

TERMS OF REFERENCES (TORs)
EXPERT FOR CIVIL SERVICE-RELATED MATTERS
PAKISTAN RAISES REVENUE PROJECT (PRRP)
FEDERAL BOARD OF REVENUE (FBR)

1. Background:

The Federal Board of Revenue (FBR) is Pakistan’s apex tax authority under the Ministry of Finance. It formulates and enforces tax policies, collects federal taxes and duties, and works to broaden the tax base and promote compliance for sustainable economic growth. 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 project supports strengthening of FBR’s capacity to increase revenues, including via strengthened IT systems, advanced data analytics tools to identify tax evasion, and enhancing customs operations.

The project also supports strengthening of cross support functions of the organization – including human resource management (HRM). Main areas to support HRM include modernizing HRM systems, improving compliance with civil service rules, and strengthening institutional capacity. In this regard, Admin & Human Resource wing of FBR serves as the central hub for policy reforms, service matters management, training and capacity building, and digitization of HR processes through HRMS. With specialized experts and supporting staff, the Wing will deliver reforms that modernize HR management, embed transparency, and enhance organizational effectiveness in line with FBR’s transformation agenda.

2. Objective of the Assignment:

In order to support the functions of Admin/HR wing, the FBR intends to hire an expert on civil service-related matters, who will guide and support in managing internal service-related issues, such as appointments, promotions, transfers, disciplinary proceedings and retirement benefits related matters – in line with the law, policy and rules. The role aims to standardize and support digitized HR processes, ensure compliance with civil service rules and strengthen HR operational efficiency within FBR.

3. Scope of the Assignment and Responsibilities:

The scope of the assignment and responsibilities of the Consultant shall include, but not limited to the following:

Main areas	Roles & Responsibilities
Rules and Policy Application	<ul style="list-style-type: none">• Review and interpret Establishment Division circulars, Civil Service Rules, and E&D Rules for applicability to FBR cases• Draft SOPs for processing promotions, transfers, leave, deputations, and disciplinary actions• Create reference guides/checklists for HR officers to standardize application of service rules

Case Management (Promotions, Transfers, Appointments)	<ul style="list-style-type: none"> • Support in preparing a checklist to examine promotion and seniority lists for accuracy; flag discrepancies and prepare revised lists • Support in drafting minutes, template notifications and office orders for promotion boards and transfer/posting decisions • Develop updated templates for appointment letters, transfer orders, and deputation approvals • Oversee monthly audits of service records to ensure accuracy and compliance with rules
Disciplinary Proceedings & Appeals	<ul style="list-style-type: none"> • Suggest drafts for charge sheets, inquiry officer appointment letters, and evidence files for disciplinary cases • Support in drafting speaking orders, penalty recommendations, and inquiry reports for review/finalization by competent authorities – in line with the law/rules. • Support appeal preparation by drafting case summaries, timelines, and supporting documents
Retirement & Pension Matters	<ul style="list-style-type: none"> • Review retirement notifications, pension cases, and service books for compliance with rules • Develop a checklist for HR staff to validate qualifying service and retirement benefits
Reform & Institutional Support	<ul style="list-style-type: none"> • Lead digitization of service records into templates compatible with HRMS (integration-ready) • Hold training workshops for HR officers on handling promotions, disciplinary cases, and appeals • Oversee preparation of quarterly reports highlighting bottlenecks in service matters processing and recommend reforms

➤ Any other related task (s) that FBR's Admin/HR Wing deem appropriate.

4. **Expected Outcomes:**

- Streamlined HR policies aligned with civil service rules.
- Improved handling of service matters, disciplinary cases, and appeals.
- Stronger institutional capacity and sustainability of reforms.

5. **Reporting:**

The Consultant will work under the direct supervision of Member (Admin/HR), FBR. The Consultant will also coordinate with the Project Director PRR regarding his/her contract/deliverables.

6. **Qualifications and Experience:**

- Master's in Law, Public Administration, HR, or equivalent
- 15+ years of experience in service matters handling, preferably within government or regulatory organizations

- Direct experience in preparing disciplinary case files, appeals, and tribunal briefs
- Familiarity with pension, retirement, and deputation cases
- Ability to train and mentor HR staff in technical rule application
- Excellent communication skills

7. Timeframe of the Assignment:

The duration of the contract is from October 2025 till June 2026. The contract is renewable based on the review of performance and requirement of FBR for additional period.

8. Selection Process:

A consultant shall be selected in accordance with the method contained in Section VII, paragraphs, 7.36 and 7.37 of the “World Bank’s Procurement Regulations for IPF Borrowers”, July 2016 [Revised November 2017 and August 2018] (“WB Procurement Regulations”), which can be perused at the website: <https://projects.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework>.