



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 Consulting Services**  
**Community Engagement/Awareness/Social Mobilization for**  
**Parcel Mapping Survey in Eight Districts of Punjab**  
**under**  
**Punjab Urban Land Systems Enhancement (PULSE) Project**

**November-2023**

**PROJECT MANAGEMENT UNIT – BOARD OF REVENUE**

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**(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:

- 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 housing, 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 establish modern Land Management Information Systems, 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, 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 Units (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 also include a comprehensive parcel-based ground survey of urban and peri urban built up area across all districts in Punjab province. During this phase the community engagements and social mobilization (CE/SM) activities will be carried out in Eight (08) districts including Lahore, Khanewal, Nankana Sahib, Toba Tek Singh, Khushab, Layyah, Sahiwal and Sialkot for effective field data collection and the digitization of traditional Massavi maps, paired with the integration of high-resolution drone maps and satellite imagery.

In this regard, PULSE will support efforts to enhance citizen engagement by strengthening advocacy, responsiveness and community engagements during Parcel Mapping Survey in urban and peri-urban areas of the Eight (08) districts. This community outreach will play a vital role in engaging with and mobilizing the local community to facilitate and support the parcel mapping surveying process. 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 in effective community engagement and participation in the Punjab Urban Land Systems Enhancement (PULSE) project. The CE/SM firm will work closely with local communities, landowners, and relevant stakeholders to ensure their active involvement, understanding, and support in the parcel mapping survey during the digitization process. The specific objectives include:

- a. 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 supporting the parcel mapping survey process.
- b. Developing and implementing a comprehensive community engagement strategy that aligns with the project goals and objectives.
- c. Organizing and facilitating community meetings, workshops, and focus group discussions to gather feedback, address concerns, and provide information about the land digitization project.
- d. Developing a community engagement communication plan to effectively convey the objectives and benefits of the Parcel Mapping Survey to the community members.
- e. Collaborating with local leaders, community-based organizations, and government agencies to enhance community engagement and ensure inclusivity.

- f. Collaborating with local government bodies and relevant stakeholders to ensure seamless coordination and cooperation throughout the surveying process.
- g. Monitoring and evaluating the effectiveness of community engagement activities and making recommendations for improvement.
- h. 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/SM) will supplement the technical capacity of Parcel Mapping Survey Teams with an 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 parcel mapping survey activities by the technical team.

**Overall Responsibility:** CE/SM firm will be responsible for conducting a range of coordination, communication, mobilization, distributing IEC material, awareness activities and last but not the least about the project objectives, interventions, benefits and appropriate health and hygiene behaviors. For this, the consulting firm has to perform door to door awareness campaigns at Qanongoi level, corner meetings, orientation sessions at Qanongoi level, Focus Groups Discussions, Awareness sessions with youth and information disclosure sessions.

### **4. SPECIFIC TASKS TO BE ACCOMPLISHED BY THE CONSULTANCY FIRM**

- i. Developing a community engagement strategy:** Based on the prioritized stakeholder identified in the Stakeholders Engagement Plan (SEP), the firm will develop a comprehensive strategy for the Eight (08) districts that outlines the objectives, target groups, communication channels, and activities at Mouza and Qanongoi level for effective community engagement.
- ii. Compliance with the SOPs on Parcel Mapping Survey:** The CE/SM consulting firm will comply with the Standard Operating Procedures of Environment and Social Safeguards for Digital Parcel Mapping Survey of Punjab province.
- iii. Implementation of community engagement activities:** Execute the community engagement strategy by organizing and facilitating community meetings, workshops, focus group discussions, and other relevant activities to gather feedback,

address concerns, and provide information about the land digitization interventions. The will also print and distribute project specific handouts/broachers already developed by the project duly approved by the E&S and Communication team PULSE during workshops, FGDs, Orientation sessions, social mobilization or any other community-based activity. The firm will share the good quality pictures and proofs of all such activities on regular bases with the project communication team.

- iv. **Collaboration and coordination:** Collaborate with local leaders, community-based organizations, and government agencies to enhance community engagement and ensure inclusivity in the land digitization process. The firm will share the good quality pictures and proofs of all such close community coordination and meetings.
- v. **Health, Safety & Security:** The CE/SM firm will comply to the Health, Safety and Security measures and make it part of CE/SM Strategy. The survey firms are 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. 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. **Gender and Vulnerable Community Analysis:** Conduct district wise in depth analysis to identify the specific vulnerable groups. This analysis should consider factors such as age, disability, ethnicity, transgenders, socio-economic status, and other relevant characteristics.
- vii. **Designing Tailored Engagement Strategies for Vulnerable Groups:** Develop strategies that are sensitive to the unique needs and challenges faced by women and vulnerable groups. These strategies should ensure their meaningful participation and address any barriers that may hinder their engagement. In this regard, one vulnerable specific orientation session per tehsil of each district is mandatory along with the door to door social mobilization.
- viii. **Documentation and Reporting:** Document key findings, recommendations, 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.

- ix. **Monitoring and evaluation:** Monitor and evaluate the effectiveness of community engagement activities, collect feedback from participants, and make recommendations for improvement.

#### **KEY RESPONSIBILITIES OF THE CONSULTANCY FIRM:**

- i. Deploy adequate/qualified resources for the assignment and 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. CE/SM firm will develop activity-based work plan in line with the work plan of GIS based parcel mapping survey firm. The firm will discuss regular progress update on fortnightly basis or more frequently as mutually agreed upon to ensure compliance to agreed timelines.
- iii. 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. Detailed training of the field teams at district level.
- v. Provide conflict resolution services as may be desired by the client during the parcel mapping survey.
- vi. Gender segregated data based on the women community presence in community meetings, interviews and workshops
- vii. Printing and distribution of IEC material for the community already developed and duly approved by the PULSE project.

#### **5. 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 parcel mapping survey, including its 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.
- b. **Collaboration with Local Authorities:** The client will facilitate collaboration and coordination between the consultancy firm and local authorities, government agencies, and community-based organizations. This will help establish credibility and

trust with the community and ensure the smooth implementation of community engagement activities.

## 6. DURATION OF THE ASSIGNMENT AND GEOGRAPHICAL COVERAGE:

The overall duration of the assignment is expected to be **12 Months** from signing of the contract and extendable based on needs. PULSE has a phased approach and the project is currently covering Eight (08) districts in Punjab province. The details of the Eight districts are as under:

Sr.	Phases	Districts
1.	Phase-1	Lahore, Khanewal, Nankana Sahib, Toba Tek Singh, Layyah, Khushab, Sahiwal, Sialkot.

## 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 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 quarterly progress review with Project Director, PULSE.

## 8. 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	Weeks
1.	Project Inception Report	Within two weeks (02) of the Contract Effectiveness	02
2.	Mobilization Report, hiring of human resource, establishment of district offices & Development of IEC Material	Within four (04) weeks of the Contract Effectiveness	02
3.	Youth Engagements in education institutes ten (10) per district (High Schools/Colleges/Universities) male and female both.	Within ten (10) weeks of the Contract Effectiveness	06
4.	Community Engagement Sessions (3) in every Qanongoi of the Eight districts (2 Male sessions & 1 Female Session)	Within twenty-eight (28) weeks of the Contract Effectiveness	18
5.	Focus Group Discussions with Vulnerable Groups (one/tehsil)	Within thirty-two (32) weeks of the Contract Effectiveness	04
6.	Public Gathering for Display of Cadaster Map of the concerned area (جلسہ عام) in Urban/peri-urban areas (Nos.2/Qanongoi for Eight districts) for community feedback	Within forty-four (44) weeks of the Contract Effectiveness	12
7.	Progress Report (Month wise)	Within Eight days of each month of the contract	---

8.	Project completion Report	Within Forty-eight (48) weeks of the Contract Effectiveness	04
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## 9. 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. Experience in monitoring and evaluation of community engagement activities and reporting on outcomes.
- d. Foot prints in the project target districts will be an added advantage

## 10. TEAM COMPOSITION

The Consultancy Firm shall provide their staff deployment plan in their request for proposal. Preference should be given to hiring of local professionals (Community Mobilizers) in view of their better understanding/knowledge of local norms, geographical area and language. Consideration may also be given to females, minorities and transgender for inclusion in the program.

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

Sr.	Title of the Key Experts
1.	<p><b>One (01) Gender Expert</b>  <b>Qualification:</b> 16 years of education in social sciences, Gender Studies  <b>Experience:</b> 10 years of experience in working with public sector or NGO/INGOs specially on gender development and mainstreaming</p>
2.	<p><b>One (01) Social Mobilization/Community Engagement Expert</b>  <b>Qualification:</b> 16 years of education in social sciences, rural development, urban development, gender studies, Natural/Agriculture Sciences  <b>Experience:</b> 10 years of experience in working with public sector or NGO/INGOs specially in the field of community engagements, social and community mobilization</p>
3.	<p><b>One (01) Environmental Specialist</b>  <b>Qualification:</b> 16 years of education in Environmental Sciences, Environmental Management, Environment Engineering  <b>Experience:</b> 10 years of experience in working with public sector or NGO/INGOs</p>



	especially in the field of conducting environmental studies and auditing and monitoring
4.	<p><b>One (01) Communication/IEC Material/Behavior Change Expert</b></p> <p><b>Qualification:</b> 16 years of education in social sciences, rural development, urban development, gender studies, communication studies, Mass Communication</p> <p><b>Experience:</b> 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.</p>
5.	<p><b>One (01) Monitoring &amp; Evaluation Expert</b></p> <p><b>Qualification:</b> 16 years of education in sociology, rural development, urban development, gender studies, Project Management, Business Development studies</p> <p><b>Experience:</b> 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.</p>

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 the Eight districts	<ul style="list-style-type: none"> <li>▪ 16 years of education in social sciences, rural development, urban development, gender studies, Natural/Agriculture Sciences OR equivalent degree</li> <li>▪ 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.</li> <li>▪ 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.</li> <li>▪ Lead overall operations and planning of community engagement activities within assigned districts.</li> <li>▪ Maintain updated plans/timelines for regular sharing with PULSE-PMU, BoR &amp; PIU-PLRA.</li> <li>▪ Accompany PULSE and/or World Bank staff on field visits.</li> <li>▪ Coordinate with stakeholders at the local level to synergize, and obtain support for smooth implementation of project activities.</li> <li>▪ Review field progress and performance of staff.</li> <li>▪ Conduct random spot-checks within assigned districts to assess quality of field activities and undertake corrective measures.</li> <li>▪ Ensure deliverables and timelines are met as per plan.</li> </ul>

			<ul style="list-style-type: none"> <li>▪ Ensure compliance to agreed protocols and procedures as per the agreement</li> <li>▪ Share progress updates with PULSE E&amp;S section regularly on fortnightly basis and/or as desired by Project Management.</li> <li>▪ Ensure availability of requisite field staff for smooth implementation of project activities.</li> <li>▪ Close coordination with the Parcel Mapping Survey Team Lead for field-based assistance, support and integration of field execution plans.</li> <li>▪ Know the status of Covid-19 in target districts; how it spreads and what measures can be taken to prevent it from spreading further.</li> <li>▪ Observe WHO best practice safety protocols &amp; prescribed Community Mitigation Guidelines and ensure the same are being followed during field activities by all participants.</li> </ul>
2.	District Manager	01/District	<ul style="list-style-type: none"> <li>▪ 16 years of education in social sciences, rural development, urban development, gender studies, Natural/Agriculture Sciences OR equivalent degree</li> <li>▪ Have more than 10 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.</li> <li>▪ Develop good understanding of project specific environmental, social safety measures, gender based relevant interventions and IEC material.</li> <li>▪ Supervise all community engagement activities in the assigned areas.</li> <li>▪ Liaise with parcel mapping contractor and PULSE's Field Staff on regular basis for sharing progress updates and other crucial issues.</li> <li>▪ Develop district level work-plan and ensure adherence to it.</li> <li>▪ Ensure logistics arrangements at the field level.</li> <li>▪ Share Monthly and UC level progress reports with PULSE's field staff on regular basis.</li> <li>▪ Report to respective Head of Operations on progress of district level activities.</li> <li>▪ Learn about how Covid-19 spreads and what measures can be taken to prevent it from spreading further.</li> <li>▪ Observe WHO best practice safety protocols &amp; prescribed Community Mitigation Guidelines and ensure the same are being followed during field activities by all participants.</li> </ul>

3.	Tehsil Supervisors	01 for each tehsil of the concerned districts	<ul style="list-style-type: none"> <li>▪ 16 years of education in social sciences, rural development, urban development, gender studies, Natural/Agriculture Sciences OR equivalent degree</li> <li>▪ Have more than four 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.</li> <li>▪ Manage overall logistics for his/her team.</li> <li>▪ Support Social Mobilizers (SMs) and community engagement activities with respect to the parcel mapping survey.</li> <li>▪ Develop Tehsil/UC level work-plans and ensure adherence to it.</li> <li>▪ Undertake random monitoring visits to gauge quality of the work being carried out.</li> <li>▪ Ensure availability of the required equipment/IEC and other relevant project material for SMs.</li> <li>▪ Provide a copy of NOC letters to project staff before leaving for field.</li> <li>▪ Maintain physical record of the progress as per agreed reporting tools.</li> <li>▪ Try to resolve any bottlenecks/minor field issues himself and/or report to concerned line manager if it falls beyond his/her control.</li> <li>▪ Restrain from engaging in conflicts with communities/local influential.</li> <li>▪ Learn about how Covid-19 spreads and what measures can be taken to prevent it from spreading further.</li> <li>▪ Observe WHO best practice safety protocols &amp; prescribed Community Mitigation Guidelines and ensure the same are being followed during field activities by all participants.</li> </ul>
4.	Social Mobilisers (4Nos)/Tehsil (02 Male and 02 Female)		<ul style="list-style-type: none"> <li>▪ 14 years of education or above</li> <li>▪ Have more than two 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.</li> <li>▪ Understand communities and local cultural sensitives.</li> <li>▪ 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.</li> <li>▪ Identify vulnerable groups, and sensitize them for project interventions.</li> </ul>

			<ul style="list-style-type: none"> <li>▪ Facilitate the communities in active participation in the project interventions.</li> <li>▪ Educate the communities on other benefits and services available under SMF’s own programmes and/or other projects and facilitate their access.</li> <li>▪ Inform and educate the communities/stakeholders about Project’s GRM and facilitate their access if needed.</li> <li>▪ Undertake BCC sessions to persuade local communities on various aspects of the project as per communication strategy.</li> <li>▪ Display and distribute IEC material as guided by the project’s communication strategy.</li> <li>▪ Learn about how Covid-19 spreads and what measures can be taken to prevent it from spreading further.</li> <li>▪ Observe WHO best practice safety protocols &amp; prescribed Community Mitigation Guidelines and ensure the same are being followed during field activities by all participants.</li> </ul>
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**A Consultant firm or Non-Governmental Organization** will be selected in accordance with the **QCBS** method set out in the **Procurement Regulations**.

## 11. PAYMENT METHODS

Payments will be made as per the following schedule:

- i. First payment of 10% 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 Payment of 10 % with the completion of Public Gathering for Display of Cadaster Map of the concerned area (جلسه عام) in Urban/peri-urban areas.
- vii. Seventh and Final Payment of 20% with project completion report and satisfaction/approval of the deliverables by the competent authority.

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