REQUEST FOR EXPRESSIONS OF INTEREST

Country: Pakistan
Name of Project: Pakistan Raises Revenue Program
Assignment Title: Selection of Individual Consultants for the Office of Chief Information Officer
Loan No./Credit No./ Grant No.: 6435-PK
Reference No.: 1(37)/P&CM/PO/2021

1. The Federal Board of Revenue has received financing from the World Bank towards the cost of the Pakistan Raises Revenue Program (PRRP) and intends to apply part of the proceeds for procuring services of various individual consultants as follows:

Title/ Position	Qualifications	Experience
Chief Information Security Officer	Bachelor or master's degree in information technology, or in a related field from a reputable University. Professional security management certifications such as CISSP, CISA, etc.	a. Minimum of 15-20 years of experience in a combination of technology risk, information security, and IT. Proven experience as Chief Information Security Officer, or relevant role, in a related industry/ large public sector organization. b. Adept with concepts of C/SOC, CERT, and Cyber Threat Management and common information security management frameworks, such as ISO/IEC 27001, COBIT, PCI-DSS and NIST. c. Experience of deploying and managing CSOC, SOC and/ or NOC, Security Incident Event Management and Data Security Management Systems and developing Business Continuity and Disaster Recovery Plans for large organizations. d. Experience with contract and vendor negotiations and management including managed services. e. Thorough understanding of diverse business processes and strategy development. f. Ability to improve current processes and procedures; present opportunities for change and help implement them for the organizations' benefit. g. Proficient in business management software, MS Office and information systems. h. Experience with programmes related to donor agencies (World Bank, IMF, ADB, etc.) and Tax/ Customs domains would be a big plus.
Infrastructure Specialist	Bachelor or master's degree in computer science, information technology, or in a related field. Infrastructure Certifications such as CCIE, VMWare, CCNP, Azure, others are mandatory and will be accorded due weightage in selection.	a. 10+ years' experience in managing large scale IT infrastructure including different clouds, databases, network components, and Data warehouses. Proven experience as Infrastructure Specialist, Chief Technology Officer, or relevant role, in a related industry/ large public sector organization. b. Proficient at Network and System Architecture designs for large enterprises. Managing large scale data center and Vendor side experience is desired. c. Manage and optimize infrastructure assets to satisfy overall technology targets. Create overall technology standards/ practices ensuring adherence. d. Experience with contract and vendor negotiations and management including managed services. e. Thorough understanding of diverse business processes and strategy development.

		f. Ability to improve current processes and procedures; present opportunities for change and help implement them for the organizations' benefit. g. Proficient in business management software, MS Office and information systems. h. Experience with programmes related to donor agencies (World Bank, IMF, ADB, etc.) and Tax/ Customs domains would be a big plus.
Project Manager (**Two Positions**)	Bachelor or master's degree in computer science/ engineering, or in a related field. PMP/ PRINCE II certification is a plus.	a. Proven (5-7 years) experience as hands-on project manager/administrator, or relevant role, in a related industry/ large public sector organization. b. Technical background with knowledge/ experience in software development and web technologies. c. Thorough understanding of diverse business processes and strategy development. d. Ability to improve current processes and procedures; present opportunities for change and help implement them for the organizations' benefit. e. Proficient in business management software, MS Office and information systems.

2. The Federal Board of Revenue now invites eligible individuals to express their interest in providing the aforementioned services. Interested individual consultants must provide:
   a. A letter of Expression of Interest, providing information demonstrating ability, skills and experience to undertake the assignment and deliver inputs/ outputs required under the TOR.
   b. A detailed, dated and signed Curriculum Vitae highlighting qualifications and experience in carrying out similar assignments, as well as references for possible checks.

3. 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.

4. Consultants will be selected in accordance with the Open Competitive Selection of Individual Consultants method set out in the World Bank's "Procurement Regulations for IPF Borrowers" July 2016, revised November 2017 and August 2018.

5. The Consultants will be hired on Contract basis under Project Pay Scales (as notified by the Government of Pakistan) and shall be working on fulltime basis in FBR House, Islamabad.

6. Detailed/ respective Terms of Reference are available at https://fbr.gov.pk/tenders, in case of any query, please email at procsp.prrp@fbr.gov.pk or visit the office of Director Program Office, Room No 713, 7th Floor, FBR House, G-5, Constitution Avenue, Islamabad between 1000 hours to 1600 hours on any working day by/ before the deadline for submission of EOI as mentioned below.

7. The Expression of Interest and Curriculum Vitae (enclosed in an envelope clearly mentioning the position applied for written on the top right corner of the envelope) must be delivered to the address below (in person or by surface mail) not later than 1600 hours on **15th December, 2021**. In case any personal interaction is required; it would be undertaken virtually. Applicants are therefore advised to ensure that updated and complete contact information has been provided in their EOI and CV.

8. The address(es) referred to above is (are):

Procurement Specialist (Program Office)
Room No. 713, Seventh Floor
Federal Board of Revenue (FBR)
FBR House, Constitution Avenue
Islamabad, Pakistan
051-9209659
procsp.prrp@fbr.gov.pk

1. Chief Information Security Officer (Federal Board of Revenue)

Background and Objectives:

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).

As per the Prime Minister's vision of a modern, fully automated organization, the FBR is looking for an experienced set of individuals to help with capacity building and to deliver a portfolio of strategic & tactical projects. The Chief Information Security Officer serves as the policy owner of all assurance activities related to the availability, integrity and confidentiality of customer, business partner, employee and business information in compliance with the organization's information security policies. A key element of the CISO's role is working with executive management to determine acceptable levels of risk for the organization. This position is responsible for establishing and maintaining a corporate-wide information security management program to ensure that information assets are adequately protected.

Scope of Services:

- Develop an Information Security Program for FBR to protect the National assets against malicious threats and steer towards ISO 27001 certification.
- Advise on technology risk and manage organization-wide information security triad, AIC, i.e. information systems availability, integrity, and confidentiality.
- Provide controls assurance over organization's information assets & environment to avoid malicious, covert, and fraudulent activities.
- Introduce, maintain and implement information security policies & guidelines, and manage compliance risk.
- Serve as the process owner of all assurance activities related to the availability, integrity and confidentiality of taxpayer, trader, employee, and business information in compliance with the organization's information security policies.
- Work with executive management to determine acceptable levels of risk for the organization.
- Establish and maintain a corporate-wide information security management programme to ensure that information assets are adequately protected and continuously monitored.
- Propose a strategic, comprehensive enterprise information security and IT risk management framework, including associated policies (by end of month 2).
- Build a Team of Information Security to continuously monitor and assess risks.
- Develop the BCP and DRP Plan for FBR in consultation with the CIO.
- Propose a risk and security awareness campaign on risk management concerns for senior management and mid-tier officers in the organization (by end of month 1).
- Identify training programmes for senior management and mid-tier officers, as a part of the risk awareness campaign (by end of month 2).
- Execute on the training plan, if necessary, by conducting site visits.
- Develop an Incident Response Mechanism for any unforeseen adverse event related to cybersecurity.
- Implement the FBR Information Security Policy, Guidelines and Procedures across the organization.
- Propose a robust framework for overall business technology planning, providing current knowledge, and future vision of technology and systems (by end of month 4).
- Propose an Information Security and Risk awareness training programme that can be incorporated into the overall Civil Service education and training framework, in order to raise awareness across the government (by end of month 6).

- Conduct internal audits and VA/PT of systems and infrastructure to monitor compliance to Information Security framework.
- Represent the organization, or accompany senior management, at relevant InfoSec meetings and conferences.
- Ensure FBR is compliant with prevailing data, cyber security and privacy regulations of the country.
- Develop, implement, and monitor a strategic, comprehensive enterprise information security and IT risk management program.
- Work directly with the business units to facilitate risk assessment and risk management processes.
- Develop and enhance an information security management framework.
- Understand and interact with related disciplines through committees to ensure the consistent application of policies and standards across all technology projects, systems, and services.
- Provide leadership to the enterprise's information security organization.
- Partner with business stakeholders across the company to raise awareness of risk management concerns.
- Managing Information Security and other projects.
- Assist with the overall business technology planning, providing current knowledge, and future vision of technology and systems.
- Ensure Data Access is on strictly need-to-know basis and effective logging mechanisms are available to protect National Data of FBR.

Qualifications and Experience:

- Proven experience as Chief Information Security Officer, or relevant role, in a related industry.
- Professional security management certifications such as CISSP, CISA, etc.
- Minimum of 15-20 years of experience in a combination of technology risk, information security, and IT.
- Well versed with concepts of C/SOC, CERT, and Cyber Threat Management.
- Knowledge of common information security management frameworks, such as ISO/IEC 27001, COBIT, PCI-DSS and NIST.
- Experience of deploying and managing CSOC, SOC and/or NOC would be an added advantage.
- Experience with contract and vendor negotiations and management including managed services.
- Experience in deploying Security Incident Event Management and Data Security Management Systems.
- Experience in developing Business Continuity and Disaster Recovery Plans for large organizations.
- Strategic and consulting-focused management with senior executives to nurture trusted relationships.
- Exceptional leadership, collaboration, interpersonal, and communication (written & oral) skills, with great attention to detail and the ability to clearly communicate complex messages to a variety of audiences.
- Superb recordkeeping, time management, and organizational skills.
- Thorough understanding of diverse business processes and strategy development.
- Ability to improve current processes and procedures; present opportunities for change and help implement them for the benefit of the firm.
- Proactive self-starter attitude with a strong work ethic, having excellent problem solving, critical thinking, and team collaboration skills.
- Willingness to work in a dynamically changing environment and being resilient and persistent in phases of high pressure.
- Strong decision-making skills; able to make decisions quickly and efficiently.
- Able to work autonomously while maintaining results-driven objectives.
- Excellent knowledge of MS Office and information systems, and proficiency in business management software.

- Bachelor or master's degree in information technology, or in a related field from a reputable University.
- Candidates with knowledge of Tax and Customs domains shall be preferred.
- Very strong preference will be given to candidates with large public sector experience in a similar role.
- Experience with programmes related to donor agencies (World Bank, IMF, ADB, etc.) would be a big plus.

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.

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2. *Infrastructure Specialist (Federal Board of Revenue)*

Background and Objectives:

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).

As per the Prime Minister's vision of a modern, fully automated organization, the FBR is looking for an experienced set of individuals to help with capacity building and to deliver a portfolio of strategic & tactical projects. FBR is looking for a results-driven Infrastructure Specialist to join our team. You will lead exciting digital transformation programs. As a technology expert with an agile mindset, you will plan, solve the unexpected, and always innovate new ways to exceed expectation. This role requires an individual who can empower and motivate the teams to bring about successful change. As the organization transforms to a data driven revenue collection agency, a massive technology transformation must go hand in hand as an enabler.

This role is an excellent opportunity for someone who would like to join a mission critical organization with a legacy mentality but prime for transformation. We highly value Openness, Collaboration, Learning Mindset, and partnering across the organization to drive Positive Outcome.

Scope of Services:

- Thought-leader on all infrastructure-related subjects.
- Develop and implement standards for infrastructure adoption across the organization.
- Optimization and Automation of Infrastructure components.
- Identification of outdated Technologies across the infrastructure and hosted applications.
- Enable Centralized IT monitoring of countrywide IT resources.
- Propose and establish infrastructure standards (by end of month 2), with revision and update by each December for the next calendar year.
- Devise a project plan for remediation efforts, including prioritization of mission critical functions and applications (by end of month 4), if necessary, by conducting site visits.
- Monitor adoption of infrastructure standards across the organization, if necessary, by conducting site visits.
- Liaison with Data Centre Management team for continuous improvement.
- Ensure Automated backup process for all systems, databases, and associated infrastructure.
- Build and Test Disaster Recovery Plan of FBR for critical services.
- Managing the company's technological revamp plans to strengthen FBR's IT Infrastructure.

- Overseeing data security and patch management across infrastructure.
- Maintaining a and upgrading network architecture, if required to optimize and secure network operations.
- Envisioning how different forms of technology will be used throughout the company.
- Researching ways the company's technological assets can be improved.
- Creating networking safeguards that prevent security breaches and keep taxpayer information confidential.
- Optimizing Cloud infrastructures for optimal resource utilization.
- Deploy database and critical infrastructure monitoring solutions and ensure privilege management.
- Assessing whether new technologies are appropriate for the company to use.
- Ensuring technologies currently in use are efficient and making changes wherever necessary.
- Develop mechanism for privilege user access monitoring.
- Assist teams in integrating various solutions in the FBR IT ecosystem and identify duplicity of efforts.

Qualifications and Experience:

- Proven experience as Infrastructure Specialist, Chief Technology Officer, or relevant role, in a related industry.
- Experience with contract and vendor negotiations and management including managed services.
- Lead the strategy for technology platforms, partnerships, and external relationships.
- Assist the CIO in representing the technological agenda in stakeholder meetings and when making hiring decisions.
- Identify, compare, select, and implement technology solutions to meet current and future needs.
- Develop, track, and control the development of annual operating and capital budgets for purchasing, staffing, and operations.
- Manage and optimize infrastructure assets to satisfy overall technology targets.
- Create overall technology standards and practices and ensure adherence.
- Work with Pakistan Revenue Automation Limited (PRAL) to consolidate our technology platforms and create plans for each.
- Track, analyze, and monitor technology performance metrics.
- Oversee all system design and changes in system architecture.
- Keep abreast of new trends and best practices in the technology landscape.
- Take the initiative in thought leadership, innovation, and creativity.
- Work closely with Reforms and Operations to define and deliver new products and enhancements.
- Strategic and consulting-focused management with senior executives to nurture trusted relationships.
- Exceptional leadership, collaboration, interpersonal, and communication (written & oral) skills, with great attention to detail and the ability to clearly communicate complex messages to a variety of audiences.
- Superb recordkeeping, time management, and organizational skills.
- Thorough understanding of diverse business processes and strategy development.
- Ability to improve current processes and procedures; present opportunities for change and help implement them for the benefit of the organization.
- Proactive self-starter attitude with a strong work ethic, having excellent problem solving, critical thinking, and team collaboration skills.
- Willingness to work in a dynamically changing environment and being resilient and persistent in phases of high pressure.
- Strong decision-making skills; able to make decisions quickly and efficiently.
- Able to work autonomously while maintaining results-driven objectives.
- A 10+ years of hands-on experience in managing large scale IT infrastructure including different clouds, databases, network components, and Data warehouses.
- Proficient at Network and System Architecture designs for large enterprises.

- Infrastructure Certifications such as CCIE, VMWare, CCNP, Azure, others are mandatory and will carry heavy weightage in selection.
- Vendor side experience is desirable.
- Experience of managing large scale data center is strongly desired.
- Excellent knowledge of MS Office and information systems, and proficiency in business management software.
- Bachelor or master's degree in computer science, information technology, or in a related field.
- Very strong preference given to candidates with knowledge of Tax and Customs domains.
- Public sector and/or international experience would be a plus.
- Experience with programmes related to donor agencies (World Bank, IMF, ADB, etc.) would be a big plus.

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.

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3. *Project Manager (Federal Board of Revenue)*

Background and Objectives:

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).

As per the Prime Minister's vision of a modern, fully automated organization, the FBR is looking for an experienced set of individuals to help with capacity building and to deliver a portfolio of strategic & tactical projects. We are looking for an experienced Project Manager to hands on manage a portfolio of IT Infrastructure-related projects. Primary responsibility will be to coordinate people, process, technology, and data to ensure that the projects are delivered on time and produce the desired results. You will be the go-to person for everything involving a project's organization and timeline.

Scope of Services:

- Manage a portfolio of strategic & tactical projects.
- Coordinate people, process, technology, data, and regulatory change, to ensure that the projects are delivered on time and produce the desired results.
- Go-to person for everything involving a project's organization and timeline.
- Project plan (with milestones) by end of week 1.
- Maintain project status.
- Twice a week (if not daily) review of status of tactical projects; bi-weekly review of status of strategic projects.
- Assist in preparation of weekly review report.
- Assist with preparation of monthly progress report for onward submission.
- Coordinating internal resources and third parties/vendors for the flawless execution of projects.
- Ensuring that all projects are delivered on-time, within scope, and within budget.
- Developing project scopes and objectives, involving all relevant stakeholders, and ensuring technical feasibility.
- Ensuring resource availability and allocation.

- Developing a detailed end-to-end project plan to track progress.
- Using appropriate verification techniques to manage changes in project scope, schedule, and costs.
- Measuring project performance using appropriate systems, tools, and techniques.
- Reporting and escalate to management as needed.
- Performing risk management to minimize project risks.
- Establishing and maintain relationships with third parties/vendors.
- Creating and maintain comprehensive project documentation.

Qualifications and Experience:

- Proven (5-7 years) experience as hands-on project manager/administrator, or relevant role, in a related industry.
- Solid technical background, with understanding or hands-on experience in software development and web technologies.
- Strategic and consulting-focused management with senior executives to nurture trusted relationships.
- Exceptional leadership, collaboration, interpersonal, and communication (written & oral) skills, with great attention to detail and the ability to clearly communicate complex messages to a variety of audiences.
- Superb recordkeeping, time management, and organizational skills.
- Thorough understanding of diverse business processes and strategy development.
- Ability to improve current processes and procedures; present opportunities for change and help implement them for the benefit of the firm.
- Proactive self-starter attitude with a strong work ethic, having excellent problem solving, critical thinking, and team collaboration skills.
- Willingness to work in a dynamically changing environment and being resilient and persistent in phases of high pressure.
- Strong decision-making skills; able to make decisions quickly and efficiently.
- Able to work autonomously while maintaining results-driven objectives.
- Excellent knowledge of MS Office and information systems, and proficiency in business management software.
- PMP/PRINCE II certification is a plus.
- Bachelor or master's degree in computer science or engineering, or in a related field.
- Public sector experience would be a plus.

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.