

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

Communications Specialist for Program Office

Background and Objectives

Federal Board of Revenue is implementing the Pakistan Raises Revenue Project with the assistance of the World Bank. The objective of the project is to contribute to a sustainable increase in domestic revenue by broadening the tax base and facilitating compliance. PRRP comprises two components: Component-1 (US\$ 320 Million): Result-based components and Component-2 (US\$ 80 Million): Investment Project Financing.

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.

Coordination & Reporting Specialist for Program Office

Background and Objectives

Federal Board of Revenue is implementing the Pakistan Raises Revenue Project with the assistance of the World Bank. The objective of the project is to contribute to a sustainable increase in domestic revenue by broadening the tax base and facilitating compliance. PRRP comprises two components: Component-1 (US\$ 320 Million): Result-based components and Component-2 (US\$ 80 Million): Investment Project Financing.

The Inland Revenue Service which was created in 2009 administers domestic taxation including Sales Tax, Income Tax, and Federal Excise Duty. The FBR has chalked out an Inland Revenue Service Strategic Reform Plan (2021-25) to remove the multiplicity of taxes/ rates and jurisdictional overlapping, strengthen audit functions, increase the number of taxpayers, increase electronic services to taxpayers and redesign Inland Revenue Services (IRS) processes. The plan envisages transforming Inland Revenue into a world-class, technologically savvy, and taxpayer-centric service.

The Coordination & Reporting Specialist shall work under the direct supervision of the Director Program Office, Pakistan Raises Revenue and coordinate with FBR’s Wings for effective in-house monitoring of the IRS Strategic Reform Plan (IRSSRP). This will require close coordination and communication with all the Wings/ Units of FBR at national and subnational offices, when appropriate.

Scope of Services

- Liaise with relevant stakeholders to ensure that relevant stakeholders are well acquainted with project activities;
- Provide analysis and advice to FBR Management and project team on implementation dynamics and opportunities to support inclusive engagement in project activities;
- Identify and disseminate good practices, lessons learnt, as identified through program implementation, monitoring and evaluation activities;
- Promote awareness and understanding of shared responsibility of M&E-MIS Specialist among all staff members through communication, training, learning and development activities;
- Identify relevant evaluation findings, conclusions and recommendations and input them into program reporting;
- Collect and maintain data for country, regional and sector reports, mid-term reviews, and final evaluations.

- Ensure effective and consistent communication between the Program Office, relevant wings, field formations, donors and other stakeholders regarding program activities;
- Develop standardized periodic reporting templates, in consultation with relevant Wing and stakeholders;
- Prepare periodic reports as per agreed templates and submit those to Director Program Office from time to time;
- Conduct any other function and responsibility, which may be assigned by the FBR Management.

Qualifications and Experience

- Bachelors/ Masters (minimum sixteen years education) Degree in Social Sciences, Project Management or related discipline;
- Minimum ten (10) years of experience within the development / humanitarian sector, governmental or in the private sector;
- Proven technical skills in monitoring and evaluation, including experience with multi-sectorial and multi-donor funded programs and experience with qualitative and quantitative data collection and analysis;
- Demonstrated abilities in developing monitoring plans, data collection, information management, use of databases, and analysis and performance monitoring;
- Excellent logical, interpersonal, communication (both oral and written) and analytical skills – the ability to gather, organize and analyze qualitative data for reporting and recommendations for action;
- Hands-on experience of Microsoft Office (Word, PowerPoint, Outlook and Excel [and preferably MS Project]) with proficiency in making plans, policies and procedures.

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.

Monitoring & Evaluation (Management Information Systems) Specialist for Program Office

Background and Objectives

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The Inland Revenue Service which was created in 2009 administers domestic taxation including Sales Tax, Income Tax, and Federal Excise Duty. The FBR has chalked out an Inland Revenue Service Strategic Reform Plan (2021-25) to remove the multiplicity of taxes/ rates and jurisdictional overlapping, strengthen audit functions, increase the number of taxpayers, increase electronic services to taxpayers and redesign Inland Revenue Services (IRS) processes. The plan envisages transforming Inland Revenue into a world-class, technologically savvy, and taxpayer-centric service.

The M&E-MIS Specialist will support different wings of FBR serving as the focal point for all issues related to Data Collection, Management, Governance, Analytics, Visualization and Reporting. The incumbent will facilitate development of requirement documentation in light of demands raised by various Wings of FBR to manage their specific needs.

Scope of Services

- Ensure that detailed and feasible project monitoring plans are developed in a way that it provides a detailed indicator matrix, maps M&E roles and responsibilities of project and support staff, collection and storage of data, data cleaning, analysis, visualization and reporting;
- Design clearly defined indicators, operational protocols for collecting data for consistent and accurate data collection for analysis and reporting;
- Contribute to capacity building of relevant staff and partners on M&E tools and analysis, data management, designing and implementing surveys, sampling techniques and performance report writing;
- Provide technical assistance in developing, utilization, management of monitoring, evaluation and impact assessment tools;
- Ensure clarity on evaluation approach for outcome and impact level results;
- Lead the design and integration of tools/application into the project MIS as per requirements of the Management, Staff or relevant stakeholders;
- Develop/ manage project MIS and ensure compliance with M&E Framework;
- Develop instructions and guidelines on data collection, validation/quality reviews and entry into MIS;
- Provide data analysis, modelling, queries, report generation and visualization to support reporting requirements and real-time visibility of project performance;
- Steer dataflow, validation and processing from all project locations;
- Respond to data requests from Management, technical staff and donors to generate customized analyses, visual reports, maps etc.;
- Conduct field visits, if needed, and notify the Management on risks, issues, violation of policies, misuse of resources etc.;
- Ensure quality control of M&E related outputs including design and field testing of the monitoring tools;
- Perform any other tasks assigned by the management.

Qualifications and Experience

- Bachelors/ Masters (minimum sixteen years education) Degree in Statistics, Economics, Social Science, International Development or related discipline;
- Minimum ten (10) years of experience within the development / humanitarian sector, governmental or in the private sector, with specific focus on development of android applications, dashboards etc.;
- Experience in managing larger relational databases, data/system management;
- Demonstrable experience in organization and validation of complex data with shifting requirements and strict timelines;
- Excellent logical, interpersonal, communication (both oral and written) and analytical skills including statistics and research methodology – the ability to gather, organize and analyze qualitative data for reporting and recommendations for action;
- Hands-on experience of Microsoft Office (Word, PowerPoint, Outlook and Excel [and preferably MS Project]), STATA, R, Python (Pandas, Numpy, Scikit-learn and/ or other relevant libraries) with proficiency in making plans, policies and procedures.

Selection Process

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Social Management Specialist (Federal Board of Revenue)

Background and Objectives

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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

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EXPRESSION OF INTEREST FORM (INDIVIDUAL CONSULTANTS)

1. Position Applied for: _____
2. Name: _____
3. Current Residential Address: _____
Telephone/ Mobile No.: _____ E-Mail Address: _____
4. Date of Birth: _____ Citizenship: _____
5. **Education** [Bachelor and above only in reverse chronological order] [*Indicate college/ university and other specialized education giving names of institutions, degrees obtained, and dates of completion/ obtainment*] [most recent first]:

Degree	Major Subjects	Name of University	Division/ Grade	Passing Year

6. Membership in Professional Associations: _____
7. **Other Trainings/ Certifications** [*Indicate significant and relevant trainings/ certifications only since completion of requisite qualification(s)/ degree(s) as mentioned under "Education"*]:

Title	Institute	Year	Please indicate whether it is a Workshop/ Diploma/ Certification/ Training Course or else	Local/ Foreign (If foreign, please write country name)
			Example; Workshop	

8. **Countries of Work Experience:** [*List countries where applicant has worked in the last ten years*]:



9. Employment/ Consultancy Record [Starting with the present/ last position, list in reverse chronological order every employment held by applicant since graduation]:

Dates of Employment		Employer/ Consulting Organization	Position Held	Supervisor Name & Designation	Employer Contact (Email/ Mobile/ Phone)
From	To				

10. Specific Experience [For each of key assignment that best demonstrates your suitability for this position, fill the below columns]:

	A) Assignment(s) Undertaken that Best Illustrates Applicant's Capability to Handle the Responsibilities/ Scope of Services as Required in/ by the TOR <i>[Among the assignments in which the applicant has been involved, indicate the following information for those assignments that best illustrate the applicant's capability to handle the tasks respecting the TOR vis-à-vis Employment/ Consultancy Record as listed under No. 9 above]</i>	B) Detailed Tasks Assigned <i>[List all tasks performed by applicant under this assignment; please also indicate the level of involvement and responsibility]</i>
	Name of assignment or project: _____ Client/ employer: _____ <i>(Government/ Semi Government/ Provincial Government Organization, Private Organization, International Organization, Local or International Donor Agency etc.)</i> Main project features: _____ Position(s) held: _____ From (Month/ Year): _____ to (Month/ Year): _____ Activities performed: _____ <i>(Including nature and level of services performed/ delivered)</i>	Total Volume/ Value and Duration of the Project (where applicable):

NOTE: Please be specific.

11. Certification:

I, the undersigned, certify to the best of my knowledge and belief that this form correctly describes my qualifications and my experience

Yes No

I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

(Please just write your full name with CNIC No) _____ Date: _____
 Signature of Applicant (Day/ Month/ Year)