

**Request for  
Expression of Interest  
For  
INDIVIDUAL CONSULTANTS 7<sup>th</sup> February,2019**

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Name of Project: *Accelerating Growth and Reforms Multi-Donor Trust Fund Grant for Strengthening Tax Systems and Building Tax Policy Analysis Capacity.*  
Grant No: **TFOA4946**

The Government of Pakistan has received grant from World Bank towards the cost of the Project Strengthening Federal Board of Revenue's Capacity in Information Technology and Fiscal Research & Tax Policy Analysis.

The Federal Board of Revenue intends to hire consulting services for the following assignment and apply portion of the proceeds of this grant towards eligible payments under this contract.

<b>Position</b>	<b>Qualification</b>	<b>Experience</b>
<b>Human Resource Management Advisor</b>	MSc/MA degree in Human Resources Management, Organizational Psychology, or Business Administration (preferably in HRM) from HEC-recognized local university or a well reputed foreign university.	Minimum 10 years of professional experience related to HRM, with at least 5 years in a lead role or management position in a well-reputed organization; a combination of experience in the public sector in Pakistan and other organizations (private firms in Pakistan or abroad, international organizations, non-profit sector, etc.) would be an advantage
<b>Procurement Specialist</b>	MBA, Masters' Degree in Economics/Finance, Law, /Accounting/ ACCA / CA/Engineering; procurement-related qualification/certifications will be accorded due weightage.	At least 10 years of experience in the field of procurement, including extensive experience of ICT procurement
<b>Research Analyst</b>	Recent graduate having BS / MS degree along with CFA in the research based/focus discipline of social sciences with excellent quantitative, research, and writing skills.	Having two years of qualitative and quantitative research experience (can be part of a PhD)
<b>Financial Management Specialist</b>	Nationally/ internationally recognized Professional accounting qualification/certification (ACA/ACMA/ACCA/CPA); or Masters Degree in Finance and Accounting e.g. MBA	6 years' relevant experience in financial management, audit or accounts, after acquiring stipulated qualifications.

	(Finance), MS Finance; M.Com	
<b>Environment and Social Impact Consultant</b>	At least BS degree in social science, sociology, or any related field of study.	Minimum 10 years of professional experience in conducting social impact assessments in a well-reputed organization; a combination of experience in the public sector in Pakistan and other organizations (private firms in Pakistan or abroad, international organizations, non-profit sector, etc.) would be an advantage.
<b>Communications Specialist</b>	Degree Level – Bachelor’s degree; master’s degree preferred Degree Field(s) – Communications and Strategy, public relations, Corporate Communications	Relevant Experience – 8 to 10 years
<b>Performance Management Specialist</b>	University degree (Masters’ level preferred) in management, business administration, statistics, economics, sociology, or organizational psychology.	At least 10 years of professional experience related to performance management, including data analytics in a large organization(s) in the private sector in Pakistan and/or abroad.

Federal Board of Revenue now invites eligible individual Consultants to indicate their interest in providing the said services. Interested Consultants must submit **Expressions of Interest (EOIs)** for the above assignments for the contract will be till the completion of the WB project. Extendable for another term. EOI must contain details of your professional work and all degrees/qualifications, along with references from previous employees if applicable. Any details of consultancy or services provided. Why are you eligible for the said job and how would you contribute during the contract period.

Consultants will be selected in accordance with the procedures set out in World Bank’s World Bank Procurement Regulations for IPF Borrowers (Regulations) [Revised November 2017].

Interested Consultants may obtain further information regarding Terms of Reference (TORs)/ Scope of assignment and detailed Job descriptions posted from FBR’s Website at [www.fbr.gov.pk/tenders](http://www.fbr.gov.pk/tenders) or email at [steptagr@fbr.gov.pk](mailto:steptagr@fbr.gov.pk) or visit the office of Chief-TAGR-Procurement, Room No 142, First Floor, FBR House, G-5, and Constitution Avenue, Islamabad between 0900 hours to 1600 hours on any working day. The Expression of Interest must be delivered to the address below not later than 1500 hrs on 18<sup>th</sup> February, 2019.

**(Syeda Adeela Bokhari)**  
**Chief (TAGR-Procurement)**  
Trust Fund for Accelerating Growth and Reforms (TAGR)  
Room No. 142, FBR House, G-5, Constitution Avenue, Islamabad  
Tel: 051-9202999

**TERMS OF REFERENCE**  
**FOR AN INTERNATIONAL BIDDING PROCESS FOR CONSULTANTS**  
**STRENGTHENING FBR'S CAPACITY IN INFORMATION TECHNOLOGY AND**  
**FISCAL RESEARCH & TAX POLICY ANALYSIS**

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**Introduction and Background**

World Bank has agreed to provide the Government of Pakistan under the Tax Accelerating Growth and Reforms (TAGR) Multi-Donor Trust Fund (MDTF) Grant No: TFOA4946 a Grant for Strengthening the Tax Systems and Building the Tax Policy Analysis Capacity of FBR Officers.

The FBR intends to hire consultants for HR Specialist, Procurement Specialist, Research Analyst, Financial Management Specialist, Environment & Social Impact Consultant, and Communication Specialist. These Consultants will work for Project Management Unit of World Bank at FBR in various capacities and will be entitled to MP scale revised remuneration and benefits.

The scope of work of each consultant is given herewith along with ToRs for further clarifications.

**Purpose and Scope of Study**

**HR Specialist:**

The Human Resource Management (HRM) Advisor will help the FBR improve the human resource function in line with the institution's strategic direction and in consultation with stakeholders (e.g. FBR officers, managers, support staff, Establishment Division). The HRM Advisor is expected to enable / guide the organization in strategic planning of HRM with a view to attracting, retaining, and motivating talented and qualified personnel. He will ascertain whether existing HR is sufficient for FBR Core Operations, if not

The HRM Advisor will report to the Director of recently established Project Management Unit (PMU), which is responsible for coordinating and monitoring the implementation of the FBR's institutional transformation initiatives as well as management of specific projects implemented by the FBR. The HR Advisor will also work with the existing HR and Administration Wings, as well as across other functional/operational and support departments in the FBR.

**Procurement Specialist:**

The Procurement Specialist will work as a member of the FBR's Program Management Unit and will advise and assist the PMU's Director and Coordinator to devise and establishing a new Procurement Cell with professional procurement officers to be hired from the labor market (rather than among FBR officers). Also identify critical policy, business, operational and other issues relating to procurement and provide strategic advice on maximizing efficiency of the procurement cycle, while ensuring necessary controls for cost effectiveness and soundness of all procurements.

**Research Analyst**

Research Analyst shall help in FBR to implement of Project Performance Management Plan. Also help to prepare data for processing by organizing information, checking for any inaccuracies, and adjusting and weighting the raw data. Research Analyst shall apply all modern techniques in compilation and analysis of data as well as data sources and limitations of estimates and guidelines for FBR's use.

### **Financial Management Consultant**

Financial Management Consultant shall liaise with the World Bank on all aspects of project's financial management by conducting training for the project staff on the importance of financial management and educating staff on financial responsibilities. Financial Management Consultant shall also Open (when needed), maintain and be joint signatory of assignment account (s) in accordance with revolving fund account procedures issued by Ministry of Finance (Finance Division), Federal Government.

### **Environment and Social Impact Consultant**

Standard environmental impact assessment will be carried out by the consultant in the light of guidelines / rules / regulation issued by the Government of Pakistan, emanating from Pakistan Environmental Protection Act 1997.

### **Communication Specialist**

Internal and External Communication Specialists shall manage strategic level external communications for the FBR by identifying and creating positive news about FBR. Said specialists shall work with the member FATE on developing external communications strategy of FBR and also shall advise the Chairman on internal / external communications related to FBR's reform efforts and results, including by developing relevant messages and identifying suitable media for dissemination.

### **Performance Management Specialist**

Improving organizational performance measured by a range of Key Performance Indicators (KPIs) is an important element of the FBR's Transformation Roadmap. The KPIs need to reflect the FBR's main objectives and principles going beyond quantitative targets for the collection of tax receipts. The FBR therefore plans to recruit an Organizational Performance Management specialist to advise on the selection and measurement of KPIs for the FBR as a whole and for specific functions, departments, and units within the organization.

## **Terms of References (TORs)**

### **1. Human Resource Management Advisor**

**Federal Board of Revenue**

#### **Background**

The Federal Board of Revenue (FBR) is a premier tax administration institution of Pakistan, that collects around 90% of Pakistan's total tax revenue through direct and indirect taxation. It comprises two main wings, the Inland Revenue Service (IRS) and the Pakistan Customs Service (PCS), each headed by a member who reports to the Chairman. In addition, there are different wings that perform operational and support functions. The FBR has a workforce of over 20,000, working in its Headquarters and field offices around the country<sup>1</sup>.

Recognizing domestic resource mobilization as a priority agenda for Pakistan's development, the FBR has developed an institutional transformation roadmap to improve organizational effectiveness. In this context, the FBR wants to strengthen HRM to achieve "a motivated, satisfied, dedicated and professional workforce"<sup>2</sup>. In particular, the FBR has prioritized the establishment of a rigorous performance management system and merit-based career development – within the parameters of the federal civil service regulations. The FBR also plans to strengthen specialized functions such as procurement, HRM, litigation, communications, internal audit, project management, monitoring and evaluation, etc. by hiring qualified staff from outside the civil service on a contractual basis to staff dedicated cells or units.

At present, different elements of the HRM function in the FBR are performed by the HR Wing and the Administration Wing. The latter manages the Human Resource Information System (HRIS), the database that contains all FBR employees, and executes administrative actions such as staff transfers within the FBR, promotions, etc. The HR Wing works primarily on staff training. Recruitment of FBR officers is undertaken by the federal Establishment Division based on civil service regulations, while support staff are hired directly by FBR field offices. HRM practices also differ between the IRS and Customs.

#### **Scope of work**

The Human Resource Management (HRM) Advisor will help the FBR improve the human resource function in line with the institution's strategic direction and in consultation with stakeholders (e.g. FBR officers, managers, support staff, Establishment Division). The HRM Advisor is expected to enable/guide the organization in strategic planning of HRM with a view to attracting, retaining, and motivating talented and qualified personnel.

The HRM Advisor will report to the Director of recently established Project Management Unit (PMU), which is responsible for coordinating and monitoring the implementation of the FBR's institutional transformation initiatives as well as management of specific projects implemented by the FBR. The HR Advisor will also work with the existing HR and Administration Wings, as well as across other functional/operational and support departments in the FBR.

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<sup>1</sup> The FBR's organogram and information on the functions of different units is available on website: [www.fbr.gov.pk](http://www.fbr.gov.pk)

<sup>2</sup> [www.fbr.gov.pk/OfficeHome](http://www.fbr.gov.pk/OfficeHome)

## Tasks and responsibilities

The HRM advisor will support the FBR leadership in the following key areas:

### 1) Strategic HR Management

- Develop, coordinate implementation and monitor **strategy to modernize HRM** to support FBR's short, medium and long-term goals, objectives and values.
- Improve, streamline, and unify existing HRM processes (e.g. across IRS and Customs, and HR and Administration Wings).
- Identify gaps in HRM functions, advise on establishing missing HRM functions and designing the appropriate processes, organizational arrangements, HRM job profiles and skills requirements (e.g. HRM analytics, development of technically specialized career streams, identification of skills gaps and strategies for attracting and retaining new skills as technologies and functions evolve).
- Define Key Performance Indicators (KPIs) for the HRM function and design appropriate monitoring and reporting mechanisms, measurement methods, and data sources.
- Undertake staffing needs assessment and skills gap analysis with reference to existing functions and planned reforms (e.g. further automation of business processes); advise the FBR on revising its staffing structure and composition based on this analysis; and develop annual staffing plan with vacancies with proposed recruitment modality (e.g. from within the civil service or from the labor market).
- Develop succession planning function for managerial and other mission-critical positions.
- Support FBR in defining standards and criteria for recruitment of different categories of staff, including professional-grade civil servants (e.g. university degree and/or professional certification in disciplines relevant to FBR core functions) to be negotiated with the Establishment Division; support staff (grade 16 and below) hired by the FBR; and staff to be contracted from the labor market for specialized functions, including consultants for temporary assignments.
- Contribute to improving the structure of the organization by reviewing the organogram; norms for number of staff supervised by managers of different levels; norms for support staff; separation of functions such accounting from internal audit; reporting lines and arrangements for business continuity (e.g. standardized rules for delegation of management authority).
- Support risk management related to HRM by designing, revising or updating processes and practices that protect and enhance organizational values and mission-critical objectives, e.g. due diligence in hiring of new staff; monitoring and managing conflicts of interest; updating codes of conduct, business ethics and associated compliance monitoring and disciplinary processes, and protections of employees' legal rights.
- Support PMU social specialist in developing and monitoring a Labor Management Plan (LMP) as part of the preparation and implementation of an upcoming World Bank-financed project that will support the FBR's institutional transformation program over the next 5 years. In particular, the HRM advisor will advise the social specialist and the World Bank project team ensure that relevant FBR regulations, rules, and practices are accurately reflected in the LMP

and relevant World Bank due diligence assessments regarding employees' rights, including health and safety at work.

## **2) Performance management and incentives structure**

- Review and provide guidance on updating job descriptions, defining standardized KPIs for different grades and job families (e.g. tax auditors), and establish processes for regular review and revision of these JDs and KPIs to ensure continued relevance and alignment with evolving organizational objectives and the functions and roles of various wings/units of the FBR.
- Develop a rigorous, evidence-based performance appraisal system based on clearly defined criteria, job/function-specific KPIs (combination of process-related, behavioral, outputs, and outcomes indicators), regular feedback from diverse sources, and appropriate documentation, including opportunity for employee input. This system may be based on improving the existing system of performance evaluations and/or the recently piloted performance report cards.
- Advise on the functional requirements for digitizing the performance appraisal process with appropriate documentation of decision points and electronic records as part of the existing HRIS or by developing/purchasing a new system.
- Review current incentives structure and recommend robust methods and rules for linking the allocation of staff rewards (including performance-related pay, promotion prospects) to job performance. Consider complementing existing incentives with non-monetary recognition and reward tools such as advanced learning opportunities for high-performing, high-potential staff.
- Advise management on criteria and tools for differentiating among high, satisfactory, and unsatisfactory performance levels (e.g. limits on percentage of unit/wing staff who may be graded as excellent), dealing with cases of unsatisfactory performance in a fair but effective manner (e.g. timely feedback to staff, opportunities to improve performance with reference to clear standards, standardized appeal mechanism, and appropriate and legally defensible measures and procedures).

## **3) Staff development and career management**

- Advise on improving promotion policy to strengthen the link with merit based on relevant qualification, technical specialization, and track record of previous work performance.
- Design and launch a coaching and mentoring program for better performance and professional development of entry-level and mid-career staff in different functions; conduct awareness sessions for managers about the benefits of and approaches for mentoring and supporting the development of more junior staff.
- Support in making training more relevant for the professional development of staff by organizing training needs assessments for specific grades, functions and job profiles; evaluating relevance and effectiveness of curriculum and syllabus of courses and trainings offered by the FBR's training institute (DOTs/DGTR); and identifying mechanisms for improving the relevance and quality of training, including by establishing twinning arrangements with relevant in-country and foreign recognized institutions.

- Advise on the required functionalities for the development of a Learning Management System (may be linked staff individual profiles in HRIS) for sharing training opportunities with staff, identifying target audiences for specific courses, and improving transparency in the selection of applicants for training.

#### **4) Communication and outreach**

- Advise on developing effective mechanisms for staff communications. Such mechanisms should include information sharing mechanisms such as HR information sessions, HR intranet portal (to share HR policies, rules and regulations, trainings, job adverts/ recruitments, staff profiles and HR data); and publishing HRM reports with different HR metrics (e.g., turnover and retention rates at various levels and regions, results of staff surveys).
- Develop recommendations for improving two-way internal communications, e.g. through focus groups, consultation sessions, staff surveys to gather feedback on current practices and staff satisfaction, and other opportunities for staff to highlight problems and provide suggestions for improvement.
- Recommend concrete measures to promote staff diversity and inclusion (e.g. through initiatives to help the FBR achieve the civil service target of at least 10% women staff) and to improve the workplace environment based on staff feedback about issues of concern and areas of improvement.

#### **Candidate's profile**

The candidate should have an academic and professional background in HRM, along with good understanding of relevant laws, regulations, and practices, as well as other related abilities and skills. The candidate will be expected to demonstrate the following qualifications and attributes:

- Minimum 10 years of professional experience related to HRM, with at least 5 years in a lead role or management position in a well-reputed organization; a combination of experience in the public sector in Pakistan and other organizations (private firms in Pakistan or abroad, international organizations, non-profit sector, etc.) would be an advantage;
- MSc/MA degree in Human Resources Management, Organizational Psychology, or Business Administration (preferably in HRM) from HEC-recognized local university or a well reputed foreign university;
- Knowledge of international good practices in HRM, and best HRM practices by private and public sector organizations in Pakistan; and sound understanding of civil service HRM regulations;
- Strategic planning skills, problem-solving approach, and ability to innovate and introduce new practices to improve HRM operations tailored to the needs of the organization;
- Excellent interpersonal and communication skills, including consultative decision-making and ability to persuade organizational leadership.



## **2. Procurement Specialist**

### ***Context and purpose of this assignment:***

The Federal Board of Revenue is implementing the *Strengthening Pakistan Tax Administration Project* with financing of US\$5 million from the World Bank. The FBR is also preparing a larger project to be financed by the World Bank during FY2020/21-2023/24 to support the government's objective of achieving a sustainable increase of tax receipts by broadening the tax base, while facilitating compliance for taxpayers. In this context, the FBR will need to undertake extensive upgrading and investment in its ICT equipment and systems, and will also need to enlist consulting services for technically specialized activities such as business process optimization.

The FBR however currently does not have staff specialized in public procurement. The FBR has therefore decided to recruit a qualified procurement specialist for its newly established Program Management Unit (PMU). The PMU will be supporting the implementation of the FBR's Institutional Transformation Program, including its ICT Development Strategy, as well as the preparation and implementation of the future project to be financed by the World Bank. Procurement activities under World Bank-financed projects will need to be conducted to World Bank procurement rules, whereas procurement activities financed directly from the FBR's own budget will need to observe national law and regulations issued by the Public Procurement Regulatory Authority (PPRA). Going forward, the FBR also plans to establish a Procurement Cell staffed by qualified professionals, so that the organization is able to complete procurement activities efficiently and in compliance with applicable laws and regulations.

### **Scope of work and activities to be undertaken:**

The Procurement Specialist will work as a member of the FBR's Program Management Unit and will advise and assist the PMU's Director and Coordinator with the following tasks:

1. Advise on various procurement methods/strategies, and lead the preparation of the Procurement Strategy for the upcoming World Bank-financed project in accordance with the World Bank's Procurement Regulations  
<http://pubdocs.worldbank.org/en/178331533065871195/Procurement-Regulations.pdf>
2. Advise the FBR leadership in designing (e.g. definition of functions, staffing requirements, skills profiles, and job descriptions) and establishing a new Procurement Cell with professional procurement officers to be hired from the labor market (rather than among FBR officers).
3. Identify critical policy, business, operational and other issues relating to procurement and provide strategic advice on maximizing efficiency of the procurement cycle, while ensuring necessary controls for cost effectiveness and soundness of all procurements.
4. Advise the FBR leadership in developing Standard Operating Procedures (SOPs) for procurement. The SOPs should simplify existing processes with a view to accelerating completion of procurement activities, while ensuring appropriate technical expertise for each activity through the coordination with the concerned FBR wing(s) in formulating Terms of Reference/Technical Specifications and in evaluating proposals/bids.

5. Take the lead in preparing and regularly monitoring and updating the FBR's annual procurement plans, as well as procurement plans for specific externally financed projects.
6. Manage the entire procurement cycle, from preparation of Procurement Plan and drafting and facilitating publication of Expression of Interests (EOIs), Requests for Proposals (RFPs), Invitation for Bids (IFBs), and Request for Quotations (RFQs).
7. Identify the appropriate procurement method and customize various procurement documents (e.g. RFPs, IFBs) for a given procurement activity.
8. Provide guidance to members of procurement committees and prepare evaluation reports of proposals/bids, and communications regarding contract awards (to PPRA, bidders, World Bank, etc.).
9. Assist in contract negotiations with the consultants, service providers, suppliers, and contractors.
10. Develop and implement a proper documentation and filing system which provides transparency; proper record control; security of documentation (particularly sealed bids) in compliance with national regulations and national laws and regulations, and – under World Bank-financed activities -- the instructions of World Bank for various stages of procurement.
11. Support contract administration by addressing all matters associated with delivery of goods/services, taxation, duties, clearance, etc.
12. Ensure regular communication to FBR leadership on status of planned and ongoing procurement activities, and any issues to be resolved. Regularly communicate with the World Bank project task team regarding procurement activities under World-Bank financed projects and lead coordination on any of Bank's procurement monitoring and processing tools (e.g. STEP system for obtaining No Objection Letters).

**Deliverables/expected outputs:**

The Procurement Specialists will be expected to perform the following duties:

1. Oversee the verification of invoices received against goods receipts and contracted prices prior to approving the processing of such invoices for payment;
2. Review, revise, and clear purchase orders and contracts prior to forwarding them for approval by the Coordinator / appropriate official / forum;
3. Supervise the maintenance of relevant internal databases and files, monitor contractual agreements, direct provisioning contracts, and inform users affected of contractual rights and obligations;
4. Prepare a roster of screened potential candidates in order of merit through widely advertised generic vacancy announcement for job profiles that are frequently required by the FBR, including the following: (i) lawyers with knowledge of tax legislation; (ii) data base development and management; (iii) chartered accountants; (iv) finance and accounting; (v) monitoring and evaluation; (vi) communications; (vii) data analysts; (ix) statisticians; (x) economists; (xi) procurement; (xii) Human Resource Management, etc. This roster will be used in the order of merit for hiring consultants to ensure transparency and avoid delays in filling positions. This roster should be updated through fresh announcements every six months to add additional qualified candidates to the roster.

**Skills profile and qualifications:**

- MBA, Masters' Degree in Economics/Finance, Law, /Accounting/ ACCA / CA/Engineering; procurement-related qualification/certifications will be accorded due weightage.
- At least 10 years of experience in the field of procurement, including extensive experience of ICT procurement (preparation of technical specifications, bidding documents, bidders' conferences, and contracts for hardware, software, and consulting services). A combination of procurement experience in large organizations in the private and public sector and/or international organizations/ externally-financed projects would be an advantage. Knowledge and implementation experience of Pakistan's Public Procurement legislation and PPRA regulations is required.
- Substantive knowledge of procurement policies, processes and procedures and extensive experience in their application for the purchase of a wide range of supplies and services. Substantive knowledge of ICT procurement (hardware and software) is strongly preferred.
- Ability to research and gather information from a variety of external and internal sources; demonstrated ability to apply good judgment in the context of assignments given.
- Proven ability to work in a collaborative, team environment.
- Written and oral fluency in English required.
- Demonstrated computer usage skills (e.g., desktop application MS Office such as Word, Excel, and Power Point).

#### **Institutional Arrangements and Reporting:**

The Procurement specialist shall report to the Chief TAGR/Coordinator of the PMU. The Procurement Specialist is therefore expected to be flexible and adapt to the requirements. Request for leave to be agreed in advance by the Coordinator.

### **3. Research Analyst**

#### **Scope of Work**

1. Assist in the implementation of Project Performance Management Plan.
2. Assist the team in developing/writing for M&E activities in targeted value chains.
3. Prepare data for processing by organizing information, checking for any inaccuracies, and adjusting and weighting the raw data.
4. Document methodologies and procedures used in the compilation and analysis of data as well as data sources and limitations of estimates and guidelines for their use.
5. Develop and implement appropriate and innovative monitoring and evaluation tools, reporting guidelines for new project activities.
6. Review the project indicators, including agreed targets and aggressive time-frames for achieving them.
7. Conduct scheduled performance reviews and respond to ad hoc information requests as needed.

8. Support the Director and Deputy Director of the PMU with research and analysis
9. Support the M&E specialist with data collection and analysis, and drafting of reports.
10. Support Communications specialist with preparing presentations, speeches, talking points, etc.
11. Perform any other duties as assigned by the immediate supervisor or his/her designee.

### **Eligibility Criteria**

Recent graduate having BS / MS degree along with CFA in the research based/focus discipline of social sciences with excellent quantitative, research, and writing skills. Having two years of qualitative and quantitative research experience (can be part of a PhD)

## **4. Financial Management Specialist**

### **Objective & Rationale**

FBR intends to hire an experienced and qualified professional for the position of ‘Financial Management Specialist (FMS)’ to manage the financial management matters of the project. The FMS will lead a team of about 2-3 professional staff in managing the project’s financial management matters. FMS will provide overall financial oversight including developing, guiding and directing financial management and accounting systems. S/he will be responsible to maintain adequate financial management system and generate timely financial reports for decision making. FMS will ensure compliance with the financial management provisions of the legal agreement between the Government of Pakistan and the World Bank.

### **SPECIFIC TASKS AND RESPONSIBILITIES**

#### **General Management and Leadership**

- Liaise with the World Bank on all aspects of project’s financial management.
- Conduct training for the project staff on the importance of financial management and educating staff on financial responsibilities.
- Keep the project management informed of the latest developments and issues in project’s financial management and provide suggestion to the best possible option.
- Open (when needed), maintain and be joint signatory of assignment account (s) in accordance with revolving fund account procedures issued by Ministry of Finance (Finance Division), Federal Government.
- Maintain liaison with the bank where the assignment account is opened or to be opened.
- Participate in Project Steering Committee meetings and activities; assist/advise the project management and the Bank in all financial matters as and when required.

#### **Budgeting and Planning**

- Assist in preparation of annual work plans; and on the basis of which prepare annual Cash Plans.
- Assist in the approval of annual work plan from the Project Steering Committee.
- In accordance with Government of Pakistan (Federal Government) budgeting rules and regulations, prepare annual budget estimates and revised budget estimates based on Work Plan/Cash Plan and

timely submit to Planning Commission for inclusion in Public Sector Development Program of the relevant year and also to Project Steering Committee/FBR management.

- Upload annual budget on National FMIS/ SAP; compare actual performance against the budget and underline weak performing areas for attention of FBR and project management.
- Prepare annual, quarterly and semi-annually disbursement forecasts for all components of the project in line with project's procurement plan and Work Plan/Cash Plan.

### **Funds Management**

With the project finance team, the FMS will:

- Ensure timely releases of funds from Finance Division against Disbursement Linked Indicators (DLIs) and counterpart funding, if any.
- Prepare request for authorization of signatories to sign Withdrawal Applications,
- Prepare accurate and timely Interim Financial Reports (IFR) and ensure compliance with the project's legal documents.
- Prepare realistic cash forecasts on quarterly basis in coordination with the project team and.
- Prepare and process withdrawal application in accordance with the Bank's Disbursement Guidelines for drawing funds from the assignment account(s) opened for the project
- Track funds and follow up with National Bank of Pakistan and the World Bank to ensure timely credit of funds into the project's assignment account(s).

### **Expenditure/Payment Processing**

With the project finance team, the FMS will:

- Analyze, plan, design, implement, and monitor a system to augment internal controls in line with best practices in the process of payment and expenditure management.
- Apply ex-ante checks on payments, including budget availability, sanction of competent authority and compliance with the WB legal documents and applicable financial rules & regulations.
- Ensure that No Objection Letter (NOL) is obtained from the Bank for every prior review activity before processing any payment.
- Ensure that only eligible payments are made from the project's proceeds

### **Accounting and Record Management**

With the project finance team, the FMS will:

- Record all transactions timely and accurately in the books of accounts (*both in Pak Rupees and US\$*) and ensure that no expenditure remained unaccounted.
- Maintain accounts on cash basis as per government accounting procedure i.e. New Accounting Model.
- Maintain PIFRA SAP R/3 (National FMIS) software to be implemented at the project.
- Oversee the process of entering transaction level data in National FMIS.
- Ensure up-to-date maintenance of adequate registers, books of accounts and records in appropriate order and format to meet the government and World Bank's requirements and to facilitate classification and analyzing the financial information for monitoring the project progress.

- Prepare supplementary record, which provides timely and up-to-date financial information of contracts.
- Prepare monthly bank reconciliation statements of assignment account both in Pak Rupee and US\$.
- Prepare monthly client connection reconciliations to ensure the Bank's records are reconciled with the project's records.
- Reconcile the expenditure on government prescribed format with the office of Accountant General on monthly basis.
- Ensure that the fixed assets records are maintained for the project identifying location and user of each asset and arrange for the annual and periodical inventory of the assets and updating the records.
- Ensure safe custody of all financial records for review by Bank Missions, third party monitoring agents; and external & internal auditors.

### **Financial Reporting**

- Prepare quarterly financial reports and submit to the Bank in a timely fashion for review and approval.
- Generate financial reports from National FMIS that includes information on budget execution under Eligible Expenditure Programs and the Technical Assistance Component.
- Ensure that annual financial statements and other monthly and quarterly reports as specified under the Financing Agreement and as per recommended/suggested by Bank supervision missions are accurately prepared and timely submitted – annual financial statements to be prepared in accordance with Cash Basis IPSAS ‘ Financial Reporting under Cash Basis of Accounting’.
- Prepare annual financial statements as per Cash Basis IPSAS and submit to the Auditors within one months of the close of the financial year.
- Define and produce other financial reports, as and where required on utilization of funds to facilitate FBR in decision-making process.
- Ensure that all government financial reporting requirements are complied with

### **Internal Controls:**

- Ensure compliance with the COSO internal control framework and government rules and procedures while processing payments.

### **Audit**

- Make arrangements for timely initiation and completion audit of project and ensure that report produced is in compliance with audit requirements of the Government and the World Bank.
- Attend entry and exit meetings with external auditors, facilitate timely completion of audits by arranging timely submission of annual financial statement in appropriate format, supply of information and documents responding to queries, initiate actions for holding tripartite meetings and coordinating with various units in settling audit observations.
- Prepare working papers on audit observations raised by external auditors and arrange to convene Departmental Accounts Committee (DAC) meeting to settle the audit observations to the extent legally and logically possible.
- Ensure that an acceptable and final audit report is submitted to the Bank in a timely manner as stated in the legal documents of the project.

## **QUALIFICATION AND EXPERIENCE**

- Nationally/ internationally recognized Professional accounting qualification/certification (ACA/ACMA/ACCA/CPA); or Masters Degree in Finance and Accounting e.g. MBA (Finance), MS Finance; M.Com; OR
  - 6 years' relevant experience in financial management, audit or accounts, after acquiring stipulated qualifications.
  - Good communication skill and experience of working with Finance Department/Division, Auditor General of Pakistan Office, Office of Accountant General and Planning Department/Commission.
  - Prior experience of working in donor funded and public sector projects will be accorded due weightage.
  - Demonstrated Computer Skill (Proficiency in using computer desktop application MS Office (Word, Excel, and Power Point).
- i. Ability to work independently and as a team player who demonstrates leadership and is able to support and train staff.

## **5. Environment and Social Impact Consultant**

### **Scope of Work**

Standard environmental impact assessment will be carried out by the consultant in the light of guidelines / rules / regulation issued by the Government of Pakistan, emanating from Pakistan Environmental Protection Act 1997. The consultant shall discharge the following obligations (but not limited) to meet with statutory requirement of Environmental Impact Assessment (EIA):-

- Consultant shall examine essential baseline conditions, foreseeable disturbance or impacts to the prevailing conditions.
- All the data collection / surveys / questionnaires / interviews should be well coordinated for the proper assessment of baseline conditions and providing the foundation for the further studies and recommendations.
- Review all the project activities to keep the environment as per National Environmental Quality Standards (NEQS).
- Examine the entire project activities and list the detail of activities likely to cause adverse impacts during and after the project completion. The Consultant shall suggest mitigation measures for all such activities during and post project periods.
- Prepare an account of all possible / likely environmental impacts of the project for its further analysis to establish viability of the project.

- Identify / investigate and prepare a comprehensive profile of the likely project impacts on the physical and biological (Flora & Fauna) as well as social (health, education, dislocation, etc.).
- Preparation of detailed management plan for enhancing the environmental conditions, mitigation of socially adverse impacts, if any.

### **Deliverables**

Consultants shall submit Environmental Impact Assessment (EIA) report according to the requirements of Environmental Protection Department (EPD), with a soft copy. The chronology of deliverables will be as followed:

- Draft EIA report submission and amendment in study (if any);
- Final study report submission;
- Submission of the Final EPA approval from concerned agency to FBR;
- The Consultants shall remain under obligation to comply with the observation / objections till the final clearance of EIA and issuance of NOC.

### **Qualification & Experience**

The candidate should have an academic and professional background in relevant field, along with good understanding of relevant laws, regulations, and practices, as well as other related abilities and skills. The candidate will be expected to demonstrate the following qualifications and attributes:

- Minimum 10 years of professional experience in conducting social impact assessments in a well-reputed organization; a combination of experience in the public sector in Pakistan and other organizations (private firms in Pakistan or abroad, international organizations, non-profit sector, etc.) would be an advantage;
- At least BS degree in social science, sociology, or any related field of study.

## **6. Communication Specialist**

### **Brief:**

The individual should be focused, result oriented and have foresight. He/she should be able to set both short- term and long-term goals on an individual and a team level. He/she should be passionate about setting up systems, structures and protocols to benefit the department and organization in the long-run. He/she should have experience is managing a variety of stakeholders across the organization structure.



### **Strategic:**

- Establish an internal and external communications strategy in conjunction with senior management.
- Design and implement internal and communications strategy to support change management in FBR; prepare relevant materials (e.g. memos, notes, information materials)
- Ensure internal communications messages are consistent across all mediums and for different departments of the organization.
- Ensure internal communication messages are consistent with external communication messages.
- Establish protocols for crisis communications and timely and effective responses to queries in alignment with response to external and internal stakeholders.
- Support the Chairman and member FATE in establishing a Communications cell in FBR including hiring of staff.
- Manage strategic level external communications for the FBR.
- Identify and create positive news about FBR.
- Work with the member FATE on developing external communications strategy of FBR.
- Advise the Chairman on external communications related to FBR's reform efforts and results, including by developing relevant messages and identifying suitable media for dissemination.
- Maintain strong media relations with key stakeholders.

### **Operational:**

- Ensure organizational initiatives and projects are successfully communicated to employees and stakeholders.
- Plan, edit and write content for a variety of internal and external communications mediums such as regular email bulletin. You may also be required to work on the layout of content.
- Keep FATE Members abreast of progress on ongoing projects and answer their questions, either face to face or through regular written communication.
- Storyboard or translate ideas to internal team of graphic designers etc.
- Deliver presentations at organizational events.
- Draft messages or scripts for senior management for presentation to employees in written or spoken form.
- Prepare presentations, key messages and talking points for the Chairman and other senior FBR officers.
- Respond to feedback from staff and adjust communications content accordingly.
- Handle the internal and external communication response to crisis situations, which affect organizational perception and reputation.
- Organize internal consultations and workshops on the Transformation Roadmap.
- In collaboration with FATE, organize stakeholder consultations and commission surveys to improve perceptions of FBR and gather feedback for improving FBR services.
- Manage operational level internal and external communications for the FBR.
- Prepare press releases, op-eds for the Chairman and other senior FBR officers, identify other earned media opportunities such as features etc.

- Manage and improve FBR’s website in collaboration with web designer for approval and feedback from senior management.
- Develop and execute advocacy campaigns.
- Respond to media queries in consultation with the Chairman, prepare position statements for effective communication to media queries.
- In consultation with the Chairman prepare FBR media statements and key messages to be communicated at external engagements
- Prepare terms of reference and work with member FATE and procurement specialist to hire firms and media outlets to conduct FBR communications campaigns; manage contracts to ensure quality delivery of campaigns.
- Monitor and report on FBR reputation and carry out reputation management, manage negative news in consultation with Senior Management.
- Manage FBR digital assets, ensure the accounts are updated and audience is adequately engaged with alignment with the digital team.

### **Qualification Requirements**

Degree Level – Bachelor’s degree; master’s degree preferred

Degree Field(s) – Communications and Strategy, public relations, Corporate Communications

Relevant Experience – 8 to 10 years

Key Skills – focused on tangible outcomes, Managing a variety of stakeholders, strategic planning, Strategy formulation and execution (further details in the functional skills section)

### **Functional Skills and Knowledge Areas**

- Strong written and verbal communications skills; proficiency with digital; excellent editorial skills.
- Strong strategic and critical thinking skills and ability to convey strategy effectively to colleagues, superiors and leadership.
- Adapts to FBR culture, values, and objectives.
- Understands a variety of key audiences and how to develop and direct key messages toward them.
- Superior attention to detail and ability to successfully manage multiple projects simultaneously from end to end.
- Initiative to seek out, identify and understand communications trends, issues and best practices and to share with team and key stakeholders.
- Ability to work collaboratively with colleagues of all levels and build cross-functional relationships.
- Demonstrate ability to be flexible/adaptable.
- Ability to maintain a high degree of confidentiality with sensitive and/or material information.

- Able to make informed judgments and work under strict deadlines.
- Strong public and media relations.
- Be a good story teller.
- Excellent written and verbal communication skills and strong presentation skills.
- Strong management skills
- Strong crisis management skills.
- Ability to multitask efficiently.
- Project management skills.
- Strong understanding of taxation related perception and issues.
- Ability to lead and be a strong team player at the same time.
- Ability to synthesize data into actionable information.
- Passionate about building systems.

## 7. Performance Management Specialist

### Background

Improving revenue mobilization is an important priority of the Government of Pakistan as part of its efforts to secure the sustainability of the country's public finances, reduce reliance on short-term and high-cost borrowing, and increase fiscal space for spending on economic and human development. The FBR has therefore launched work on a Transformation Roadmap to guide the institution's development into a world-class, technology-savvy, and taxpayer-centred revenue authority. The Transformation Roadmap consists of three parts: (i) a 10-year vision for the FBR's institutional transformation; (ii) a 3-year dynamic implementation plan (FY20-FY22) to be updated annually; and (iii) a short-term action plan for accelerating revenue collection in FY19-FY20. The FBR has requested financing of US\$ 400 million from the World Bank for a results-based Revenue Mobilization Project. The project's interventions and milestones will anchor the targeted results of the Transformation Roadmap over the next five years.

The FBR has recently constituted a Working Group of FBR officers to assist the Chairman and Board in the following strategic initiatives: (i) preparing the institution's development plan (Transformation Roadmap) and disseminating its goals and actions among the organization's staff; (ii) articulating the FBR's perspective on a national medium-term revenue mobilization strategy; and (iii) and working with the World Bank to design the project that will support the implementation of the Transformation Roadmap.

Improving organizational performance measured by a range of Key Performance Indicators (KPIs) is an important element of the FBR's Transformation Roadmap. The KPIs need to reflect the FBR's main objectives and principles going beyond quantitative targets for the collection of tax receipts. The FBR therefore plans to recruit an Organizational Performance Management specialist to advise on the

selection and measurement of KPIs for the FBR as a whole and for specific functions, departments, and units within the organization.

### **Scope of work**

The Organizational Performance Management (OPM) specialist will work in the newly established Program Management Unit (PMU), which is responsible for coordinating the implementation of the Transformation Roadmap and tracking progress towards the Roadmap's milestones. The PMU will also coordinate and monitor implementation progress under the World Bank-financed project. The OPM specialist will report to the Director of the PMU and will work closely with the FBR Working Group for the preparation of the Transformation Roadmap and the World Bank-financed project.

The OPM specialist will be expected to perform the following tasks:

- Advise the FBR on selecting KPIs for specific functions, goals, and reform initiatives (with reference to the Transformation Roadmap), define measurement methodology and data sources for each KPI. Ensure that all organizational functions are adequately covered by relevant KPIs.
- Consult with the departments/units responsible for the proposed KPIs to build ownership and ensure feasible measurement of the KPIs.
- Lead training for the departments/units in gathering, compiling, and reporting KPI data.
- Organize training for managers on using KPI reports to gain insights and make decisions to improve organizational performance.
- Assist the FBR in formulating appropriate targets for each KPI with reference to existing data and in consultation with the department/unit responsible for its achievement, including by organizing workshops for the consultative selection of KPIs and setting of KPI targets.
- Work with the PMU's Communications specialist to help the FBR leadership to communicate the purpose of organizational performance management and the usefulness of a KPI framework in achieving organizational goals.
- Design templates for data reporting, data analysis, and consolidated KPI reports, including visual presentation of data (e.g. graphs) to track trends and compare performance across units. These templates would be used in management dashboards (internal) and FBR performance reports for internal and external dissemination.
- Define processes and responsibilities for gathering, analysing, and reporting KPI data.
- Develop roll-out plan for implementing the KPI-based performance management framework in line with the priorities and capacity of the FBR.
- Work with software programmers to improve the KPI monitoring system (enabling units to track their own performance as well as report data), and dashboards for managers.
- Work with Human Resource Management (HRM) specialist to align organizational KPIs with performance indicators for individual staff members based on the job descriptions.
- Work with HRM and Communications specialists in the PMU to develop internal communications to support the development of a performance culture, gather and analyse staff feedback on the KPI framework and performance management system.
- Prepare a methodology for the review of the initially selected KPIs (to be conducted six months and/or a year after the launch of the KPI framework with input from staff and management surveys) and for updating the KPI framework based on the findings of the review.
- Support the FBR Working Group in designing the results framework for the upcoming project to be financed by the World Bank, including selection of indicators, definition and measurement

of the indicators, annual and final targets, and verification methodology to be followed by an external auditor to confirm achievement of the project's Disbursement-Linked indicators.

- Assist the FBR in establishing a performance Monitoring and Evaluation function with a team of qualified professionals.

### **Qualifications requirements**

- University degree (Masters' level preferred) in management, business administration, statistics, economics, sociology, or organizational psychology
- At least 10 years of professional experience related to performance management, including data analytics, in a large organization(s) in the private sector in Pakistan and/or abroad
- Demonstrated ability to introduce or strengthen a performance culture in an organization
- Experience of performance management in the context of project design and implementation
- Excellent oral and written communications skills in English and Urdu
- Sound judgment, tactfulness, and ability to listen to and integrate others' perspectives
- ICT literacy, including familiarity with Management Information Systems for monitoring KPIs

### **Relationship Between FBR and Consultants:**

The Consultants hired will work at FBR headquarters. The relationship between the Consultants and Management will be professional. All information and facts collected by the consultants will remain confidential and the work completed for which the agreed remuneration paid will be the copy right and intellectual property of FBR.

### **Selection Method:**

A Consultant will be selected in accordance with the Selection criteria based on the Consultants Qualifications method set out in the World Bank's Guidelines: Selection and Employment of Individual Consultants by the World Bank Borrowers. Revised November-2017

### **Coordination:**

For all activities and clarifications under these ToRs the Consultants will coordinate with all relevant wings of FBR and PRAL and Market and Industry to build a comprehensive business model for enhanced revenue collection for FBR and for strengthening the Core Operations of FBR in relevant area assigned.

## **Code of Conduct & Professional Ethics**

### **i. Services:**

- Performs his/her assigned duties with responsibly as per ToRs.
- Complete the tasks within given timeframe.
- The reports generated shall be based on facts and not on assumptions.
- Confidentiality of access to any data for analysis purpose shall be maintained.

### **ii. National Interest:**

- Keep the interest of state, society and fellow citizens supreme in the discharge of duties and never compromise on the purpose of assigned tasks for any personal gains.
- Promote confidence in the integrity of the public service and the profession.
- Conduct business (on-site survey) in accordance with laws and regulations of the government.

### **iii. Ethical and Professional Conduct**

- Maintain impartiality. Fairness and transparency at all levels.
- Give valid reasoning for recommendations.
- Communicate with clarity.
- Develop and maintain constructive professional relationships with FBR.
- Abstain from making malicious or false statements about any person or institution.
- Refuse gifts, favors or benefits of any.
- Report all incidents of outside influence immediately to the FBR Administration.

### **iv. Leadership:**

- Act as a positive role model.
- Be open and accept differing views and perspectives.
- Discharge responsibilities conscientiously and prudently.
- Promote participatory decision-making.
- Respond appropriately to issues of inefficiency.

### **v. Efficiency and Effectiveness**

- Value all the resources provided for conducting your assigned tasks, achieve high level outcomes.
- Be punctual and complete the assignments as per the decided schedule.
- Avoid using personal mobile phone during meetings, and discussions keep your cell phones on silent mode

### **vi. Discrimination and Harassment**

- Ensure equality and freedom, and prevent discrimination on the basis of religion, sect, race, cast, social status, culture and region.
- Encourage women participation through a harassment-free and conducive work environment.

**vii. Political Affiliation**

- Avoid political discussions
- Do not issue statements in favor of or against a body or forum which identifies itself as a political entity.

**viii. Responsiveness**

- Exhibit commitment, zeal, enthusiasm, innovativeness, dignity and professionalism in discharge of assigned responsibilities.
- Take responsibility if any mistake/error (made intentionally or unintentionally)

~~~~~End~~~~~