

TERMS OF REFERENCES (TORs)
SENIOR HR EXPERT (TEAM LEAD)
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 for efficient administration and taxpayer compliance, 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, a dedicated Human Resource Cell is being established. The Cell will serve 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 Cell 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 HR Cell, the FBR intends to hire a Senior HR Expert (Team Lead), who will ensure delivery of key functions of the HR Cell to support FBR’s HR reforms under its overall transformation agenda. This role will advise on HR reforms as per the strategic direction of FBR’s management, oversee the work of specialized HR experts, conduct quality assurance of deliverables, and serve as the primary liaison with FBR leadership, PRAL, and donor agencies.

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
Oversight and Coordination	<ul style="list-style-type: none"> • Supervise the work of all HR Experts (Core HR, Service Matters, Training & Development, HRMS) • Set annual work plans, targets, and timelines for the Admin/HR Wing • Provide regular updates to FBR leadership on progress, bottlenecks, and next steps • Coordinate with PRAL on HRMS/digital initiatives teams and with donor agencies on HR-related technical assistance
Quality Assurance and Advisory	<ul style="list-style-type: none"> • Review and validate policies, SOPs, and reports prepared by HR Experts before submission

	<ul style="list-style-type: none"> • Ensure consistency across HR policy reforms, training initiatives, and service matters handling • Provide technical advice to FBR leadership on complex HR and organizational reform issues to support strategic decision making
Capacity Building	<ul style="list-style-type: none"> • Mentor and coach HR Experts and HR Employees to strengthen institutional knowledge • Organize periodic peer-learning sessions within the Admin/HR Wing • Ensure knowledge transfer and sustainability of reforms beyond the consultant engagement
Change Management and Stakeholder Engagement	<ul style="list-style-type: none"> • Design and execute communication plans to keep employees informed about HR reforms • Act as a focal point for employees to address HR-related concerns • Represent the HR Cell in Steering Committees and inter-departmental working groups

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

4. Expected Outcomes:

- Streamlined HR policies aligned with civil service rules.
- Digitized, secure, and integrated HRMS for efficiency and transparency.
- Improved handling of service matters, disciplinary cases, and appeals.
- Structured training and development framework to upskill FBR’s workforce.
- Stronger institutional capacity and sustainability of reforms.

5. Reporting:

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

6. Qualifications and Experience:

- Master’s degree in HR, Public Administration, or related field
- 15+ years of experience in HR roles with at least 5 years working or advising government /large-scale organizations in HRM related areas
- Proven track record in HR reform, workforce planning, and change management
- Experience managing cross-functional HR teams
- Strong communication, stakeholder management and advisory 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>.