners & Posters) , building trust of the community living inside Lal Lakeer area and extended Parcels on Agricultural lands, addressing community concerns and frequently asked questions related to their properties ownerships, and mobilizing local Community Focal Persons (CFPs). This will surely enhance the accuracy, acceptance, and continuity of the parcel mapping exercise at Mauza level.

The Community Engagement/Social Mobilization/ Awareness Firm will start the field activities by organizing an initial joint planning session to align on timelines, roles, and responsibilities during the Parcel Mapping Survey and Partitioning. This exercise will be carried out to ensure all firms understand each other's methods, tools, and community interaction protocols along with synchronized field visits so that community mobilization activities can be integrated with the survey and partitioning activities to the extent possible. The firms will hold weekly or bi-weekly coordination meetings (virtual or in-person) to assess progress, adjust plans, and resolve emerging issues, with needed oversight provided by the PIU team. The PULSE Environment & Social section will facilitate joint training workshops to build mutual understanding of technical (mapping) and social (engagement) components.

The Community Engagement/Social Mobilization (CE/SM) firm will work closely with PULSE project focal persons at Divisional level, District Administration, District Revenue Staff, local communities, landowners, 3rd party firms supporting land partitioning process, and relevant stakeholders to ensure their active involvement, cooperation, understanding, and support in the field.

The specific tasks include:

- a.** Close liaison with the District Administration and field revenue staff,
- b.** Conducting stakeholder analysis to identify key community leaders, community groups, civil society organizations, landowners, and other relevant stakeholders, who can play a crucial role in facilitating voluntary Mass level Partitioning process and supporting the parcel mapping survey activity.
- c.** Developing and implementing a comprehensive community engagement strategy that aligns with the project objectives and milestones.

- d. The firm will design and implement culturally sensitive, gender-responsive strategies to engage women in targeted communities across Punjab. This includes leveraging local female mobilizers and trusted community networks to encourage participation in the survey.
- e. Ensure that all engagement activities provide a safe, respectful, and private environment for women participants. This may include female-only sessions, accessible venues, and alignment with local customs.
- f. Recruit, train, and deploy qualified female Social Organizer who are fluent in local languages and understand community dynamics. These staff will be responsible for direct engagement, awareness raising, and survey facilitation with women.
- g. Identification and training of Community Focal Persons (CFPs) to support Mass level partition and door to door survey.
- h. Organizing and facilitating community meetings, workshops, and focus group discussions to gather feedback, address concerns, and provide information about the land digitization project.
- i. Utilizing and/or enhancing the project communication materials to build stakeholder confidence and encourage participation through inclusive, gender-sensitive and culturally appropriate engagement.
- j. Developing a community engagement communication plan to effectively convey the objectives and benefits of the Mass level partition and Parcel Mapping Survey to the community members.
- k. Collaborating with local leaders, community-based organizations, and government agencies to enhance community engagement and ensure inclusivity.
- l. Monitoring and evaluating the effectiveness of community engagement activities and making recommendations for improvement.
- m. Conducting training sessions for community representatives, youth and local volunteers to enhance their understanding of the survey process and their role in facilitating it.

3. SCOPE OF ASSIGNMENT

The Community Engagement/Social Mobilization firm (CE/SMF) will supplement the efforts of the Punjab Urban Land Systems Enhancement Project and District Administration to build the Parcel based system of the land records by informing and mobilizing communities to voluntarily participating in mass level participation exercise to create **“Single Wanda Single Owner”**. It will also further enhance the technical capacity of the Parcel Mapping Survey Teams by undertaking effective community outreach and social mobilization strategy, including engagement of local level field staff, including but not limited to concerned district officials, parcel mapping survey teams, BoR/PLRA Officials and other relevant stakeholders.

In order to achieve these objectives, the CE/SM firm will develop and implement a comprehensive community engagement/social mobilization strategy along with sensitization to local community on “**Wanda Karwao Sukh Paoo**” and support to parcel mapping survey activities by the survey mapping technical teams.

Overall Responsibility: CE/SM firm will be responsible for conducting a range of coordination, communication, mobilization, trainings. Focused Group Discussion (FGDs), workshops, distributing Information Education and Communications (IEC) material, awareness activities and last but not the least about the project objectives, interventions and benefits. For this, the consulting firm has to perform Mauza level awareness campaigns at Patwar circle level, corner meetings, community engagement sessions, Focus Groups Discussions with vulnerable groups, Awareness sessions with youth and information disclosure sessions. It will be further ensured that the firm will extend its outreach to maximum female land owners for awareness on their land ownership rights.

4. SPECIFIC TASKS TO BE ACCOMPLISHED BY THE CONSULTANCY FIRM

- i. **Developing a Stakeholders engagement strategy:** Based on the prioritized stakeholders identified in the Stakeholders Engagement Plan (SEP), the firm will develop a comprehensive strategy for the Phase-3 eleven (09) districts that outlines the activities at Mauza for effective community engagement/Awareness Campaign. This strategy will outline the type, regularity and sequencing of stakeholder outreach sessions (i.e. whether FGDs, corner meetings, Jalsa e Aaam, others) while ensuring 40% participation of female community members in every type of outreach session, and targeted outreach aimed at vulnerable groups as identified through district wise vulnerability mapping. They will provide the detailed stakeholders engagement strategy in Inception Report.

The firm will also identify and train the Community Focal Persons (CFPs) and communication section supported activities for awareness. The firm will conduct district wise in-depth analysis to identify the specific vulnerable groups, taking guidance from the “PULSE Guidance Note on Vulnerable Groups”, Gender Action Plan, and “Approach for Vulnerability Mapping and Risk Screening”. This analysis should consider factors such as age, disability, ethnicity, religion, transgenders, socio-economic status, and other relevant characteristics. In this regard, the firm will

closely work with the Social Development Specialist and Gender Specialist at PULSE PMU.

The firm will also develop strategies that are sensitive to the unique needs and challenges faced by women and vulnerable groups (Religious Minorities). These strategies should ensure their meaningful participation and address any barriers that may hinder their engagement. In this regard, orientation sessions specific to the particular vulnerable group/s per tehsil of each district (as revealed through the district mapping) is mandatory along with required Mauza level social mobilization.

- ii. **Compliance with the Guidelines/SOPs on Mass level Partition and Parcel Mapping Survey:** The Community Engagement/Social Mobilization/Awareness firm for the Phase 3 district affirms full compliance with the established Guidelines and Standard Operating Procedures (SOPs) designed for the Voluntary Mass-Level Partition and Parcel Mapping Survey by the PULSE Social team, particularly in relation to environmental and social safeguards. The firm will ensure that all community engagement activities are conducted in an inclusive manner, transparent, and culturally sensitive manner, prioritizing the participation of vulnerable and marginalized groups, including women, youth, transgender and religious minorities. All mobilization and awareness efforts will be aligned with the environmental and social management framework, including adherence to conflict-sensitive communication, respect for land tenure rights. Additionally, the firm will support the grievance redress mechanism by effectively channeling community feedback to the relevant authorities and ensuring timely resolution. Documentation and reporting of all engagement activities will be carried out in accordance with the SOPs to ensure traceability, accountability, and consistency throughout the parcel mapping process.
- iii. **Implementation of community engagement activities:** Execute the community engagement strategy by organizing and facilitating community corner meetings, large community engagement sessions male/female, trainings. workshops, focus group discussions, and other relevant activities to gather feedback, address concerns, and provide information about the Parcel based system, effectiveness of parcel mapping survey and various other land digitization interventions. The firm will also distribute project-specific handouts/brochures and fix banners on suitable locations within the Mauza. The firm will share the good quality pictures and proofs of all such activities on a regular base with the project social and communication team.

- iv. **Collaboration and coordination:** Collaborate with local leaders, social media influencers, Lumberdars, community-based organizations, and government agencies to enhance community engagement and ensure inclusiveness in the Mass level partition and parcel mapping survey process. The firm will share good quality pictures and proofs of all such close community coordination and meetings.
- v. **Health, Safety & Security:** The CE/SM firm will comply with the Occupational Health, Safety (OHS) and Security measures and make it part of CE/SM Strategy. The firm is bound to provide the details of IT equipment/ICTs inventory to be used for the deliverable completion, signed Code of Conduct on GBV/SEA/SH for surveyors, before the start of the field operations. The firm will also notify the GBV/SEA/SH and GRM Committees at the start of the project and a complete stock take of the labor/project associated workers as per the approved PULSE Labor Management Plan. Additionally, the signed Code of Conduct will also be displayed in every field office of the firm. Furthermore, in case of pandemic Covid 19, Dengue Malaria and any other communicable disease outbreak the survey teams will implement all necessary health and safety measures to protect the health and safety of field staff and communities. This may include compliance with NCOC guidelines, Health and Safety regulations and GoP directives and district governments directions on Covid- 19 and any other communicable disease.
- vi. **Documentation and Reporting:** Document key findings, recommendations, number of stakeholders participated in community engagement (gender-disaggregated data) and outcomes of the community engagement sessions including gender and vulnerable groups. Prepare reports summarizing the input received and ensure that the voices of women and vulnerable groups are accurately represented in project documentation.
- vii. **Monitoring and evaluation:** Monitor and evaluate the effectiveness of community engagement activities, collect feedback from participants, and make recommendations for improvement. The firm will develop a Dashboard and will post daily based field activities along with pictorials. The M&E team of the firm will also conduct an online evaluation of the quality of the Community Engagement Sessions delivered at Mauza level.

5. KEY RESPONSIBILITIES OF THE CONSULTANCY FIRM:

- i. **Staffing:** Hiring and deployment of adequate qualified resources for the assignment to develop strategies, training material and operational teams at head office and field office level to manage the social mobilization field teams. The details of the team structure is provided in the Team composition at head quarter level and district level.
- ii. **Workplan:** CE/SM firm will develop activity-based work plan in consultation with district administration, PULSE PIU, PULSE Community Engagement Associate of the concerned district, revenue staff at Mauza and Patwar Circle level to foster Mass level partition which is in sync with the work plan of GIS based parcel mapping survey firm under the supervision of GIS Manager PULSE of the concerned district for Parcel Mapping Survey activity. The rollout plan should prioritize sequencing based on the readiness of the respective district governments and PMU's implementation plan.
- iii. **Documentation:** Ensure proper documentation of all the processes, workflows, agenda of community meeting, venue (date & time) and attendance sheets of community engagement sessions & FGDs, and progress reports data on weekly basis with the client.
- iv. **Reporting:** The firm will report to the Project Coordinator, PIU. It will organize fortnightly check-in meetings with the PC, and discuss regular progress updates on with PULSE E&S Team (coordinated by Social Development Specialist), CE Associates and GIS Manager or more frequently as mutually agreed upon to ensure compliance to agreed timelines.
- v. **Training:** The firm will organize
 - a. a two to three days comprehensive training of the social mobilizers/organizers program Phase wise with assistance from CE Associates and District Managers on Community Engagement/Social Mobilization, FGDs, Stakeholders Analysis, Occupational Health and Safety, Grievance Redressal Mechanism, GBV/SEA/SH and Gender inclusivity at the start of the activity through the sector experts hired for the assignment or from private sector.
 - b. Detailed training of the field teams at district level.
 - c. Training of the Community Focal Persons.
- vi. **Gender:** Gender segregated data based on the women community presence in community meetings, FGDs, key informant interviews, trainings and workshops. The firm will ensure 40% participation of the women beneficiaries out of the all

attendees during the Community Engagement Sessions, Corners Meetings, Youth Engagement Sessions and FGDs in the district.

- i. **Communications:** Distribution of IEC material for the community already developed and duly approved by the PULSE project management. Social Media Campaign with contents duly approved from the PULSE Communication Team.
- vii. **Impact Evaluation Coordination:** The service provider shall collaborate with the World Bank Impact Evaluation (IE) Team and facilitate the IE team's requests for social mobilization visits, as necessary.

6. SUPPORT TO BE EXTENDED TO CONSULTANCY FIRM BY THE PULSE PROJECT

The client will extend the following support to the consultancy firm for community engagement/awareness/social mobilization:

- a. **Access to Relevant Information:** The client will provide the consultancy firm with all necessary information about the Mass level Partition and parcel mapping survey, including detailed concept of up-coming Parcel based system, Parcel Mapping Survey objectives, methodology, timeline, and expected outcomes. This will enable the firm to have a comprehensive understanding of the project and effectively communicate the information to the community and all other relevant stakeholders.
- b. **Collaboration with District Administration:** The client will facilitate collaboration and coordination between the consultancy firm and district administration, government agencies. This will help establish credibility and trust with the stakeholders and ensure the smooth implementation of community engagement activities.

7. DURATION OF THE ASSIGNMENT AND GEOGRAPHICAL COVERAGE:

The overall duration of the assignment is expected to be **365 days** from signing of the contract and extendable based on needs. PULSE has a phased approach and the project is currently covering eleven (11) districts during Phase 4 in Punjab province. The details of the Nine (09) districts are as under:

Sr.	Phases	Districts
1.	Phase-4	Bahawalpur, Gujranwala, Kasur, Kot Adu, Murree, Muzaffargarh, Pakpattan, R.Y. Khan, Rawalpindi, Sheikhpurra, and Wazirabad

8. REPORTING ARRANGEMENTS;

The consultancy firm will work under the overall guidance of the Project Director of PULSE who will be assisted by the Social Safeguard Specialist, Environmental Safeguard Specialist, GRM Specialist, Communication Specialist and Gender Specialist. The firm will report to Environmental and Social Safeguards section of the Project on monthly basis and a progress review with Project Director or Project Coordinator, PULSE.

9. SCHEDULE OF DELIVERABLES

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

Sr.	Description of Deliverables	Schedule of Deliverables	Days
1.	Project Inception Report	Within fifteen (15) days of the Contract signing date	15
2.	Mobilization Report, hiring of human resource, establishment of district offices & Development of IEC Material	Within Thirty (30) days of the Contract signing date	30
3.	Youth Engagements in education institutes ten (10) per district (High Schools/Colleges/Universities) male and female both.	Within Two Hundred and fifty (250) days of the Contract signing date	335
4.	Community Engagement Sessions (male/female combine or separately) in every online Mauza of the districts of Phase-4. <i>“A 60/40 % ratio of male and female is necessary to maintain through these sessions. At Mauza level one Male and one Female session. This will be considered as one complete activity with the above-mentioned ratio”.</i>		
5.	Focus Group Discussions with Vulnerable Groups (five/district)		
6.	Progress Report (Month wise)	Within seven (07) days of each	

		month of the contract.	
7.	Project completion Report	Within three hundred and sixty-five (365) days of the Contract signing date.	365

10. QUALIFICATIONS/REQUIREMENTS

The CE/SMF should possess the following qualifications and expertise:

- a. Demonstrated 10 years' experience in community engagement, social mobilization, stakeholder analysis, and awareness campaigns or similar projects.
- b. Having experience of previously conducted minimum five (05) projects of similar nature like community engagement, social mobilization, stakeholder analysis and awareness campaigns and the firm ability to work collaboratively with local leaders, community-based organizations, and government agencies during the already implemented projects under the previously completed projects.
- c. Firms having presence and social capital in maximum districts of Punjab especially the Phase 4 Districts will have an added advantage. The firm will provide proof of this in its request for proposal document.
- d. Experience in monitoring and evaluation of community engagement activities and reporting on outcomes.

11. TEAM COMPOSITION

The Consultancy Firm shall provide their staff deployment plan in their request for proposal. For the district level operations, preference will be given to hiring of local professionals (District Managers/Tehsil Managers/Community Mobilizers) in view of their better understanding/knowledge of local norms, geographical area and language. Consideration should also be given to hiring females, minorities and transgender persons.

The suggested composition for key sectoral experts' staff required for this assignment is as under:

Sr.	Title of the Key Experts
1.	One (01) Gender Specialist/Expert Qualification: 16 years of education in social sciences, Gender Studies Experience: 10 years of experience in working with public sector or NGO/INGOs specially on gender development, mainstreaming and implementation of Gender action Plans
2.	One (01) Social Mobilization/Community Engagement Expert (Team Lead) Qualification: 16 years of education in social sciences, rural development, urban development, gender studies, Natural/Agriculture Sciences Experience: 10 years of experience in working with public sector or NGO/INGOs specially in the field of community engagements, social and community mobilization
3.	One (01) Environmental Specialist Qualification: 16 years of education in Environmental Sciences, Environmental Management, Environment Engineering Experience: 10 years of experience in working with public sector or NGO/INGOs specially in the field of conducting environmental studies and auditing and monitoring
4.	One (01) Communication/IEC Material/Behavior Change Expert Qualification: 16 years of education in social sciences, rural development, urban development, gender studies, communication studies, Mass Communication Experience: 05 years of experience in working with public sector or NGO/INGOs specially in the field of developing awareness campaigns, literature development, reports/modules development, branding.
5.	Two (02) Revenue Experts (1 Male/ 1Female) Qualification: Patwar Course or similar education Experience (For male Revenue Officer): 20 years of experience in working in the field of revenue preferably retired civil servant/Revenue Officer Experience (For Female Revenue Officer): 05 years of experience in working in the field of revenue preferably civil servant/Revenue Officer
6.	One (01) Monitoring & Evaluation Expert Qualification: 16 years of education in sociology, rural development, urban development, gender studies, Project Management, Business Development studies Experience: 10 years of experience in working with public sector or NGO/INGOs specially in conducting field-based monitoring, data analysis, validations, and reporting of large-scale community based/Social Mobilization projects.

The suggested composition of separate district field staff is as follows:

Sr.	Title	Composition	Key Responsibilities
1.	Head of Operations (HO)/Team Lead	01 for Phase 4 eleven (11) districts	<ul style="list-style-type: none"> ▪ 16 years of education in management sciences, social sciences, rural development, urban development, gender studies, Natural/Agriculture Sciences OR equivalent degree ▪ Have more than 15 years of experience in working with public sector or NGO/INGOs specially in the field of community development, community engagements, social mobilization and behavior change analysis in the similar role. ▪ Develop good understanding of project specific community mobilization, community engagement, social mobilization, behavior change, environmental, social safety measures, gender based relevant interventions, GRM and IEC material. ▪ Lead overall operations and planning of community engagement activities within assigned districts. ▪ Maintain updated plans/timelines for regular sharing with PULSE-PMU, BoR & PIU-PLRA. ▪ Accompany PULSE and/or World Bank staff on field visits. ▪ Coordinate with district level stakeholders to synergize, and obtain support for smooth implementation of project activities. ▪ Review field progress and performance of staff. ▪ Conduct random spot-checks within assigned districts to assess quality of field activities and undertake corrective measures. ▪ Ensure deliverables and timelines are met as per plan. ▪ Ensure compliance to agreed protocols and procedures as per the agreement ▪ Share progress updates with PULSE E&S section regularly on fortnightly basis and/or as desired by Project Management. ▪ Ensure availability of requisite field staff for smooth implementation of project activities. ▪ Close coordination with the Parcel Mapping Survey Team Lead for field-based assistance, support and integration of field execution plans. ▪ Observe WHO best practice safety protocols & prescribed Community Mitigation Guidelines and ensure the same are being followed during field activities by all participants.

			<ul style="list-style-type: none"> Adherence to Project security protocols
2.	District Manager	01/District	<ul style="list-style-type: none"> 16 years of education in social sciences, rural development, urban development, gender studies, Natural/Agriculture Sciences OR equivalent degree Have more than 05 years of experience in working with public sector or NGO/INGOs specially in the field of community development, community engagements, social mobilization and conducting large scale surveys. Develop good understanding of project specific environmental, social safety measures, gender based relevant interventions and IEC material. Supervise all community engagement activities in the assigned areas. Liaise with parcel mapping contractor and PULSE's Field Staff on regular basis for sharing progress updates and other crucial issues. Develop district level work-plan and ensure adherence to it. Ensure logistics arrangements at the field level. Share Monthly and UC level progress reports with PULSE's field staff on regular basis. Report to respective Head of Operations on progress of district level activities. Observe WHO best practice safety protocols & prescribed Community Mitigation Guidelines and ensure the same are being followed during field activities by all participants. Adherence to Project security protocols
3.	Tehsil Supervisors	01 for each tehsil of the concerned districts	<ul style="list-style-type: none"> Minimum 14 years of education in sciences/arts or preferably Master degree in Social Sciences/Management Sciences/Agricultural Sciences. Have three or more years of experience in working with public sector or NGO/INGOs specially in the field of community development, community engagements, social mobilization and conducting large scale surveys. Manage overall logistics for his/her team. Support Social Mobilizers (SMs) and community engagement activities with respect to the parcel mapping survey. Develop Tehsil/UC level work-plans and ensure adherence to it. Undertake random monitoring visits to gauge quality of the work being carried out. Ensure availability of the required equipment/IEC and other relevant project material for SMs.

			<ul style="list-style-type: none"> ▪ Provide a copy of NOC letters to project staff before leaving for field. ▪ Maintain physical record of the progress as per agreed reporting tools. ▪ Have good knowledge and use of MS Word and Excel. ▪ Try to resolve any bottlenecks/minor field issues himself and/or report to concerned line manager if it falls beyond his/her control. ▪ ▪ Observe WHO best practice safety protocols & prescribed Community Mitigation Guidelines and ensure the same are being followed during field activities by all participants.
4.	Social Mobilisers (4Nos)/Tehsil (02 Male and 02 Female)		<ul style="list-style-type: none"> ▪ 14 years of education or above ▪ Have two or more years of experience in working with public sector or NGO/INGOs specially in the field of community development, community engagements, social mobilization and conducting large scale surveys. ▪ Understand communities and local cultural sensitives. ▪ Conduct corner meetings with local level stakeholders such as notables/influential persons, community leaders, and imam mosques to gain their support for smooth implementation of the project. ▪ Identify vulnerable groups, and sensitize them for project interventions. ▪ Facilitate the communities in active participation in the project interventions. ▪ Educate the communities on other benefits and services available under SMF's own programmes and/or other projects and facilitate their access. ▪ Inform and educate the communities/stakeholders about Project's GRM and facilitate their access if needed. ▪ Undertake BCC sessions to persuade local communities on various aspects of the project as per communication strategy. ▪ Display and distribute IEC material as guided by the project's communication strategy. ▪ Observe WHO best practice safety protocols & prescribed Community Mitigation Guidelines and ensure the same are being followed during field activities by all participants. ▪ Vulnerability Mapping ▪ Identification of Village Common Land

A **Consultant** will be selected in accordance with the **Consultant's Qualification Selection (CQS)** Method set out in the **Procurement Regulations**.

12. PAYMENT METHODS

Payments will be made as per the following schedule:

- i. First payment of 20% against the submission of Inception Report and Mobilization Report. Project Inception Report (*concept of the agreed solution to be designed & developed, implementation approach, including deployment of team and work plan with milestones to be achieved over the period*).
- ii. Second Payment 15% with the completion of 1 to 25% of the work of each district related to Youth Engagements, Community Engagement Sessions and Focus Group Discussions.
- iii. Third Payment of 15% with the completion of 25 to 50 % of the work of each district related to Youth Engagements, Community Engagement Sessions and Focus Group Discussions.
- iv. Fourth Payment of 15 % with the completion of 50 to 75 % of the work of each district related to Youth Engagements, Community Engagement Sessions and Focus Group Discussions.
- v. Fifth Payment of 15 % with the completion of 75 to 100 % of the work of each district related to Youth Engagements, Community Engagement Sessions and Focus Group Discussions.
- vi. Sixth and Final Payment of 20% with project completion report and satisfaction/approval of the deliverables by the competent authority.

13. NO OBJECTION CERTIFICATE

Obtaining NOC from District Administration for carrying project activities in target districts (as per phased approach) is crucial for timely initiation of project activities. Pertaining to this, PULSE will facilitate the CE/SMF firm in terms of carrying out official correspondence with the concerned authorities. However, as the information related to physical and human resources will have to come from the CE/SM firm after its selection, therefore, timely provision of such information to the concerned authorities as well as follow-ups for expediting the process of NOC will be the responsibility of the CE/SMF.