

Terms of Reference

Project Director Monitoring & Evaluation (M&E)

Project Background:

The Federal Board of Revenue (FBR) in Pakistan is responsible for collecting and administering various taxes, including income tax, sales tax, federal excise and customs duty. One of the significant challenges faced by the FBR is to track and trace the movement of goods within the country to ensure that all taxes due are paid correctly.

To address this challenge, the FBR envisaged to develop a Track and Trace System (TTS) that will enable it to track, monitor the production and sales in sugar, tobacco, fertilizer and cement in the first phase with a plan to extend it to further sectors. The system will use modern technologies like barcodes, unique identification number (UIM), and MIS system to track & monitor the production and sales in real time and ensure that they comply with all relevant tax regulations.

The Track and Trace System will be designed to accommodate different types of goods and commodities, including beverages, POL products, pharmaceuticals, and other high-value items. It will be integrated with the FBR's existing IT infrastructure/Data center, to ensure seamless data exchange and efficient processing of tax-related information.

Position Overview:

The Project Director (M&E) will be responsible for the monitoring and evaluation of the Track and Trace System in the specified sectors (Sugar, Tobacco, Fertilizer, and Cement). To control tax evasion and illicit trade of various products, FBR has introduced a Track and Trace System (TTS) for electronic monitoring of the production and sale of specified products in four sectors including ***Tobacco, Sugar, Fertilizer, and Cement*** sectors under section 40C of Sales Tax Act, 1990. This role requires a seasoned professional with a strong background in project monitoring and evaluation, technology, and regulatory compliance. The Project Director (M&E) will also be responsible for designing and implementing the M&E activities for TTS, and assist the Project Director (Policy & Implementation) in arranging and overseeing an annual audit of the system. The Project Director (M&E) will also monitor the project activities on a regular basis, developing and maintaining the MIS reports of the Project, and will be responsible for the collection & analysis of different data in relation to the project activities. In addition, the Project Director (M&E) will actively engage with the Project Operational Committee, ensuring effective collaboration and decision-making at the operational level.

Key Responsibilities:

1. Monitor and evaluate the implementation and ongoing operation of the Track and Trace System and ensuring high-quality implementation across the specified sectors.
2. Monitor and evaluate the overall progress of the Track and Trace System.

3. Analyze and interpret data, identifying trends, successes, and challenges and present reports to stakeholders.
4. Suggest strategies to the Board and relevant Stakeholders for improving the efficiency and effectiveness of the TTS by identifying bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks.
5. Report monthly, quarterly, half-yearly, and annual progress on all project activities to the Project Director/Board.
6. Provide quarterly evaluation reports to the Board, detailing the system's functionality, effectiveness, observed improvements, and steps taken to address issues encountered during operation.
7. Directly manage and coordinate with Project Managers for each sector, emphasizing the supervision and coordination of manufacturers, importers, and individuals in the supply chain.
8. Ensure that all entities within the supply chain adhere to prescribed regulations, reporting any non-compliance promptly to the relevant authorities.
9. Foster collaboration with the Commissioner Inland Revenue, facilitating periodic visits to manufacturers and overseeing the proper and uninterrupted operation of the system.
10. Arrange and oversee the annual audit of the track and trace system. The audit will evaluate the system's effectiveness and identify areas for improvement and corrective actions.
11. Collaborate closely with FBR's Project Managers, work together to monitor and evaluate activities from FBR's side with Licensees, manufacturers, and individuals.
12. Actively participate in the Project Operational Committee, facilitating day-to-day discussions, addressing issues, and providing insights to ensure the smooth implementation of the track and trace system.
13. Maintain open and effective communication channels with manufacturers, importers, and individuals in the supply chain, ensuring their understanding and adherence to system requirements.
14. Conduct frequent field visits, and implementation sites for on-site Monitoring, evaluation, and process improvement activities.
15. Any other task assigned from time to time by Member Digital Initiatives.

Deliverables:

The Project Director (Monitoring and Evaluation) plays a key role in overseeing the design, implementation, and continuous improvement of monitoring and evaluation (M&E) systems in the Track and Trace System (TTS) Project. The deliverables typically align with project goals, evaluation frameworks, and reporting requirements. The deliverables are given below:

1. Monitoring and Evaluation (M&E) Framework Development

Deliverable:

Comprehensive M&E framework that includes:

- Key performance indicators (KPIs) for FBR personnel working under PD(M&E) command, Licensee & Manufacturers.
- Data collection methods and tools apart from the TransAct portal.
- Roles and responsibilities for M&E tasks for FBR personnel working under PD(M&E) command, Licensee & Manufacturers.

Purpose:

- Ensure systematic data collection, tracking, and assessment of project performance.

2. Baseline, Mid-term, and Final Evaluations

Deliverables:

- Baseline Report: Establishes starting points for KPIs before project implementation or at the current stage of Project.
- Half Year and Complete Year Evaluation Report: Assesses progress toward achieving outcomes.
- Final Evaluation Report: Analyzes project success, challenges, and impact at the conclusion.

Purpose:

- To assess project impact, relevance, efficiency, and sustainability over time.

3. Data Collection and Analysis Tools

Deliverables:

- Development of data collection instruments (e.g., surveys, questionnaires, interviews).
- Data management system or platform setup.

Purpose:

- Facilitate systematic and reliable data gathering, storage, and analysis for informed decision-making.

4. Performance Monitoring Reports for TTS in all sectors

Deliverables:

- Periodic performance reports (e.g., weekly, fortnightly, monthly, quarterly, annual).

- Dashboards or scorecards for tracking progress on KPIs and amend the TransAct Portal dashboard as per the requirement and develop Excel sheets for presenting a new dashboard and data.
- Daily latest figures of All sectors Manufactures, Sites, Production lines of TTS Automated lines implemented and Remaining Lines and their implementation plan.
- Devise a mechanism to create a central repository for Manufacturers and Licensee to update the implemented production lines, and sites based on the latest implementation status to be visible to the higher management and to keep the real-time, up-to-date information of these figures all the time.

Purpose:

- Provide updates on the project's performance, key achievements, and areas requiring attention.

5. Capacity Building for M&E

Deliverables:

- Training sessions or workshops for project staff and to the manufacturers in coordination with Licensee on M&E tools and methods and Project Implementation.
- Capacity building materials (e.g., manuals, training guides) and reviewing the material submitted by the Licensee on the same and making updates to keep them latest accordingly.

Purpose:

- Strengthen the skills of project teams and Manufactures / stakeholders in M&E practices.

6. Data Quality Assessments (DQAs)

Deliverable:

- DQA reports evaluating the reliability and accuracy of the collected data.

Purpose:

- Ensure high data quality and integrity across all reporting.

7. Stakeholder (Licensee/Manufacturers) Feedback and Learning Systems

Deliverable:

- Mechanism or platform for collecting and integrating stakeholder (Licensee/Manufacturers) feedback (e.g., Google forms, WhatsApp surveys or any Tool).

Purpose:

- Promote continuous learning and adaptation by incorporating feedback from beneficiaries, staff, and partners.

8. Project Impact Assessment

Deliverable:

- Impact assessment report evaluating the Short-term, medium-term and long-term effects and outcomes of the project.

Purpose:

- Measure the broader societal or environmental impact of the project, beyond the immediate outputs.

9. Risk Assessment and Mitigation Plans

Deliverable:

- Risk management plan addressing potential challenges in M&E processes and mitigation strategies.
- Develop and implement proactive and reactive risk mitigation strategies and guide and train all the stakeholder on them.

Purpose:

- Proactively manage risks that could impact project evaluation and performance tracking.

10. World Bank, FBR and Stakeholder (Licensee/Manufacturers) Reports and Presentations

Deliverables:

Tailored Presentation and reports for World Bank, FBR, government bodies, key stakeholders (Licensee/Manufacturers) and any requirement by as required by Senior Management of FBR.

Purpose:

Fulfill reporting obligations and demonstrate project impact and accountability to stakeholders.

Qualifications and Experience:

- i) BS (4 years) / Master's degree (at least 16 years of education) in Project Management, Business Administration, Computer Science, Engineering, Economics, or relevant field from HEC-recognized institutions.
- ii) Minimum fifteen (15) years Post Qualification experience in Project Monitoring and Evaluation, with sound knowledge of design and implementation of Monitoring and Evaluation in projects, tools, and techniques of data collection, analysis, and MIS reporting. Minimum 5 years of

experience as a Project Director of a Large-Scale Public-Sector Organization, preferably in a regulatory environment is mandatory.

- iii) In-depth knowledge of track and trace technologies and regulatory requirements in the specified sectors.
- iv) Excellent report writing, presentation, and interpersonal skills, fluency in English, and ability to work in a fast-paced environment.
- v) Experience in managing technology, IT, and digital transformation projects along with good knowledge of IT infrastructures, particularly those required for Track and Trace System (TTS), and good knowledge of data security, privacy protocols, and regulations is desirable and preferred
- vi) PMP Certification from PMI (valid till 20-12-2024) is mandatory.
- vii) Proved experience in Managing (Project Budgets for IT projects, Multidisciplinary teams and vendors, Change management for medium-scale public sector IT projects, stakeholder relationships across multiple government departments) etc.
- viii) Maximum age limit 60 years as of 30.06.2024.

Selection Process:

An individual consultant will be selected in accordance with the 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.