

## REQUEST FOR EXPRESSIONS OF INTEREST

**Country:** Pakistan  
**Name of Project:** Pakistan Raises Revenue Program  
**Assignment Title:** Selection of Individual Consultants for Program Office  
**Loan No./Credit No./ Grant No.:** 6435-PK  
**Reference No.:** 1(35)/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:

Sr#	Title/ Position	Qualifications	Experience
1	Finance Management Specialist (PPS-11)	Internationally recognized Professional accounting qualification/ certification CA/ACA/ ACMA/ ACCA/ CPA) <b>OR</b> Master’s degree in Finance and Accounting e.g., MBA (Finance), MS Finance, M. Com.	<p><b>a.</b> 10 years’ post qualification relevant experience in financial management, audit or accounts including experience of working with the public sector organizations or international donors for at least five (05) years.</p> <p><b>b.</b> Good communication skills</p> <p><b>c.</b> Demonstrated Computer Skills (Proficiency in using desktop application – MS Office [Word, Excel, Power Point and Outlook]).</p>
2	Contract Management Specialist (PPS-11)	Master’s Degree in Economics/ Business Administration or Engineering or relevant field (sixteen years of education). Contract management and project management related qualification/ certifications will be accorded due weightage	<p><b>a.</b> 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.</p> <p><b>b.</b> Very good understanding of contract management protocols as evidenced in the past experience of candidate.</p> <p><b>c.</b> Fluent in the language for communication defined in the Contract and shall have expertise in the interpretation of contractual documents.</p> <p><b>d.</b> Familiarity with MS Office applications such as Word, Excel, PowerPoint and Outlook.</p> <p><b>e.</b> Good English verbal and written communication skills, knowledge of local language and familiarity with project area is essential.</p>

3	Monitoring and Evaluation Specialist (PPS-11)	Master's Degree (minimum sixteen years of education), in social sciences, international development, statistics, quantitative analysis, economic, information management or related field required	<ul style="list-style-type: none"> <li><b>a.</b> Minimum 10 years of post-qualification professional experience in the area of development and M&amp;E required with significant responsibility and experience in developing ME&amp;L Plans, Progress Reports (Quarterly/ Annual), survey and evaluation tools for M&amp;E data collection purposes.</li> <li><b>b.</b> Proficient in Microsoft Office Suite (including MS Access), statistical design and quantitative analysis.</li> <li><b>c.</b> Experience in ICT for M&amp;E applications preferred. <i>Specific experience with cloud-based M&amp;E platforms and mobile data collection platforms preferred.</i></li> <li><b>d.</b> Experience in managing evaluations, including a keen understanding of evaluation and statistical methods required.</li> <li><b>e.</b> Experience in project management required (along with working over donor reporting/ projects preferred).</li> </ul>
4	Social Management Specialist (PPS-11)	Master's Degree (minimum sixteen years of education), in social sciences, international development, statistics, quantitative analysis, economic, information management or related field required	<ul style="list-style-type: none"> <li><b>a.</b> Minimum 10 years of post-qualification professional experience in the area of development including extensive experience of stakeholder mobilization, engagement, policy and advocacy work etc.</li> <li><b>b.</b> Demonstrated computer user skills (e.g., desktop application MS Office such as Word, Excel, and Power Point).</li> <li><b>c.</b> Sound knowledge of safeguard requirements of international banks; knowledge of World Bank procedures will be a plus.</li> <li><b>d.</b> Proven ability to work in a collaborative, team environment with ability to work independently and undertake the field assignments.</li> </ul>
5	Communications Specialist (PPS-11)	Master's degree (minimum sixteen years of education) in Communications/ Journalism/ Public Relations/ Media Studies or a related discipline from HEC recognized University	<ul style="list-style-type: none"> <li><b>a.</b> Minimum 10 years of post-qualification work experience with at least 5 years work experience in either branding, marketing, journalism and/or communications sectors or related fields.</li> <li><b>b.</b> Demonstrated interpersonal and presentation skills.</li> <li><b>c.</b> Written and oral fluency in Urdu and English.</li> <li><b>d.</b> Excellent IT, presentation and report writing skills.</li> </ul>

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](mailto:procsp.prrp@fbr.gov.pk) or visit the office of Director Program Office, Room No 713, 7<sup>th</sup> 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 **December 24, 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](mailto:procsp.prrp@fbr.gov.pk)

## TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

### 1. *Financial Management Specialist (Federal Board of Revenue)*

#### **Background and Objectives:**

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 Program. 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 Services:**

##### **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.

## **Qualifications and Experience:**

- Internationally recognized Professional accounting qualification/ certification (ACA/ ACMA/ ACCA/ CPA) or Master's degree in Finance and Accounting e.g., MBA (Finance), MS Finance; M.Com.
- 10 years' post qualification relevant experience in financial management, audit or accounts including experience of working with the Government organizations or international donors for five (05) 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.

---

## ***2. Contract Management 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).

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)

### **Scope of Services:**

- 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 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 Specialist.

### **Qualifications and Experience:**

- Master’s Degree in Economics/ Business Administration or Engineering or relevant field (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.
- Very good understanding of contract management protocols as evidenced in the past experience of candidate.
- 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.

---

### ***3. Monitoring and Evaluation 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. This project is primarily designed for two basic components; (A) is the result-based components (Component-1) of US\$ 320 million where procurable activities shall be performed under Eligible Expenditure Program and; (B) is the traditional Investment Project Financing (IPF) component (Component 2) of US\$ 80 million where World Bank’s Procurement Regulations for Borrowers for Goods, Works, Non-Consulting and Consulting Services shall be followed.

FBR seeks services of an experienced Monitoring and Evaluation “M&E” Specialist to manage monitoring and evaluation activities utilizing ICT and Digital Tools — including coordination of baseline, midline, and endline evaluations — for multiple activities throughout the project life. S/he will play a critical role in establishing, maintaining and strengthening PRRP evaluation and monitoring strategy and will also contribute to the broader mandate of the Strategy, Policy and Performance areas.

The M&E Specialist will support PRRP by implementing the M&E plan, which includes all data collection, analysis, reporting, and learning activities to ensure the monitoring and evaluation of project progress

mapping Inland Revenue Services “IRS” strategic goals. Key responsibilities include, but are not limited to the following:

### **Scope of Services:**

- Design, commission and oversee a portfolio of projects, programs, thematic and sector level evaluations, for formative and summative purposes.
- In collaboration with other departments (as applicable), develop and ensure that the monitoring framework is sound and can support annual/ biannual reporting on results and performance against the strategic goals and objectives.
- Conduct routine annual/ biannual reviews of the methodologies and instruments for the collection, documentation and analysis of data and the reporting of outcomes.
- Ensure all the program/ project activities have an appropriate M&E framework, developing action plans in collaboration with concerned departments (as applicable) of these activities.
- Provide leadership on M&E activities during inception and implementation phase (June, 2024).
- Liaise with all the concerned offices; serve as point of contact for all M&E activities.
- Manage and implement innovative techniques for monitoring, evaluation, reporting, and learning activities with emphasis on ICT to maintain live data reporting and visualization to partner organizations, and internal/ external stakeholders.
- Communicate key lessons learned from project(s)/ activities evaluations and contribute to the preparation of technical publications, annual reports and other publications based on evaluation results. Able to lead learning events on evaluations.
- Provide hands-on technical assistance and coaching to the organization’s staff and partners to ensure M&E approaches meet the desired needs/ goals.
- Identify strengths and weaknesses in existing data collection and management systems proposing solutions along with methods to facilitate data collection and the flow of data within the activity output teams.
- Undertake regular field visits to ensure the quality of data collected by the team and to verify the accuracy of reported data.
- Conduct regular field monitoring, data collection, analysis and reporting in line with the overall all activity and task indicators and targets.
- Provide sound and pragmatic judgement and assistance to PRRP on methods to appropriately document, organize and capture activity progress, measure achievements against targets, disaggregated as required/ defined in the Performance Indicator Reference Sheet.
- Review and analyse all periodic reports with the concerned offices to identify the causes of potential bottlenecks in implementation and to enhance quality of reporting.
- Travel: The project might require the Specialist extensive travelling to various regions/ offices throughout the country.

### **Qualifications and Experience:**

- Master’s Degree (minimum sixteen years of education) , in social sciences, international development, statistics, quantitative analysis, economic, information management or related field required.
- Minimum 10 years of post-qualification professional experience in the area of development and M&E required with significant responsibility and experience in developing ME&L Plans, Progress Reports (Quarterly/ Annual), survey and evaluation tools for the purpose of collecting M&E data etc.
- Proficient in Microsoft Office Suite (including MS Access), statistical design and quantitative analysis.
- Experience in ICT for M&E applications preferred.
  - Specific experience with cloud-based M&E platforms and mobile data collection platforms preferred.
- Experience in managing evaluations, including a keen understanding of evaluation and statistical methods required.
- Experience in project management required (along with working over donor reporting/ projects preferred).



## **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.

---

### **4. *Social Management 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. This project is primarily designed for two basic components; (A) is the result-based components (Component-1) of US\$ 320 million where procurable activities shall be performed under Eligible Expenditure Program and; (B) is the traditional Investment Project Financing (IPF) component (Component 2) of US\$ 80 million where World Bank’s Procurement Regulations for Borrowers for Goods, Works, Non-Consulting and Consulting Services shall be followed.

The FBR aims to improve its capacity to manage issues related to social safeguards and development, in line with the requirements of World Bank Environmental and Social Framework (ESF). The FBR therefore plans to hire the services of a qualified Social Specialist (SS) with the requisite skills and experience for its Program Office (PO). The PO 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 upcoming activities and projects.

Under the Program, stakeholder engagement plan, and project level Labor Management Procedures will be developed, and associated monitoring and reporting activities will need to be conducted in line with the World Bank’s Environmental and Social Framework (ESF). The project has been screened against the ten Environmental and Social Standards (ESS) that are well defined in the ESF manual. Going forward, the FBR is planning to establish internal capacity in social management, so that the organization is able to complete social management activities efficiently and in compliance with applicable laws and regulations.

#### **Scope of Services:**

The intended services of the Social Specialist (SS) will be required at the following stages of the FBR project:

SS will be responsible to prepare and implement all social safeguard documents as per the ESF, namely the Project’s Social Assessment, Stakeholder Engagement Plan, and Labor Management Procedures, and ensure its implementation. The Specialist will conduct a Social and Conflict Analysis, contributing to the development of project’s Social Assessment and contribute accordingly to the Environmental and Social Commitment Plan (ESCP). The SS will work together with the Environmental Specialist hired by the FBR on the preparation of the Social Assessment for the project.

a) SS will ensure timely completion, implementation and updating/ reiterating the Stakeholder Engagement Plan for the project, that will comply with the World Bank’s Environmental and Social Standard (ESS) 10 on Stakeholder Engagement and Information Disclosure and will provide the process of stakeholder engagement.

Specifically, the consultant will be required to:

- i. Continuously conduct stakeholder mapping (definition, identification and analysis) based on desk review and workshop (recommended)
- ii. Implement and update/reiterate the Stakeholder Engagement Plan based on the above
- iii. Disclose the updated draft Stakeholder Engagement Plan to identified stakeholders through multiple workshops

- iv. Engage with multiple stakeholders according to the medium, frequency and tools as suggested by the Stakeholder Engagement Plan
- v. Make any required changes to the Stakeholder Engagement Plan
- b) SS will ensure timely completion, implementation and updating/reiterating the Labor Management Procedures for the project, that will comply with the World Bank's Environmental and Social Standard (ESS) 2 on Labor and Working Conditions and will ensure support to the process of developing the same.
- c) SS will conduct a Social and Conflict Analysis, as part of the overall Social Assessment for the project. Based on the same, a Social Management Framework will be prepared which will help manage and implement the recommendations of the Analysis.
- d) Contribute and implement Environmental and Social Commitment Plan (ESCP) for the project, jointly with the Environment Specialist assigned. The ESCP sets out measures and actions required for the project to achieve compliance with the ESSs over a specified timeframe. The ESCP has been agreed with the World Bank and is a part of the Financing Agreement for the project. The ESCP has been publicly disclosed and is under implementation. The ESCP takes or will take the following considerations into account:
  - i. Findings of the environmental and social assessment, labor management procedures and stakeholder engagement plan
  - ii. Summary of material measures and actions required to avoid, minimize, reduce, or mitigate the potential environmental and social risks and impacts of the project
  - iii. Completion date for each action
  - iv. Description of relevant management tools to implement and monitor the agreed measures and actions.
  - v. Targeted outcomes that can be measured and tracked over defined time periods.

SS will work as a member of the FBR's Program Office (PO). She/he will support, advise, and assist the PO's Director and Coordinator on social development and management related issues of the project. The consultant will support the implementation, supervision and monitoring of all the above-mentioned plans (in Section 1), documents, and procedures. She/he will support the PO in project monitoring and reporting to the WB, as described in the ESCP.

### **Qualifications and Experience:**

- Master's Degree (minimum sixteen years of education) , in social sciences, international development, statistics, quantitative analysis, economic, information management or related field required.
- Minimum 10 years of post-qualification professional experience in the area of development including extensive experience of stakeholder mobilization, engagement, policy and advocacy work etc.
- Demonstrated computer user skills (e.g., desktop application MS Office such as Word, Excel, and Power Point).
- Sound knowledge of safeguard requirements of international banks; knowledge of World Bank procedures will be a plus.
- Proven ability to work in a collaborative, team environment with ability to work independently and undertake the field assignments.

### **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.

---

## **5. Communications 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. This project is primarily designed for two basic components; (A) is the result-based components (Component-1) of US\$ 320 million where procurable activities shall be performed under Eligible Expenditure Program and; (B) is the traditional Investment Project Financing (IPF) component (Component 2) of US\$ 80 million where World Bank's Procurement Regulations for Borrowers for Goods, Works, Non-Consulting and Consulting Services shall be followed.

The Program Office under the Program is looking to procure the services of an experienced and qualified Communications Specialist to provide expert support to various offices and field, implementing activities related to the project components to develop an effective information and communication campaign for the Program as follows and further detailed under Scope of Services.

- Develop a comprehensive communication framework to design and deliver a coherent strategic and differentiated information and communications strategy, reaching out to multiple levels of target audience.
- Encouraging and coalescing key institutions and stakeholders vis-à-vis collaborating with team staff, and local partners to create and implement campaigns for target destinations both for the local and international audience through conferences, workshops, website, roadshows, documentary, TV/ newspapers etc.
- Launch a multi-pronged, high profile image building campaign to promote the Program and its visions/ mission through mainstream, digital and social media, achieving consistency, recall and reach through developing new channels of engagement and knowledge sharing; creatively engaging users and recipients in new and innovative ways.
- Develop brand equity for the Program through a behaviorally informed motivational campaign to address perception barriers combined with a consistently aggressive and informative on-ground promotion at various touch points.

### **Scope of Services**

The Communications Specialist will be responsible for building the communication strategy for the Program and develop capacity of relevant offices in the area of information management and communications. Specifically, the Consultant would be responsible for the following tasks:

- Formulating communications strategy, followed by development of an action plan for the Program.
- Support and guidance to the preparation of annual information & communication plans and budgets.
- Planning and implementation of campaigns on all medium of communication. Coordination and communication with media. Support in preparing and managing contracts with advertising agencies.
- Support in identifying success stories and other themes that can be used in communication campaigns.
- Proofreading and fine-tuning of texts and materials to make them understandable and interesting to the targeted audiences.
- Support and coordination in identifying and testing messages.
- Support to monitor and evaluate the results of activities carried out.
- Promotion of discussion on issues related to the Program.
- Training of selected staff in use of software related to image and text manipulation.
- Management of respective websites and social media channels. Write blogs, social networks and news aggregations.
- Drafting of monthly, quarterly, bi-annually and annually reports of the project.

- Perform other related duties as required within the Communications Expert's area of technical competence.

### **Qualifications and Experience**

- Master's degree (minimum sixteen years of education) in Communications/ Journalism/ Public Relations or a related discipline from HEC recognized University.
- At least 10 years of work experience with at least 5 years work experience in either the branding, marketing, journalism and/or communications sectors or related fields.
- Demonstrated interpersonal and presentation skills.
- Written and oral fluency in Urdu and English.
- Excellent IT, presentation and report writing 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 & August 2018.