

**Request for Expression of Interest**

Name of Project:- **Advance Agreement for Preparation of Proposed Revenue Mobilization –DLI .**

**World Bank Loan/Credit:- Preparation Advance No. Q813.PK**

The Federal Board of Revenue (FBR) Government of Pakistan has received financing from the World Bank towards the cost of the Project preparation Facility (PPF) for Revenue Mobilization Project and intends to apply part of the proceeds to following consulting services:

Name of assignment	Brief background	Qualification of consultants
<p>Consolidating the Communication Strategy of FBR through strengthening of skills of FATE Wing, duly supported by appropriate equipment &amp; other required resources.</p>	<p>For the purpose of improved capacity building of the FATE Wing of FBR a consulting Firm is to be hired for preparing Consolidating the Communication Strategy of FBR through strengthening of skills of FATE Wing, the consulting firm shall analyze FBR's internal communication and also TARP documentation on communication strategy and identify gaps and reasons for weak implementation thereof and prepare reform design to enable implementation of all FATE Wing responsibilities. Strengthen helpline at FBR in infrastructure, processes, capacity and skills and equipment (UPS, small telephone exchange etc.) and review helpline design for national and local interfacing of helpline. Strengthen TFC/TFD concept with a Pilot Project in Islamabad to determine implementation plan for nation-wide implementation.</p>	<p>The successful Consultancy Firm who will be contracted to serve the needs of the study shall have the following minimum qualifications and should obtain the minimum qualifying score of 70:</p> <p>Shall have i. relevant experience of 5-7 years in conducting at least three studies of similar nature offered to other national, multinational, and international organizations.</p> <p>ii. Shall have in its current office all the necessary equipment and facilities as well as experienced and professionally trained staff to handle requirements of the PMUs.</p> <p>iii. Shall maintain a good track record in serving national and international organizations, and multinational corporations; list of corporate clients should be provided.</p> <p>iv. Shall have preferably experience of 5 years providing the required services; certificate of registration should be provided.</p> <p>v. Shall have competence of existing and proposed personnel – this Shall require submission of comprehensive Curriculum Vitae (CVs) of the personnel who will be assigned to conduct the assignment. The firm should have at least following professionals on-board:</p> <p>a. Communication &amp; Survey Expert: University degree in Mass Communication and command on regulatory aspects by having at least five years relevant experience.</p> <p>b. Research expert: University degree in management or social sciences and having at least an experience of five years in conducting similar surveys/studies.</p> <p>Financial Expert: University degree in finance and having an experience of dealing with Customs, Income Tax &amp; Sales Tax and studying/developing similar financial instruments.</p>

The FBR now invites eligible consulting firms ("Consultants") to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The short-listing criteria are: [Shall possess required qualifications and experience as elaborated in qualification of consultant column].

The attention of interested Consultants is drawn to paragraph 1.9 of the World Bank's Guidelines: Selection and Employment of Consultants [under IBRD Loans and IDA Credits & Grants] by World Bank Borrowers January (2011) ("Consultant Guidelines"), setting forth the World Bank's policy on conflict of interest.

A Consultant will be selected in accordance with the Selection Based on Consultants Qualifications set out in the Consultant Guidelines (January 2011)

Interested Consultants may obtain further information regarding Terms of Reference (TORs)/ Scope of assignment posted on FBR's Website at [www.fbr.gov.pk/tenders/default/as](http://www.fbr.gov.pk/tenders/default/as) or from the address given below between 0900 hours to 1600 hours on any working day.

Expression of Interest must be delivered to the address below not later than 1500 hrs on 5<sup>th</sup> September,, 2013.

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## Terms of Reference for Consolidating the Communication Strategy of FBR

### Background and Objectives

FBR's precursor, CBR, was an enforcement focused organization. With the advent of Tax Administration Reform Program (TARP) and conversion of the CBR/FBR into a "functional" organization, a new facet of corporate culture was added to FBR in the shape of Facilitation and Taxpayer Education (FATE) Wing with a separate Member to head it at par with other traditional members of CBR, such as Member Customs, Legal, Income Tax, Sales tax and the like. This also underlined the importance assigned in the new FBR to tax education and facilitation work.

The Tax Administration Reform Program was run from 2005 to 2011 and had a specific emphasis on promoting the taxpayers' facilitation aspect of the department and a communication Strategy was also documented with the help of communication consultant.

The major activities under this communication strategy include:

- i) Internal communication,
- ii) External communication, and
- iii) Tax payer education and support
- iv) While numerous activities continue to be undertaken like stakeholder's seminars, media advertisements, phone and email helpline, press briefings and internal newsletters.

There is ample room for expanding contents of the above mentioned existing activities, enhancing thereby the quality of output, establishing SOPs & output standards and adding new activities at operational and management levels to deliver the conceived Communication Strategy.

A functional organization is a matrix structure that requires frequent and multi-dimensional communication. This communication in FBR's decision making process needs to be improved and the information loop is to be completed and maintained.

Internal communication activities like paper mail, email, newsletter etc also need to be reviewed so that transfer of information is effective and the feedback on policies and operations is maintained.

Externally taxpayers' facilitation activities need to be identified and their contents developed. In addition to it the impact and contents of existing activities like seminars and workshops need to be improved. The Taxpayer Facilitation Centers need to be operated on uniform standards across the country, for which SOPs, record-documents, reporting- mechanism and evaluation- criteria need to be developed.

