



REQUEST FOR EXPRESSION OF INTEREST

Project Management Unit

The Land Records Management and Information Systems Project

Board of Revenue, Punjab

(A Project funded by the World Bank)

IDA Credit No. PAK4258

Consulting Services for Awareness and Dissemination (Internal Stakeholders)

Government of the Punjab has launched a project for establishment of Land Records Management and Information Systems. It aims at improving public accessibility to land records by simplifying procedures, introducing appropriate legal changes and deploying automated systems to ensure delivery of a wide range of land record services to the end users. One of the project activities is to conduct dissemination and training campaigns for internal stakeholders i.e. District Level Management Cadres of Revenue Department and Tehsil and lower level operational functionaries. A training and dissemination campaign will be undertaken in all 36 districts of the Punjab to disseminate the benefits of the project to internal stakeholders and to train them for the requirements during data entry and operational phases of the project. The PMU intends to outsource the management and running of this campaign to a consultancy firm.

The Project Management Unit – Board of Revenue, Punjab invites eligible firms or consortia of firms to indicate their interest in providing consultancy services for this purpose. Interested firms or consortia having expertise of training and dissemination may provide information, indicating that they are qualified to perform the services (detailed CV.s of relevant permanent staff with relevant skills, brochures, description of similar assignments etc.).

A firm or consortium will be selected in accordance with the procedures set out in the World Bank's *[Guidelines: Selection and Employment of Consultants by World Bank Borrowers, May 2004](#)* revised October 2006 for Quality-And Cost-Based Selection (QCBS).

Draft Terms of Reference for the consultancy and the list of documents to be attached with the EOI can be obtained from our web site or the address given below.

Expressions of interest must be delivered at the address given below within 25 days of the publication of this advertisement i.e. by 19/04/2009. PMU-Board of Revenue reserves the right to reject one or all of the proposals without assigning any reason.

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Terms of Reference
Awareness and Dissemination
(Internal Stakeholders)

1. Introduction and Background

The Project Management Unit – Board of Revenue, Punjab is implementing the Land Records Management and Information Systems (LRMIS) Project. The Project involves the computerization of the land records of all the thirty six districts of the Punjab. This involves the development of robust software, rolling out in the districts through data entry of the manual records and setting up of service centers in all the districts of the province for service delivery. In order to ensure that the implementation of the project in the districts is smooth, it is essential that the Internal Stakeholders are apprised of the requirements of the implementation and how their role will change as a result of setting up of these systems.

2. Scope of the Assignment

The Project Management Unit – Board of Revenue intends to engage the services of a consultant firm to conduct awareness and dissemination campaign for the internal stakeholders of the project in each of the project districts¹. Such campaigns will have to be conducted in each district of the province. This would be done in the form of information dissemination and training workshops.

The purpose of these workshops is to transform any resistance the project might face into support, utilize the services of the internal stakeholders during project roll-out/implementation, particularly during data entry and to guide the Internal Stakeholders about the new work processes that will be used after project infrastructure becomes operational.

These workshops will be conducted in all the thirty six districts of Punjab as the project is rolled out in these districts. The audience of these workshops would be the Internal Stakeholders i.e District level Management Cadres of the Revenue Department [EDO(Revenue), DO (Revenue) and DDO (Revenue)] and Tehsil and lower level functionaries (Patwaris, Girdawars, Naib-Tehsildars and Tehsildars).

Two workshops would be conducted in each district. The first workshop in each district will focus on the requirements during data entry and the role of the internal stakeholders to facilitate the data entry and other project processes. The second workshop would be held at the time of the commencement of operational phase before the start of service delivery in a particular district. The primary focus of the second workshop would be on the changing role of the

¹ Details of the internal stakeholders are given in Annexure A.

internal stakeholders in the computerized environment. During these workshops the participants will be apprised in detail about the new work processes.

The consulting firm will develop and formulate various dissemination tools to be used in these workshops and will conduct these workshops. The workshops will be conducted in Urdu/ Punjabi / Siraiiki as appropriate.

3. Objectives of the Assignment:

- a) Gain support for the computerization initiative and counter resistance to change by disseminating the project objectives with particular reference to the interests of existing functionaries.
- b) Explain the data entry requirements to the internal stakeholders and what specific tasks would be expected of them during this process.
- c) Inform the functionaries about their new roles as a result of project interventions.
- d) Document positive feedback from internal stakeholders.

4. Dissemination Tools

The awareness and dissemination material will rely extensively on audio-visual aids with a view to encourage the participants to interact with the trainer and express their views.

Project related information, customer service guidelines, work-flow processes and benefits of the new system etc. will be provided as reading material to the stakeholders and will be discussed interactively utilizing multimedia.

One of the main objectives of utilizing these tools is to transform resistance into support for the project. In order to achieve this, the advantages internal stakeholders would get from computerization will be emphasized. The workshops will focus on the change in role of the service delivery groups and address their concerns. The concerns of the stakeholders have to be adequately addressed so that risks of resistance are mitigated. The stakeholders have to be aware of the project interventions and their support has to be gained in the form of positive feedback and documented.

During the formulation of the awareness and dissemination tools it has to be ensured that the content is specific and need based and aims at achieving the strategic objectives.

The success of the awareness and dissemination exercise will depend upon the readiness of the internal stakeholders to participate in the implementation of the project and their understanding of the inevitable nature of the change. Their misgivings about their diminished role will have to be allayed and the importance of their role in the post implementation scenario will have to be emphasized.

5. Message

The awareness and dissemination workshops in both cycles (before the start of roll out and before commencing operations) will mainly address the following areas:

- The *As-Is* and *To-Be* work-flow processes for service delivery, with emphasis on similarities and dissimilarities.
- The change in roles of internal stakeholders as a result of project intervention.
- Proactive elaboration of the concerns of the staff regarding the *To-Be* processes and dispelling these concerns.
- A comprehensive overview of the project interventions, critical review of the problems of the present system and the benefits particularly to the internal stakeholders of the project interventions.
- The rights of the general public pertaining to land records.

During both phases of dissemination exercise with internal stakeholders there shall be deep and continuous involvement of the Project Management Unit and Board of Revenue.

6. Deliverables

- a. Inception Report:** This report will provide a basic plan of workshops including their number, general schedule, duration, location, participants etc. It will also provide details of the methodology to be used, the details of the modules to be used in the workshops, the information and dissemination tools to be used, audio visual-aids and dissemination material to be utilized etc. The consultant shall conduct a training needs analysis which will form the basis of the above mentioned methodology and plan. The plan will also elaborate on how the consultant will disaggregate and reach various categories of internal stakeholders through these workshops.
- b. Workshop Plan, Modules and Dissemination Tools:** The consultant will devise comprehensive training modules which he shall adhere to during the first and second interactions with the internal stakeholders. The consultant will submit the developed modules including the developed audio visual and printed materials along with a detailed plan of workshops to be conducted in each cycle of interaction with the stakeholders.
- c. Workshops in the first cycle:** During the first interaction with the internal stakeholders the objective would be to inform the stakeholders about the project

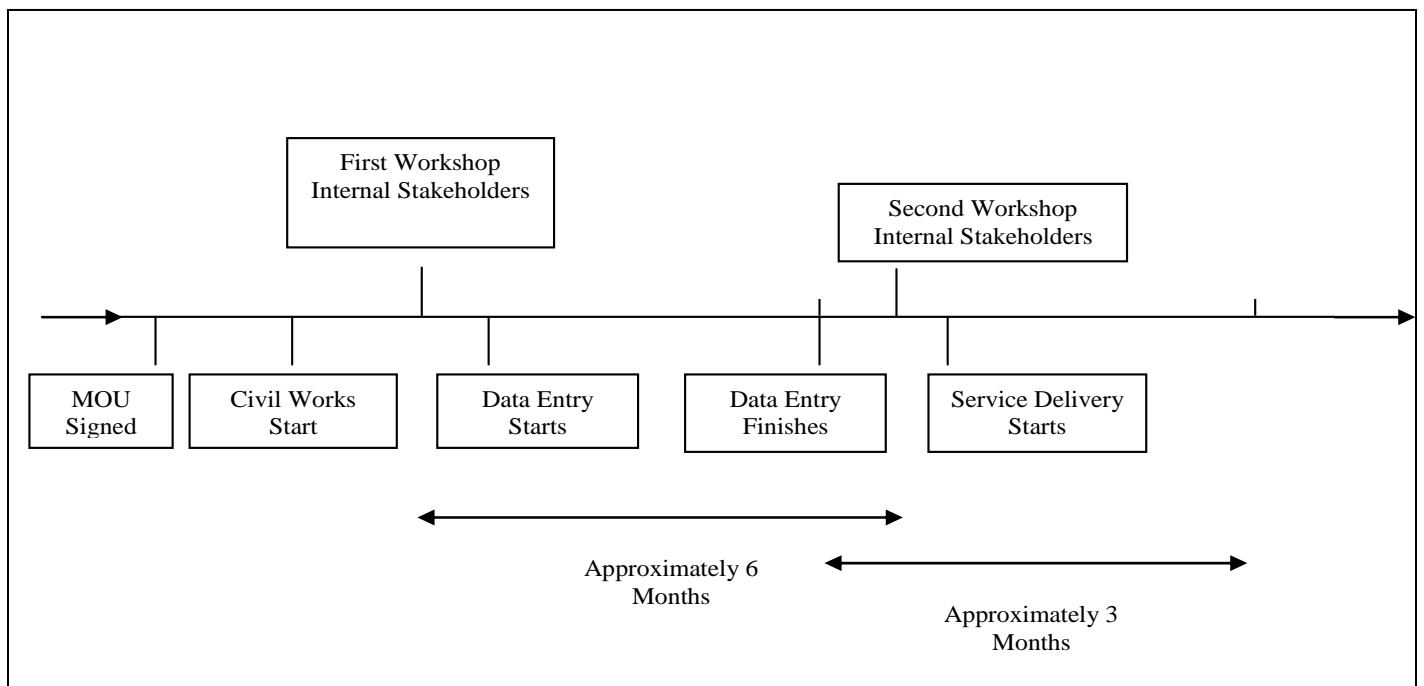
objectives, allay their misgivings about the project, inform them about their role during data entry phase and also after the project. They will be informed about requirements from them during the roll-out in terms of data, human resource and operational logistics. They will also be informed about the advantages for them from the successful implementation of the project. This workshop will commence prior to data entry. At the end of each workshop a report about the proceedings of the workshop will be submitted by the consultant.

- d. **Workshops in the 2nd Cycle:** The second interaction would be before the commencement of operations of the service centers and would re-emphasize the objectives and support required for the Project at this stage from the existing staff in the districts. The processes to be used after successful role out will be explained and their roles in those processes will also be explained. This workshop will also focus upon but will not be limited to the impact of automation and the change in role of the internal stakeholders as a result of automation.
- e. **Stakeholder Feedback Report:** It is essential that support for the computerization initiative is gained by interacting with the stakeholders in order to address any misgivings they might have. Any apprehensions have to be adequately addressed and the feedback received shall be documented and analyzed.
- f. **Monitoring and Evaluation Report:** The consultant shall document the activities of each workshop in the form of a report. This report will evaluate the impact of the workshops in both the cycles.

Project Milestones	Corresponding Deliverables	Time Period
Planning and Preparation	Inception Report	30 days from date of signing of contract
	Workshops Plan, Modules and Tools	60 days from date of signing of contract
First cycle of Workshops	District Workshops completion Certificate for each district	December 2009-June 2010
Second cycle of Workshops	District Workshops completion Certificate for first four districts	July 2010 –Dec. 2010
	District Workshops completion Certificate for remaining 32 districts	July 2011-Dec. 2011
Project Completion	Internal Stakeholder Feedback Report	To be submitted at the end of second cycle of workshops
	Monitoring and Evaluation Report	To be submitted 60 days after the completion of

		the final workshop in the second cycle.
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7. Time Lines of Dissemination Activities in a typical District



Annexure A
Approximate number of Internal Stakeholders²

	Distict	DDOs	Revenue Officers	Kanungo	Patwaris
1	Attock	6	17	25	216
2	Bahawalnagar	5	14	44	361
3	Bahawalpur	6	20	61	294
4	Bhakkar	4	12	19	202
5	Chakwal	4	17	23	211
6	D.G. Khan	4	19	44	288
7	Faisalabad	6	28	39	321
8	Gujranwala	5	16	27	278
9	Gujrat	3	11	20	222
10	Hafizabad	2	12	16	125
11	Jhang & Chiniot	7	17	41	416
12	Jhelum	4	11	21	160
13	Kasur	5	10	32	213
14	Khanewal	4	16	30	240
15	Khushab	3	10	17	166
16	Lahore	2	18	23	186
17	Layyah	3	13	12	140
18	Lodhran	3	8	15	128
19	Mandi B.Din	3	9	16	153
20	Mianwali	3	10	19	201
21	Multan	4	21	27	230
22	Muzaffargarh	4	18	39	369
23	Nankana Sahib	4	9	15	141
24	Narowal	2	12	21	265
25	Okara	3	28	28	255
26	Pakpattan	2	8	12	148
27	R.Y. Khan	4	23	43	333
28	Rajanpur	3	9	29	208
29	Rawalpindi	7	17	38	313
30	Sahiwal	2	10	21	230
31	Sargodha	6	18	38	341
32	Sheikhupura	4	11	23	213
33	Sialkot	4	16	26	328
34	T.T. Singh	3	11	19	176
35	Vehari	3	20	21	246

² These are approximate number of total posts. The actually filled posts may vary. In addition to these each district has one EDO (Revenue) and one DO (Revenue)

	Total	137	519	944	8317
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