

# Terms of Reference for Consultancy on Public-Private Partnership

## Transaction Structuring for 155 Service Centers

### FIELD ACTIVITY COORDINATOR

#### 1. Background:

**1.1:** Board of Revenue, Government of Punjab, through a dedicated Project Management Unit (PMU), is executing a project for computerization of land records in Punjab. The project, titled 'Land Records Management and Information Systems (LRMIS)', aims to establish a total of 155 Service Centers in all *Tehsils* (134) and *Sub-Tehsils* (21) of Punjab. Board of Revenue is in the process of establishing these Service Centers including undertaking civil works, software development, database design and data entry of land records. The Government of Punjab has proposed to outsource the service delivery in these Service Centers to one or more private sector partners on the basis of a public-private partnership (PPP) model. Public-private partnerships (PPPs) have been recognized worldwide as an essential mode of public service delivery. The objective of such a partnership in this project would be to run the service centers in a more efficient and effective manner without compromising on the quality of services to be delivered. These services would include provision of copies of land records (*fards*) and receipt and processing of requests for changes in the records (mutation requests, requests for correction of clerical errors etc.).

**1.2:** The Board of Revenue recognizes that in order to undertake this project in the PPP mode, it is essential to design the project accordingly and roll-out the PPP transaction in a structured manner. The Board of Revenue is therefore commencing a transaction advisory project for this PPP project. The objective of the assignment is to prepare the project for the PPP transaction and to provide comprehensive advice and assistance to the PMU-LRMIS on project issues that will arise in connection with undertaking the PPP transaction. The project preparation would include developing the feasibility report for the Service Centers, undertaking a pre-market sounding exercise, structuring the PPP design and developing the tender documents.

**1.3:** The World Bank has been supporting the Board of Revenue in undertaking the LRMIS project and under the project loan for LRMIS, a team leader has been recruited to lead the PPP transaction advisory project. A team of other experts will support the PMU and the Team Leader.

#### 2. Objectives:

The objective of the assignment is to support the project preparation for undertaking the management/service delivery of 155 Service Centers through a public-private partnership (PPP) model. The consultant – Field Activity Coordinator - will work on information collection relating to land revenue transactions in various *tehsils* and *sub-tehsils* of Punjab.

### **3. Scope of the Assignment:**

The consultant will report to the PD PMU LRMIS, through the Team Leader, and will have the following responsibilities:

**A.** To collect information on a pre-decided format from all *tehsils* and sub-*tehsils* of Punjab for the demand-supply analysis. The mode of information collection would include following up with the district revenue officials through various means including telephone calls and extensive field visits. (The consultant will have to interact with various land revenue officials including EDO (Revenue), DO (Revenue), DDO (Revenue), *Tehsildar*, *Naib-Tehsildar*, *Girdawar* and *Patwari*, to extract information).

**B.** Any other tasks assigned by the PD, PMU LRMIS.

### **4. Deliverables:**

The Field Activity Coordinator will be responsible for the following deliverables:

i) Data sheets for all *tehsils* and sub-*tehsils* of Punjab

### **5. Eligibility Criteria:**

The ideal candidate would:

- Have a masters degree, preferably in business administration from a well-reputed HEC recognized national or international university
- Have demonstrated field experience
- Have good interpersonal skills and ability to communicate with wide variety of people

### **6. Level of Effort:**

This position would approximately require a level of effort of 90 days.