



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



TERMS OF REFERENCE

**HIRING OF CONSULTANCY FIRM
FOR THIRD PARTY MONITORING (TPM) TO MONITOR THE
IMPLEMENTATION OF ENVIRONMENTAL AND SOCIAL (E&S)
REQUIREMENTS AND MONITORING AND EVALUATION OF
PDOs UNDER PUNJAB URBAN LAND SYSTEMS
ENHANCEMENT PROJECT (PULSE)**

PUNJAB URBAN LAND SYSTEMS ENHANCEMENT (PULSE)

**ISLAMIC REPUBLIC OF PAKISTAN
PUNJAB PROVINCE**

JANUARY 2026

TERMS OF REFERENCE (TOR)

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

The World Bank's Environmental and Social Framework (ESF) applies to the project; and PULSE will be implemented by BOR in compliance with the provisions of the Financing Agreement and in accordance with the Environmental and Social Standards (ESSs).

The project environmental risk rating is moderate, though overall is high due to social risks. The project supported land record digitization process/activities are expected to have a net positive

environmental impact as more resource-efficient Arazi Records Centers (ARCs) will lead to a lower carbon footprint. The project activities, however, have some environmental risks that would mainly stem from the establishment of minor Civil Work. The Parcel Mapping Survey activity can have Environment, Health, Safety and Security (EHSS) risks to Surveyors and Supervisors involved in Survey. The procurement of ICT equipment may pose health and safety risks if electronic waste (e-waste) is not properly managed. The Government of Punjab through the Board of Revenue (BoR) has conducted a detailed Environmental and Social (E&S) assessment using a framework approach; and prepared an Environmental and Social Management Framework (ESMF) including an e-waste management plan in accordance with the relevant ESF standards. The Environmental Health and Safety (EHS) Guidelines for the Establishment of Monuments for Geodetic Control Network and Construction/Renovation of Ramps at ARCs have been developed and contractors are/will be liable to implement these Guidelines. Standard Operating Procedures (SOPs) of Environment Health Safety and Security have been developed to be implemented by the Contractor/employer during Parcel Mapping Survey (Field Survey) for the safety, security and wellbeing of surveyors and supervisors to be involved in Parcel Mapping Survey. The project has developed Standard Operating Procedures (SOPs) for the use of cloth banners and their responsible disposal. The aim is to promote the use of cloth banners instead of plastic ones, in order to protect the environment and safeguard the health of community.

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 and joint Khewats related issues amongst multiple heirs; there is widespread practice of not allowing women to claim inheritance; sometimes there are multiple claimants for properties who often rely on falsified documentation etc. Disputes over land ownership are likely to emerge as mostly joint khewats are not converted to parcels as well as cadastral maps are developed/updated. 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.).

The Project is a major reform initiative that requires detailed consultations with stakeholders. Stakeholders include both those who are affected by the project and those who do not experience direct impacts, but who have an interest in how the project proceeds. PULSE stakeholders include landowners and property owners, real estate renters and buyers, housing societies and property developers, residents of regularized and non-regularized informal settlements (Katchi Abadis), surveyors, revenue officials, elected representatives, and the general public.

The Labor Management Plan (LMP) provides estimates of the total number and type of staffing needed for the Project. The Project does not involve major civil works, and as such there is little likelihood of there being any large scale in-migration of labor on project sites. Possible labor risks have been assessed in the SEP and relate to Forced Labor or Child Labor hiring by

contractors or community workers employed to carry out surveying works or other field activities. Contractors will be overseen by government officials through the PMU framework and will be similarly required to ensure that work conditions are safe for women. The Project will enforce provisions of provincial laws related to anti-harassment and prevention of violence against women.

As per World Bank requirements, Grievance Redressal Mechanism (GRM) systems are an integral component of the project administration. The Stakeholder Engagement Plan (SEP) describes the Project GRM in detail. For the Project, a Grievance Redress Committee (GRC) has been constituted at the PULSE level, chaired by the Director Land Record, BoR, and comprising all relevant officials. District level GRCs Committees have also been notified. To facilities the citizen for the registration of grievances and data base of grievances/complaints, a Grievance Redressal Management Information System (GRMIS) has been developed, which is being handling by the GRM Specialist of PULSE Project.

The project is implementing Gender Action Plan (GAP) as approved by the World Bank. This GAP provides roadmap for incorporating both Gender Mainstreaming and Mitigation of GBV/SEA/SH Risks activities during the project implementation. The world bank guidelines require the Project to pay special attention to matters pertaining to Gender Based Violence (GBV), Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH), therefore under the GAP the project has carried out GBV/SEA/SH Risk Assessment and has prepared a GBV/SEA/SH Risk Mitigation Action Plan to address GBV and SEA risks and impacts that may arise during Project implementation.

The Project has developed Standard Operating Procedures (SOPs) of environment and social safeguards for digital parcel mapping survey of Punjab. These SOPs for environment and social framework are ensuring that PULSE project aligns with World Bank standards, which are aimed at protecting the environment, respecting the rights and well-being of affected communities, and promoting sustainable development.

The Environmental and Social Commitment Plans (ESCP) sets out material measures and actions, any specific documents or plans, and timing of each of these. The PMU will comply with the requirements of the ESCP, and implementation of the material measures and actions of the ESCP will be monitored and reported to the World Bank.

Third-Party Monitoring (TPM) of E&S activities is required to assess the status and performance of PULSE from E&S perspectives, its compliance status, or emerging issues, which will complement the PMU's & PIU's capacity for project monitoring.

An independent firm having background of Social and Environment will carry out the TPM to provide an unbiased perspective on the issue and status, and to make recommendations for improvement.

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The Financing agreement and all framework documents related to Environment and Social Safeguards are disclosed on the link below;

<https://projects.worldbank.org/en/projects-operations/project-detail/P172945>

Monitoring and Evaluation (M&E) Framework

To ensure accountability, transparency, and evidence-based decision-making, Monitoring and Evaluation (M&E) has been established as a core function of the PULSE project. The first term of M&E activities has recently concluded, providing valuable insights into project performance, impact assessment and implementation.

Building on this foundation, PULSE now intends to engage a consultant firm/contractor to undertake the next phase of M&E. This assignment will:

- Review the project progress and impact.
- Measure outcomes against a comprehensive set of indicators integrated into the project's results framework.

The proposed consultancy will play a pivotal role in ensuring that PULSE continues to operate with rigor, transparency, and responsiveness, while generating credible evidence to guide decision-making and sustain long-term reform objectives.

2. OBJECTIVE OF ASSIGNMENT

1. The objective of Third-Party Monitoring (TPM) is to monitor the implementation and effectiveness of compliance by the PMU/PIU with the ESCP, ESMF (including E-Waste Management Plan, Labor Management Plan, and corresponding E&S Plans such, Security Management Plan, Occupational Health and Safety (OHS) plan/Measures.
2. (i) Review and establish the current status of achievements across all target indicators in the project's results framework, thereby validating the current situation and creating a solid foundation for monitoring, evaluation, and analysis of changes resulting from project implementation in the coming years. (2026&2027).
(ii) Track progress and effectiveness through 2 (two) periodic timeline/change tracker surveys to assess the efficiency of land registration and transaction services and beneficiary satisfaction.
(iii) Generate evidence-based reporting and learning by documenting results, outlining lessons learned, and recommending adjustments to strengthen project implementation, ensuring continuous improvement and alignment with PDOs and stakeholder expectations.

3. SCOPE OF SERVICES

A. Services related to E&S are appended as under:

The consulting firm is expected to perform the following specified tasks related to implementation of all the E&S instruments for PULSE as specified in the Environment and Social Commitment Plan available on the link below;

a) Monitor the Environmental and Social Deliverables of Planned Project Interventions:

The Consulting firm will monitor the approved project interventions/deliverables within the PC-1 for the conformity of environmental and social categorization with respect to the Project E&S instruments.

b) MONITOR THE ESMF & E&S PLAN IMPLEMENTATION:

The Third-Party Monitoring activities have been divided into following two parts or levels:

(i) PULSE office Level TPM

It includes the verification of E&S records and reports at the PULSE level. TPM is mainly based on the documentary/records and pictorial evidences.

(ii) Field Level TPM

The field level TPM include Surveys/field work, interviews and data collection from all 41 Districts. This will intend to monitor the implementation of all E&S Plans and E&S SOPs, as well as the real-time monitoring of the implementation of E&S requirements in the project districts.

c) Conduction of Field Surveys:

The consulting firm shall develop a plan to conduct field survey of the project area to determine the quality of ESCP and E&S Plans implementation incompliance with the ESSs. Field surveys at all districts will be comprehensive and include site visits of all ARCs and at least 10 more sites of Project activities for physical analysis; review of documentary evidence and public consultations for feedback.

d) Survey Sample

The surveys of all districts. In selected districts the firm shall randomly select 10 patwar Circles (mauzas) from a district where activities have been completed or are under progress to ascertain the discrepancies if any between the documentation and field activity.

e) Review reports and E&S performance:

The consulting firm shall review the E&S Monitoring and Progress Reports being prepared to assess if these meet the specifications of the ESCP & ESMF and if they show a trend of improvement in implementation of ESCP & ESMF.

f) Recommendations

The consulting firm shall identify corrective and preventive actions as needed and assist PMU/PIU to incorporate these in relevant instruments. The firm shall make recommendations to improve the quality of E&S requirements implementation and to improve the reports and E&S performance.

B. Services related to M&E are listed as follows:

a) Review of All Target Indicators

- Rapid review of previous assessments: Undertake a desk review of findings from the first phase of M&E. This will ensure continuity and comparability across project phases.

- Updates, validate and record progress against Indicators: Assessing and validate progress and data against each PDO indicator.

b) Timeline Surveys / Change Tracker Surveys

- Survey instruments: Prepare and adapt data collection tools—including questionnaires, templates.
- Tracking surveys: Conduct 2 periodic surveys at all districts to measure project impact, beneficiary satisfaction, and after PDOs related to field verifications.

c) Reporting and Knowledge Sharing

- Results reporting: Based on data and progress, prepare reports covering updated achievements against the targets as set in the results framework, observed changes, risks, and impacts on beneficiaries and stakeholders.
- Bi-annual M&E reports: Submit structured progress monitoring reports every six months, ensuring that data is systematically captured, validated, and aligned with the project's results framework.

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, including the monitoring methodology, work plan, schedule of activity-wise field visits with field deployments, data sampling tool formats, survey instruments/questionnaires, and staffing arrangements, shall be submitted within 15 days of signing the contract.
- 1st annual (for the year 2025) monitoring report covering the ESCP/ESMF and E&S Plans implementation, after conducting the workshops (annex-A) and recording the feedbacks, to be submitted within 90 days after signing of contract.
- Monitoring and Evaluation / Validation and Updating of the Targets and Achievements Against Indicators Established in the Results Framework Comprising 25 Indicators (3 cycles in each Bi-annual Report, Annual and Final Report)
- 2nd annual (for the year 2026) monitoring report covering the ESCP/ESMF and E&S Plans implementation, after conducting the workshops (Annex-A) and recording the feedbacks, to be submitted within 60 days after closing of year 4 (2026).
- Final ESMF and E&S Plans implementation TPM Report before 15th days of the contract closing date i.e. 31st March 2027.

5. PROFILE OF THE CONSULTING FIRM:

The consulting firm must be registered with income and sale tax authorities and have proven experience of at least 5 years in managing Environmental and Social Sector as well as Monitoring and Evaluation of project competencies. Having experience of previously conducted five (05) projects inter-alia include 3 projects related to Environment and social sector consultancies and

at least 02 projects of overall monitoring and evaluation related interventions. The experience will also include the conduction of Environmental and Social Assessment, E&S Compliance, Project Monitoring and Evaluation analyses and E&S Audits. Preference will be given to those firms which have conducted donor funded projects at national and international Level in the area of Project Monitoring & Evaluation and Environmental and Social safeguards frameworks and plans.

The task would be completed through a team of consulting firm consisting of the members as per details given below;

Sr. No.	Key Professionals	No. of Persons	Qualification	Experience
1	Environmental Specialist Team Lead	1	Post Graduate in Environmental Sciences//Environmental Engineering	At least 5 years of professional experience in the field of conducting environmental Assessments/Environmental Monitoring
4	M&E Specialist Deputy Team Lead	1	Post Graduate in Economics/Business Administration/Project Management	At least 5 years of professional experience in the field of conducting third party monitoring on E&S Safeguards, reporting and evaluations.
2	Social Safeguard Specialist	1	Post Graduate in Social sciences	At least 5 years of professional experience in the field of Social Assessment/Studies and Social Impact Evaluation.
3	Gender Specialist	1	Post Graduate in Gender/Women Studies/Sociology	At least 5 years of professional experience in the field of conducting Gender Studies and Gender Action Planning.
5	Report Writing Expert	1	Post Graduate in English language/Mass Communication/Business Administration/Project Management	At least 5 years of professional experience in the field of writing reports for the client.
6	Data Analysis Expert	04	Post Graduate in Statistics/IT	At least 5 years of professional experience in the field of analyzing large scale data based on different statistical packages.

*Non-Key TBN

6. TIMING AND LEVEL OF EFFORT

The Consultant Firm will be engaged from date of signing of contract to 31st March 2027 on Lump-Sum basis. The firm will carry out this third-party monitoring after completion of each of the project year i.e. year 2025 and 2026.

Consultant Firm Reporting Obligations & Payment Plan

#	Documents/ Reports	Hard Copies / Soft Copies	Due (After signing of & contract)	Payment Percentage
1	Inception report: Inception report, including the monitoring methodology, schedule of activity-wise field visits with field deployments, data sampling tool formats, work schedule, and sample size, shall be submitted within 15 days of signing the contract.	3+1	15 Days of contract signing date	02%
2	1 st annual (for the year 2025) monitoring report covering the ESCP/ESMF and E&S Plans implementation, after conducting the workshops and recording the feedbacks	3+1	After 90 days after signing of contract	13%
3	Monitoring and Evaluation / Validation and Updating of the Targets and Achievements Against Indicators Established in the Results Framework Comprising 25 Indicators (Bi-annual Report, Annual and Final Report)	3+1	<ul style="list-style-type: none"> • Bi-Annual June 2026 • Annual December 2026 • Final June 2027 	45% (15+15+15)
5	2 nd annual (for the year 2026) monitoring report covering the ESCP/ESMF and E&S Plans implementation, after conducting the workshops (annex-A) and recording the feedbacks, to be submitted within 60 days after closing of year 4 (2026).	3+1	within 60 days after closing of year 4 (2026).	20%
5	Final ESCP/ESMF and E&S Plans implementation TPM Report.	3+1	before 15 th days of the contract closing date i.e. 31st March 2027.	20 %

7. REPORTING ARRANGEMENTS

The consulting firm will be overall responsible to report to the Project Director (PD) of PMU, PULSE Project through Environment and Social Safeguard Specialists and working in close coordination with Project Coordinator of PIU regarding field-based project activities.

Annexure-A

WORKSHOP ON FINDINGS OF ENVIRONMENTAL AND SOCIAL (E&S) MONITORING COVERING THE IMPLEMENTATION OF ESCP, ESMF AND ENVIRONMENT AND SOCIAL (E&S) PLANS UNDER PULSE.

Categories of Participants	Academia, Public Sector Departments/Organizations, NGOs, IGOs, Media, District Administration (concerned), Revenue Staff (concerned) from Districts, World Bank E&S Team, PLRA official (concerned), Representative from minorities, representative from Ombudsperson and PULSE E&S officials (concerned)
Key Points	Responsibility
Venue arrangement with the consultation of PULSE	Third Party Monitor
Sound System, Multimedia, Backdrop, standees	Third Party Monitor
Refreshment/ tea and Lunch	Third Party Monitor
Boarding & Lodging for outsider invitees	Third Party Monitor
Souvenirs	Third Party Monitor
IEC Material (E&S) related	Third Party Monitor
No. of Invitees	Minimum 70
Finalization of invitees	PULSE and World Bank
Duration of workshop	Minimum 4 Hrs
Finalization of Agenda	PULSE
Letters to Invitees	PULSE
Finalization of Participants	PULSE
Workshop Expense	All expenses related to the E&S TPM workshop will be borne by the Third-Party Monitor.