

Through this component, the Project will manage, preserve, and make accessible for all rights holders and other beneficiaries information and related land recording services. These activities cover the operational phase of land records service delivery (i.e. after the Service Centers are physically established, the LRMIS deployed, data entry performed, and trained personnel are in place), as well as the information and publicity campaigns associated with building support for project objectives and activities among stakeholders and the general population.

## **1. Operation and Maintenance of Data/Service Centres**

This sub-component will provide benefits to the users of the land records system, and will therefore be central to the achievement of the Project's development objective. Incremental fees for the automated services to be provided by the Project will be introduced during the life of the Project and are expected to cover a major share of operation and maintenance costs by the end of the Project. Agreements on the relative roles of the Project and district and local government in system operation and maintenance will be elaborated in the MOUs to be signed by participating districts and the BOR.

Once a Service Centre is authorized to begin operation, the computer system will capture mutations and produce fards. For a period to be specified by the Board of Revenue (not exceeding one year after operationalization of the Service Centre in a particular jurisdiction), users will have the option of obtaining copies of records (fards) from either the Service Centre or the patwari. For a period to be specified by the Board of Revenue (not exceeding one year after the Service Centre is opened), the patwari will also be able to initiate mutation requests, but will record these requests at the Service Centre subsequently within a prescribed period. Once a mutation is approved by the Revenue Officer, the mutation will be recorded in the Service Centre. These transition periods will enable the Service Centre and computer system to gain community confidence. After the transition periods have expired, fards will only be available from the Service Centre and the mutation requests will be initiated at the Service Centre with the Service Centre passing the mutation to the patwari. The Government of Punjab has already passed amendments to the Land Revenue Act, 1967 to provide for these business process changes.

## **2. Quality Assurance and Monitoring of Service Delivery**

The quality assurance and monitoring of service delivery function will be outsourced to a private partner, who will set up Service Desks. These Service Desks will serve as the first point of liaison for all stakeholders including the beneficiaries, the service providers, the vendors and government functionaries. Virtual service desks will start operation even before the establishment of the Service Centres. At this stage these will provide the linkage between the data entry contractors and the software vendor. Any bugs, errors and issues identified by the data entry contractors will be processed in a coordinated manner to the software vendor for fixing and improvement. Later when Service Centres will have been established, all software, hardware and network issues will be reported to these desks by the users in the Service Centres and will be processed to the concerned vendors by these desks. The response of the vendors will also be monitored through these desks. The Service Desks will also monitor the performance of service providers electronically through LRMIS. This monitoring will include monitoring of adherence to service standards (e.g. time taken in issuing a fard, recording a mutation request or approving a mutation), monitoring the availability, punctuality, efficiency and performance of staff, monitoring the availability of operational requirements (e.g. stationary, electricity, fuel etc.). Reports based on the monitoring activities will be provided to the concerned stakeholders particularly the district administration and Board of Revenue.

The QA consultants will be linked with the Provincial Data Centre, as this would permit them to see on-line the latest replicas of databases from various centres and actually track the performance of every district/Tehsil/sub-Tehsil centre through the data that are flowing into the Data Centre. Also in case of any emergency or need to run a recovery, they would be close to coordinate the efforts and communicate the action plan back to the problem site.

## **3. Stakeholder Consultation, Public Awareness and Information**

Information Dissemination and participatory processes are central to project design. According to the Social Assessment, key concerns of potential users are related to lack of information and accessibility, poor complaint handling, and high unofficial transaction costs. The Social Assessment also identified the range of key stakeholders, some of which have negative perspectives on the Project or interests that would be threatened by implementation.

The Project will undertake a series of project workshops, focus groups, and targeted dissemination activities. To ensure that all parties involved have the same access to information (prioritizing the most vulnerable), and are better able to use it accordingly, the project envisages to conduct vigorous education and information campaigns to raise awareness of **beneficiaries' rights**, benefits of the system, and to ensure more active participation and feedback from **stakeholders**. These campaigns will mainly be local, with timing coinciding to implementation of the LRMIS system, and use decentralized means tailored to the area and targeted to different groups amongst the public (i.e. accounting for literacy, location, preferred communication means, etc). Special priority will be placed on reaching the poor and most vulnerable segments of the population.