



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

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**TERMS OF REFERENCE**

**PUNJAB URBAN LAND SYSTEMS ENHANCEMENT (PULSE)  
PROJECT**

**ISLAMIC REPUBLIC OF PAKISTAN  
PUNJAB PROVINCE**

**HIRING OF AN INDIVIDUAL CONSULTANT AS  
GRIEVANCE REDRESSAL OFFICER**

**JUNE 2025**

## **TERMS OF REFERENCE (TORs) - GRIEVANCE REDRESSAL OFFICER**

### **1. BACKGROUD INFORMATION: -**

Board of Revenue (BOR), Punjab with the technical & financial support of the World Bank is implementing Punjab Urban Land System Enhancement (PULSE) project aims to enhance its grievance management system by establishing a dedicated Grievance Redressal Officer (GRO). The GRO will assist to GRM Specialist for managing complaints received through various channels, including social media, traditional letters, Chief Minister Complaints Cell, and Pakistan Citizen Portal. The role emphasizes digitization of complaint data, ensuring timely resolution, and providing flexibility for users to save complaint forms and complete them later.

#### **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 and in agreement with the World Bank, the Project Management Unit (PMU), Borad of Revenue (BOR), Government of Punjab is the contracting authority.

### **2. OBEJECTIVE: -**

- To manage the record of complaints received via multiple channels efficiently.
- To ensure the digitization and proper management of complaint data, both online and offline.
- To facilitate user-friendly complaint submission, including save-and-resume functionality.
- To ensure timely, transparent, and effective grievance redressal.
- To coordinate with District Grievance Redressal Committees for resolution and feedback.

### **3. SCOPE OF WORK: -**

#### **a. Complaint Management**

- Receive, log, and categorize complaints from social media platforms, letters, Chief Minister Complaints Cell, and Pakistan Citizen Portal.
- Ensure complaints are acknowledged and assigned to appropriate departments or officers.
- Track complaint status and ensure timely follow-up until resolution.

#### **b. Data Digitization & Management**

- Digitize complaint details from offline sources (letters, forms, etc.) into the centralized grievance management system.
- Manage data entry, verification, and corrections to ensure accuracy.

#### **c. Online/Offline Complaint Form Handling**

- Develop and maintain an intuitive complaint form interface allowing users to submit complaints.
- Enable features for users to save data entry forms at any stage and resume later without data loss.
- Provide guidance and support to users in submitting complaints via online and offline modes.

#### **d. User Support & Communication**

- Serve as the primary point of contact for grievance-related inquiries.
- Provide assistance to users facing challenges in complaint submission or form completion.

#### **e. Reporting & Analysis**

- To assist GRM Specialist for preparation of periodic reports on complaint trends, response times, and resolution status.
- Analyze data to identify systemic issues and recommend improvements.

#### **f. Training & Capacity Building**

- To support the GRM Specialist in conducting training sessions for relevant staff and stakeholders on grievance handling procedures and record-keeping practices.

#### **g. Liaison & Coordination**

- Coordinate with various government departments, social media teams, and citizen engagement units for timely resolution.
- Maintain records of interactions and resolutions for accountability.

#### **4. DELIVERABLES: -**

The consultant is expected to deliver the following:

- Establishing and managing an efficient grievance redressal framework, including record-keeping and timely resolution of grievances.
- Monitoring grievance trends, preparing regular status reports, and ensuring compliance with relevant policies and standards.
- Facilitating stakeholder coordination and conducting capacity-building activities to enhance grievance handling processes.
- Implementing continuous improvements based on feedback to optimize the effectiveness and transparency of the grievance management system.

#### **5. QUALIFICATION & EXPERIENCE: -**

- Minimum 16 years of education in Public Administration, Social Sciences (Sociology, Social Work, Anthropology, Statistics) or equivalent education from HEC recognized University / Institute.
- At least four (4) years of post-qualification experience in complaint management, grievance redressal, or customer service roles.

##### **5.1 Key Skills & Competencies:**

- Familiarity with GRMIS or similar grievance redressal systems is desirable.
- Familiarity with digital data management systems, online forms, and database handling.
- Strong communication, problem-solving, and interpersonal skills.
- Ability to work under pressure and handle sensitive information with confidentiality.
- Proficiency in local languages, with good command of English.

##### **5.2 Performance Evaluation:**

The consultant's performance will be evaluated based on the following criteria:

- The quality and effectiveness of the grievance management delivered in accordance with the specified requirements.
- Adherence to project tasks, timelines, and budget.
- Communication and collaboration with cross-functional teams.

## **6. TYPE OF CONTRACT**

Time-Based Contract.

## **7. DURATION OF CONTRACT**

The duration of the contract is for a period of one (01) year (extendable).

## **8. SELECTION PROCEDURE**

The selection will be made in accordance with Section VII, paragraph 7.36 on Open Competitive Selection of Individual Consultants of the World Bank Procurement Regulations for IPF Borrowers”, dated November 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 November 2020 (“Procurement Regulations”), setting forth the World Bank’s policy on conflict of interest.

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