

## **REQUEST FOR EXPRESSIONS OF INTEREST**

### **Pakistan Raises Revenue Project** (Loan No. P165982)

**Assignment Title: Selection of Individual Consultants**

**Reference No.** (as per Procurement Plan): No. PK-FBR-130128-CS-INDV

The Federal Board of Revenue *has received* financing from the World Bank towards the cost of the Pakistan Raises Revenue Project (2019-24) and intends to apply part of the proceeds for consulting services.

The consulting services to be procured on **Contract basis** are as follows:

<b>Position</b>	<b>Qualification</b>	<b>Experience</b>
<b>Chief Information Officer (CIO)</b>	<ul style="list-style-type: none"><li>• Professional Qualification: Advanced degree in Computer science, Information Technology, or industry recognized professional certifications (master’s level or better).</li><li>• Solid understanding of ICT governance practices and standards.</li><li>• Proven experience with ICT quality standards, including ISO 9000, CMMI and ISO 27001.</li><li>• Solid understanding of software development quality methodologies, including Scrum, Rapid Application Development, Extreme Programming, Agile Software Development, etc.</li><li>• Proven experience in ICT Management, ICT governance, Business Process Re-Engineering, System design, Modelling and Simulation Framework.</li><li>• Proven experience with Change Management projects.</li></ul>	<ul style="list-style-type: none"><li>• At least 15 years working experience in designing and deploying automated systems and Infrastructures, including hands on experience with numerous ICT technologies.</li><li>• At least 5 years experience in ICT management in a large organization. At least 3 years work experience with government organizations</li></ul>
<b>Procurement Specialist</b>	<ul style="list-style-type: none"><li>• Masters’ Degree in Supply Chain Management/Accounting/ ACCA / CA//Engineering, the procurement-related qualification/certifications will be accorded due weightage.</li></ul>	<ul style="list-style-type: none"><li>• 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),</li></ul>

		<p>the experience should include three (03) years of working experience with the Public Sector Development Programs. 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 may be accorded due weightage.</p>
<p><b>Financial Management Specialist</b></p>	<ul style="list-style-type: none"> <li>• 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 A civil servant from Pakistan Audit and Accounts Service (PAAS), FPOE (Final passing Out Exam) qualified from the Department of Auditor General of Pakistan and serving in BPS 18 or 19.</li> </ul>	<ul style="list-style-type: none"> <li>• 10 years' post qualification relevant experience in financial management, audit or accounts including experience of working with the Government organizations or international donors for three (03) years.</li> <li>• Good communication skill and experience of working with Finance Department/Division, Auditor General of Pakistan Office, Office of Accountant General and Planning Department/Commission.</li> <li>• Prior experience of working in donor funded and public sector projects will be accorded due weightage.</li> <li>• Demonstrated Computer Skill (Proficiency in using computer desktop application MS Office (Word, Excel, and Power Point).</li> <li>• Ability to work independently and as a team player who</li> </ul>

		demonstrates leadership and is able to support and train staff.
<b>Environmental &amp; Social Management Specialist</b>	<ul style="list-style-type: none"> <li>Should have Master's Degree in Environmental Sciences or MS in Environmental Management/Engineering.</li> </ul>	<ul style="list-style-type: none"> <li>Should have at least ten (10) years of professional post qualification working experience including 03 years working experience with the Public Sector development projects related to environment and social impacts.</li> <li>Candidate should have the sufficient knowledge of the Environment &amp; Social aspects of the Environment &amp; Social Standards of the International Donors' funded projects.</li> <li>Candidates with experience of community driven development projects funded by international donors will be preferred.</li> </ul>
<b>Contract Management Specialist</b>	<ul style="list-style-type: none"> <li>Master's Degree in Economics/Finance /Accounting/ ACCA / CA/Engineering (sixteen years of education). Contract management and project management related qualification/certifications will be accorded due weightage.</li> </ul>	<ul style="list-style-type: none"> <li>At least 10 years of experience after acquiring stipulated qualification with demonstrative effectiveness in providing technical support on contract administration issues on projects of comparable scale and complexity will be required.</li> <li>The candidates with the experience of working with the public sector and international donors will be given preference.</li> <li>Very good understanding of government functioning and protocols as evidenced in the past experience of candidate.</li> <li>The individual should have extensive knowledge of national / provincial rules and regulation.</li> </ul>

		<ul style="list-style-type: none"> <li>• Should be fluent in the language for communication defined in the Contract and shall have expertise in the interpretation of contractual documents.</li> <li>• Familiarity with MS Office applications such as Word, Excel, power point and Outlook</li> <li>• Good English verbal &amp; written communication skills, knowledge of local language and familiarity with project area is essential</li> </ul>
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The Federal Board of Revenue now invites eligible individuals to express their interest in providing the aforementioned services. Interested individual consultants must provide:

- A letter of Expression of Interest, providing information demonstrating ability, skills and experience to undertake advertised assignment and deliver inputs/ outputs required under the TOR.
- A detailed, dated and signed Curriculum Vitae highlighting qualifications and experience in carrying out similar assignments, as well as references for possible checks.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank’s “Procurement Regulations for IPF Borrowers” July 2016 [revised November 2017 and August 2018] (“Procurement Regulations”), setting forth the World Bank’s policy on conflict of interest.

Consultants will be selected in accordance with the procedures set out in the Paragraphs 7.36 & 7.37 of 7.36 & 7.37 of “World Bank: Procurement Regulations for Investment Project Financing Goods, Works, Non-Consulting and Consulting Services” (July 2016) revised November 2017 & August 2018.

Interested Consultants may obtain further information regarding detailed 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 [director.drmp@fbr.gov.pk](mailto:director.drmp@fbr.gov.pk) or visit the office of Director Program Office, Room No 574, Fifth Floor, FBR House, G-5, Constitution Avenue, **Islamabad** between 0900 hours to 1700 hours on any working day. The Expression of Interest must be delivered to the address below not later than 1500 hrs on **30<sup>th</sup> September, 2019**.

**(Ambreen Iftikhar)**  
**Director (Program Office)**  
 Pakistan Raises Revenue Project  
 Room No. 574, FBR House, G-5, Constitution Avenue, Islamabad  
 Tel: 051-9219649

**TERMS OF REFERENCE  
FOR AN INTERNATIONAL BIDDING PROCESS FOR CONSULTANTS**

**Introduction and Background**

World Bank has agreed to provide financing to the Government of Pakistan under the **Pakistan Raises Revenue Project (Loan No: P165982)**.

The FBR intends to hire Chief Information Officer (CIO) and consultants for Procurement Specialist, Financial Management Specialist, Environment & Social Management Specialist and Contract Management Specialist. These Consultants will work for Program Office established at FBR in various capacities.

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

*Terms of References (TORs)*

**1. Chief Information Officer**

**Federal Board of Revenue**

**BACKGROUND**

The Government of Pakistan (GOP) and the Federal Board of Revenue Pakistan (FBR) have made significant progress in the use of information and communications technologies (ICT) to govern meticulously and provide services to citizens, businesses and in particular to taxpayers.

Reforms for high performance and innovation in the Federal Board of Revenue are essential to meet the country's national expenses and to provide financing tools for development. Hence, these reforms are in line with the objectives of the taxation reforms and vision 2025 of the Government.

Pillar-III of vision 2025 concerns "Reforms-Governance, which emphasizes the efficiency of the public sector management in terms of reforms in tax administration, audits and accounts, public sector capacity building, access to justice, public information and statistical management, and overall paradigm shift of reforms in governance structure.

Similarly, pillar-VI of Vision 2025 is "Developing a Competitive Knowledge Economy through Value-Addition", with a sub category of promoting "Information and Communication Technologies (ICT)". The knowledge-based driven society transforms the overall socio-economic status of country. The central and multidimensional role of ICT brings societal change, a driver of economic growth and a facilitator in better governance.

The main emphasizes of tax reforms is promoting voluntary tax compliance through enhanced facilitation of taxpayers, improvement of ICT based Data and Systems for boarding of tax base and improving accountability and transparency.

This reforms initiative will augment the FBR for better performance, reliable data, and the establishment of a data warehouse hub.

In this sense, hiring a Chief Information Officer (CIO) is a necessity, whose role will be to provide a vision and leadership for developing and implementing Information Technology

initiatives. The Chief Information Officer will also direct the planning and implementation of tax administration IT systems in support of core business functions in order to improve cost effectiveness, service quality and business development.

The CIO will be responsible for all aspects of the organization's information technology and systems.

### **OBJECTIVE**

The CIO of the tax administration will be responsible for managing the information technologies and computer systems that support institution goals. It is the CIO's objective to manage, innovate, guide, collaborate, balance the ICT budget and motivate the ICT staff.

That includes:

1. Support the FBR initiative through the establishment of an electronic government framework.
2. Deployment of new automated systems, databases and Infrastructure to the FBR that will need to reengineer tax administration functions and enhance staff's performance, and the satisfaction of taxpayers and general public.
3. Oversee the production of up to date systems documentation, diagrams and manuals.
4. Create and manage the training systems and facilities necessary to develop the capabilities of ICT personnel in ICT Systems.

### **SCOPE OF FUNCTIONS**

1. Provide vision and leadership for the planning, implementation and management of communication and information technologies that support e-government management system.
2. Direct and manage Information Technology strategic plans, policies and programs using FBR e-governance strategy and vision.
3. Select and oversee the implementation of suitable technologies to streamline all internal operations and help optimize their strategic benefits.
4. Provide leadership and management for Information system, network communications, transactional database and effective network information management and security systems.
5. Develop e-governance framework in maintaining a responsive, reliable, and secure ICT infrastructure.
6. Supervise and control all external service providers to ensure they deliver their services as required.
7. Maximize the value of technology investments.

### **DUTIES AND RESPONSIBILITIES**

Organize and direct all activities related to ICT, including the systems of the main functions (strategic and operational) as well as administrative, telecommunications, training and support of users and networks.

She / he will report directly to the FBR Chairman.

Among the most important responsibilities are (but not limited to):

- Set objectives and strategies for the IT department
- Develop and manage long-term plans, policies, budget, facilities and services. Ensure that the acquisition and deployment of institutional information technology resources are effective and efficient.
- Select and ensure the implementation of suitable technologies to streamline all internal operations and help optimize their strategic benefits.
- Analyze the costs, value and risks of information technology to advise management and suggest actions.
- Approve quality, utility, appropriateness of technological equipment and software and acquire/purchase the same accordingly and establish partnerships with IT providers.
- Ensure that the procurement and deployment of institutional information technology resources are effective and efficient.
- Manage the scope and objectives of ICT projects; develop and update project plans; the duration, costs and resources of ICT projects; and define deliverables and milestones of ICT projects.
- Supervise and approve the design of the architecture of all systems used in the organization.
- Supervise all software development products, developed internally or by third parties, to ensure that they are aligned with FBR's objectives and priorities.
- Supervise the design, implementation, customization and maintenance of the main tax administration software applications, network infrastructure, website development and all ICT projects.
- Provide technical support for the reengineering of business processes.
- Monitor and mitigate risks from projects impacts to business areas. Evaluate the risks of implementation and develop a risk mitigation plan as necessary.
- Work closely with technical staff of IT Wing to develop plans and monitor progress.
- Evaluate the risks of implementation and develop a risk mitigation plan as necessary.
- Actively participate in the provision of creative contributions for the development of new tools and systems, the improvement of existing tools / systems or new ways of using / integrating tools / systems.
- Analyze trends in user experiences to prioritize improvements to ICT systems within FBR (to staff and taxpayers) and ensure their continuous improvement.
- Act as a link between the tax administration areas (Wings) and all companies hired to outsource ICT services to guarantee their successful delivery.
- Lead, supervise and control special projects to provide electronic systems enabled for mobile devices that facilitate the needs of taxpayers.
- Improve methodologies for the development of existing systems, procedures, the supply of manuals, documentation of best practices, configurations, support and analysis of systems used by FBR.
- Ensure that the IT development teams maintain updated documentation and diagrams of systems implementations.

- Ensures change management occurs outside of ICT project teams.
- Supervise and control all external service providers to ensure they have adequate contractual agreements with appropriate Service Level Agreements and they deliver their services as required.
- Advise and support change management through internal and external stakeholders.

## **QUALIFICATIONS**

- Professional Qualification: Advanced degree in Computer science, Information Technology, or industry recognized professional certifications (master's level or better).
- Solid understanding of ICT governance practices and standards.
- Proven experience with ICT quality standards, including ISO 9000, CMMI and ISO 27001.
- Solid understanding of software development quality methodologies, including Scrum, Rapid Application Development, Extreme Programming, Agile Software Development, etc.
- Proven experience in ICT Management, ICT governance, Business Process Re-Engineering, System design, Modeling and Simulation Framework.
- Proven experience with Change Management projects.

### **Minimum Experience**

- At least 15 years working experience in designing and deploying automated systems and Infrastructures, including hands on experience with numerous ICT technologies.
- At least 5 years experience in ICT management in a large organization.
- At least 3 years work experience with government organizations.

### **Hard skills**

- Proficiency in establishing IT services framework and IT security policies.
- Ability to recruit and direct IT staff members.
- Project management and budget management skills.
- Strong conceptual and analysis skills.
- Aptitude for staff and taxpayer engagement analysis.
- Mastery at establishing strategic service provider partnerships.

### **Soft skills**

- Empathy
- Optimism
- Integrity

- Teamwork
- Humour

### **Selection Process:**

An individual consultant will be selected in accordance with process stipulated in accordance with “World Bank: Procurement Regulations for Investment Project Financing Goods, Works, Non-Consulting and Consulting Services” (July 2016) revised November 2017 and August 2018.

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

#### ***2. Procurement Specialist***

#### ***Federal Board of Revenue***

### **Background**

Federal Board of Revenue is implementing the Pakistan Raises Revenue Project (PRRP)[P165982] with the assistance of the World Bank to contribute to a sustainable increase in domestic revenue by broadening the tax base and facilitating compliance. The credit includes a Technical Assistance (TA) component of US\$ 80.00 million. TA will finance the supply and installation of ICT equipment and software, and of cargo weighing, contactless scanning, and laboratory equipment for customs inspections (goods). It will also finance consulting and non-consulting services for software development, technical assistance (TA), and training for complex interventions (e.g., business process improvement, change management).

To manage above Federal Board of Revenue intends to hire services of an experienced and qualified professional for the position of ‘Procurement Specialist’ to manage the procurement related matters of the Pakistan Raises Revenue Project. Procurement activities under Project will be conducted under the World Bank’s Procurement Regulations for Borrowers for Goods, Works, Non-Consulting and Consulting Services and applicable to Investment Project Financing (IPF) [TA and procurable activities under Eligible Expenditure Program] hereinafter referred to as “Regulations” dated July 1, 2016 Revised November 2017 and August 2018.

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 Functions**

1. 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).
2. 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.
3. 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, 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. Monitor and record the progress of procurement activities by regularly updating Systematic Tracking of Exchanges in Procurement (STEP) for Project;
4. Contribute to the development of the Annual Work Plan, ensuring alignment with project's strategies, agreement on annual targets in the work plan with budgeting;
5. Assist technical teams with development of generic and policy compliant ToRs and specifications; as relevant;
6. Ensure compliance with various fiduciary controls, etc. as stated in the Procurement Operations Manual in the procurement process and propose improvement's; if any.
7. Manage the complete procurement cycle, including advertising process for procurement, procurement correspondence, bids receipt, bids opening, contract negotiations, contract signings etc. in strict accordance with Bank's Procurement Regulations.
8. Provide guidance to members of procurement committees and prepare **evaluation reports** of proposals/bids, and communications regarding contract awards
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. Managing the process of procurement complaint resolution;
12. Respond adequately and timely to audit queries;
13. Oversee the preparation and revision of contracts that involve the purchase of goods and services, with support of relevant technical teams

14. Perform closing activities as needed;
15. Analyze and mitigate risk;
16. 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
17. Any other relevant task assigned by the Competent Authority.

#### **Qualifications & Experience:**

- Masters' Degree in Supply Chain Management/Accounting/ ACCA / CA//Engineering, the 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), the experience should include three (03) years of working experience with the Public Sector Development Programs. 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 may be accorded due weightage.

#### **Skills**

- 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).

#### **Selection Process:**

An individual consultant will be selected in accordance with process stipulated in in accordance with "World Bank: Procurement Regulations for Investment Project Financing Goods, Works, Non-Consulting and Consulting Services" (July 2016) revised November 2017 and August 2018.

### ***TERMS OF REFERENCE***

#### ***3. Financial Management Specialist***

## *Federal Board of Revenue*

### **Background**

FBR intends to hire an experienced and qualified professional for the position of ‘**Financial Management Specialist (FMS)**’ to manage financial management matters of the Pakistan Raises Revenue Project. FMS will provide overall financial oversight including developing, guiding and directing financial management and accounting systems for the project. 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.

### **Scope of Functions**

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

- Provide inputs to Program Office to liaise with the World Bank on all aspects of project’s financial management.
- 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 and maintain assignment account (s) in accordance with revolving fund account procedures issued by Ministry of Finance (Finance Division), Federal Government.
- Maintain liaison with National Bank of Pakistan where the assignment account is opened or to be opened.
- Maintain liaison with FBR and Finance Division for sufficient allocation of budget and timely releases under Eligible Expenditure Program of the project.
- 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 for the Project and timely submit to Planning Commission and Finance Division for inclusion in Public Sector Development Program and Recurrent budget 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**

- 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 Program Office.
- 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**

- 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**

- 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.
- Ensure that all transactions are entered in PIFRA SAP R/3 (National FMIS) software.
- 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**

- Generate financial reports from National FMIS that includes information on budget execution under Eligible Expenditure Programs and the Technical Assistance Component.
- Prepare quarterly financial reports, which should also include Budget Execution Report of Eligible Expenditure Programs and submit to the Bank in a timely fashion for review and approval.
- 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**

- 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 A civil servant from Pakistan Audit and Accounts Service (PAAS), FPOE (Final passing Out Exam) qualified from the Department of Auditor General of Pakistan and serving in BPS-18-19.
- 10 years' post qualification relevant experience in financial management, audit or accounts including experience of working with the Government organizations or international donors for three (03) years.  
Good communication skill and experience of working with Finance Department/Division, Auditor General of Pakistan Office, Office of Accountant General and Planning Department/Commission.
- Demonstrated Computer Skill (Proficiency in using computer desktop application MS Office (Word, Excel, and Power Point).
- Ability to work independently and as a team player who demonstrates leadership and is able to support and train staff.

### **Hard Skills**

- Proficiency in finance related IT based software used in government organizations.
- Financial management and budget management skills.
- Proficiency in organizational microeconomic working.
- Knowledge of Public Finance.

### **Soft Skills**

- Empathy
- Optimism
- Integrity
- Teamwork
- Oral and written communication skills

### **Selection Process:**

An individual consultant will be selected in accordance with process stipulated in accordance with "World Bank: Procurement Regulations for Investment Project Financing Goods, Works, Non-Consulting and Consulting Services" (July 2016) revised November 2017 and August 2018.

## ***TERMS OF REFERENCE***

### ***4. Environmental & Social Management Specialist Program Office (FBR)***

#### **Background**

The Federal Board of Revenue (FBR) intends to hire an experienced and qualified professional for the position of '**Environmental & Social Management Specialist**' with the requisite skills and experience for its newly established Program Office for Pakistan Raises Revenue Project. The FBR aims to improve its capacity to manage issues related to environmental safeguards and development, in line with the requirements of World Bank Environmental and Social Framework (ESF). As under the World Bank-financed project, **Environment and Social Commitment Plan (ESCP), Environment and Social Impact Assessment (ESIA) and other related activities will be conducted in line with the World Bank's Environmental and Social Framework (ESF)**. The preparation of the new project will need to be screened against the **ten Environmental and Social Standards (ESS)** that are well defined in the ESF manual.

#### **Scope of Functions**

- Ensure that during implementation of the project, World Bank environmental and social safeguards' requirements and other national/international environmental and social management procedures & Standards are met.
- Provide overall environmental and social management oversight during the project implementation, supporting and advising the Program Office and consultants in addressing a variety of environmental issues at all levels.
- Implement environmental related activities as per outlined in the environmental and social management policy guidelines and framework.
- Prepare necessary documents, such as environmental guidelines and tools in consultation with stakeholders and assist Program Office in commissioning and managing additional and/ or special studies/ assessments, if necessary.
- Carry out environmental screening of proposed projects and activities, and help to prepare activity specific Environmental Management Plans (EMPs), Environmental and Social Impact Assessment (ESIA).
- Identify necessary environmental requirement to clear construction sites, including sites for meteorological and hydrological stations.
- Analyze environmental data and prepare technical reports.

- Regularly visit the project sites; and carry out site supervisions during implementation of sub-projects and activities, and provide feedback regarding environmental issues to the Program Office.
- Fulfill the requirements of permission for setting up observation and measurement systems or construction work in areas secured for conservation and protection, if needed; coordinate with relevant agencies for obtaining permission.
- Communicate with all stakeholders including communities and contractors for necessary environmental compliance.
- Preparation of detailed management plan for enhancing the environmental conditions, mitigation of socially adverse impacts, if any.
- Communicate and work effectively with local communities, contractors, and government agencies.
- Undertake other duties as per the requirements of the project or as directed by Program Office Director.

### **Qualification and Experience**

- Should have Master's Degree in Environmental Sciences or MS in Environmental Management/Engineering.
- Should have at least ten (10) years of professional post qualification working experience including 03 years working experience with the Public Sector development projects related to environment and social impacts.
- Candidate should have the sufficient knowledge of the Environment & Social aspects of the Environment & Social Standards of the International Donors' funded projects.
- Candidates with experience of community driven development projects funded by international donors will be preferred.

### **Hard Skills**

- Ability to work independently and as a team player who demonstrates leadership and is able to support and train staff.
- Well developed written and oral communication skills.
- Ability to operate effectively under extreme circumstances and stress. Works and lives with a flexible, adaptable and resilient manner.
- Work style should be well planned and organized even within a fluid working environment and has a capacity for initiative and decision making with competent analytical and problem solving skills.
- Knowledge of government and the Bank policies and procedures including environmental safeguards of the bank.
- Command over written and spoken English and Urdu is essential.

- Demonstrated Computer user skills (e.g. desktop applications such MS Office such as Word, Excel and Power Point).

### **Soft Skills**

- Empathy
- Optimism
- Integrity
- Teamwork

### **Selection Process:**

An individual consultant will be selected in accordance with process stipulated in accordance with “World Bank: Procurement Regulations for Investment Project Financing Goods, Works, Non-Consulting and Consulting Services” (July 2016) revised November 2017 and August 2018.

### *Terms of Reference*

#### **5. *Contract Management Specialist Federal Board of Revenue***

### **Background:**

Federal Board of Revenue is implementing the Pakistan Raises Revenue Project (PRRP)[P165982] with the assistance of the World Bank to contribute to a sustainable increase in domestic revenue by broadening the tax base and facilitating compliance. The credit includes a Technical Assistance (TA) component of US\$ 80.00 million. TA will finance the supply and installation of ICT equipment and software, and of cargo weighing, contactless scanning, and laboratory equipment for customs inspections (goods). It will also finance consulting and non-consulting services for software development, technical assistance (TA), and training for complex interventions (e.g., business process improvement, change management).

### **Objective:**

Under this program, FBR intends to procure the services of Contract Management Specialist in order to have supplemental capacity primarily in contract management this individual will work alongside the incumbent Procurement Specialist of Project (neither as subordinate nor overlapping any tasks)

### **Deliverables/Specific Outputs Expected:**

- Oversee the verification of invoices received against goods receipts and contracted prices prior to approving the processing of such invoices for payment;
- Administer contract performance, including delivery, receipt, warranty, damages and insurance;

- Monitor the progress with suppliers / consultants ensuring that all policies/procedures and requirements are fully complied with by them as per the terms of contract with the implementing partners
- monitor progress of contracts implementation to ensure that it abides by the stipulated standards, procedures and planned procurement timetable (Items: Project Schedule, Project Budget, Technical Procedure, Contract Management);
- Review, revise, and clear purchase orders and contracts prior to forwarding them for approval to appropriate official / forum;
- Supervise the maintenance of relevant internal databases and files, monitor contractual agreements, direct provisioning contracts and inform users affected of contractual rights and obligations;
- Support management of Systematic Tracking of Exchanges in Procurement (STEP) in absence of Procurement Special

### **Profile /Qualifications**

- Master’s Degree in Economics/Finance /Accounting/ ACCA / CA/Engineering (sixteen years of education). Contract management and project management related qualification/certifications will be accorded due weightage.
- At least 10 years of experience; after acquiring stipulated qualification, with demonstrative effectiveness, in providing technical support on contract administration issues on projects of comparable scale and complexity will be required.
- The candidates with the experience of working with the public sector and international donors will be given preference.
- Very good understanding of government functioning and protocols as evidenced in the past experience of candidate.
- The individual should have extensive knowledge of national / provincial rules and regulation.
- Should be fluent in the language for communication defined in the Contract and shall have expertise in the interpretation of contractual documents.
- Familiarity with MS Office applications such as Word, Excel, power point and Outlook
- Good English verbal & written communication skills, knowledge of local language and familiarity with project area is essential

### **Selection Process:**

An individual consultant will be selected in accordance with process stipulated in accordance with “World Bank: Procurement Regulations for Investment Project Financing Goods, Works, Non-Consulting and Consulting Services” (July 2016) revised November 2017 & August 2018.

