

**GOVERNMENT OF PAKISTAN**  
**REVENUE DIVISION**  
**FEDERAL BOARD OF REVENUE**

C. No. 1(1)CH-FBR/2023

Islamabad, the 27<sup>th</sup> September, 2023

**NOTIFICATION**

The Federal Minister for Finance, Revenue and Economic Affairs has been pleased to constitute a Task Force on Tax & FBR Reforms comprising following members:

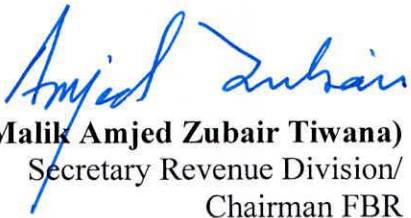
- I) Dr. Shamshad Akthar, Minister for Finance, Revenue and Economic Affairs (**Chairperson**)
- II) Dr. Manzoor Ahmed
- III) Dr. Musharraf R Cyan
- IV) Mr. Amanullah Amer
- V) Mr. Aamir Ijaz Khan
- VI) Mr. Khalid Mahmood
- VII) Mr. Mehmood Khalid
- VIII) Mr. Malik Amjed Zubair Tiwana, Chairman FBR
- IX) Mr. Ardsheer Saleem Tariq, Member (Reforms & Modernization), FBR  
(Secretary to the Task Force)

**2. TORs of the Task Force:**

- I- The Task Force will perform the following activities to develop proposals/asures for ease of paying taxes:
  - a) To propose implementation plan for separating revenue collection and tax policy.
  - b) Review FBR tax collection data and relevant analyses and review tax system performance indicators and reporting mechanisms and identify areas of revenue performance and potential. Review the access of FBR to the internal and third-party data and its use in the tax administration and seek proposals from relevant agencies on developing further data use in enhancing collection efficiencies and lowering compliance and administrative costs;

- c) Carry out a review of the ongoing tax reforms, their alignment with national policies and objectives, and assess implementation progress;
- d) Examine tax evasion, smuggling, corrupt practices and other leakages and shortcomings proposing concrete counter measures;
- e) Identify critical structural reforms of the tax administration, Human Resource requirements, redress of taxpayer grievance mechanisms, incentive alignment for tax collection, facilitation and compliance patterns, and other gaps and way forward for efficient tax collection;
- f) Examine collection mechanisms of sales tax, income taxes, assessment of import goods and online tax system, including study of system Audit Reports, for proposing measures to plug loopholes;
- g) Identify hurdles / bottlenecks in tax collection and suggesting concrete technology-based measures to cope with the problems;
- h) Review tax policy measures to capture optimal tax base, correct tax gaps and enhance economic efficiency and equity of the tax system and analyze policy options for base assignment to improve collection systems; and
- i) Examine the tax expenditures of the government and propose a mechanism for cost-benefit analysis for any proposal of tax exemptions.
- j) To make recommendations on the use of the Information Technology to maximise tax compliance, enforcement, tax base broadening, facilitation and transparency and accountability.
- k) Prepare and submit to the Government a comprehensive report, focusing on missing elements, proposing short-term, long-term revenue and reform measures, including restructuring of tax administration and changes in laws for bringing efficiency in increasing tax collection.
- l) To present a vision of tax system, both tax policy and administration for Pakistan in the long term.

- II- The Task Force may interact with stakeholders and form sub-groups.
- III- May co-opt any other person with the prior approval of the Finance Minister or avail services of any expert on need basis.
- IV- The Task Force shall submit its recommendations within two weeks.

  
(Malik Amjed Zubair Tiwana)  
Secretary Revenue Division/  
Chairman FBR