

**TERMS OF REFERENCES (TORs)**  
**HR EXPERT**  
**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 an HR Expert, who will provide specialized advisory support to strengthen FBR’s human resource systems and policies. The role will focus on workforce planning, HR policy reforms, performance management, employee relations, and organizational development, ensuring compliance with government rules while introducing modern HR practices.

**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:

<b>Main areas</b>	<b>Roles &amp; Responsibilities</b>
Policy and Compliance	<ul style="list-style-type: none"> <li>• Draft, review, and issue updated HR policies/manuals covering recruitment, service rules, leave management, and disciplinary procedures</li> <li>• Map existing HR workflows (approvals, forms, processes) and redesign them for efficiency, including digitization readiness</li> <li>• Develop compliance checklists for HR teams to ensure adherence to Civil Service Rules and Establishment Division circulars</li> </ul>
Workforce Planning and Performance	<ul style="list-style-type: none"> <li>• Conduct detailed workforce analysis (headcount, grade distribution, vacancies, retirement projections) and</li> </ul>

	<ul style="list-style-type: none"> <li>prepare manpower planning reports</li> <li>• Create standardized job descriptions and competency matrices for critical FBR functions (audit, IT, legal, enforcement)</li> <li>• Design performance appraisal forms, rating scales, and KPI libraries tailored for government context</li> <li>• Pilot performance review sessions with select departments to demonstrate new appraisal methods</li> </ul>
Employee Relations & Development	<ul style="list-style-type: none"> <li>• Establish a grievance handling cell with case intake forms, response timelines, and escalation procedures.</li> <li>• Draft templates for show-cause notices, inquiry reports, and disciplinary recommendations.</li> <li>• Develop career progression charts by grade, including promotion eligibility criteria and training requirements.</li> <li>• Hold workshops with employees to gather feedback on HR policy gaps</li> </ul>
Change Management and Reform support	<ul style="list-style-type: none"> <li>• Prepare HR reform project charters, timelines, and implementation dashboards for senior leadership.</li> <li>• Design and deliver communication materials (FAQs, circulars, newsletters) to inform staff about new policies.</li> <li>• Train HR officers through hands-on sessions on service record management and compliance documentation.</li> </ul>

➤ Any other related task (s) that FBR’s HR Cell deem appropriate.

**4. Key Outcomes:**

- HR policy reforms, Streamlined HR policies aligned with civil service rules.
- Effective workforce planning
- Improved performance management system aligned with HR policies
- 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/deliverables.

**6. Qualifications and Experience:**

- Master’s degree in HR, Public Administration, or related field
- 12+ years of experience in HR roles with at least 5 years working or advising government/large-scale organizations in HRM related areas
- Demonstrated expertise in HR policy reform, workforce planning, and performance systems
- Knowledge of labor regulations, public service rules, and best HR practices
- Strong communication, change management, and facilitation 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>.