

TERMS OF REFERENCES (TORs)
HRMS 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 a HRMS Expert, who will lead the design, deployment, and management of a modern Human Resource Management System to digitize FBR’s HR processes. The role covers system customization, data migration, analytics/reporting, and user adoption, ensuring the HRMS becomes a central tool for workforce planning and policy execution.

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
System Design & Implementation	<ul style="list-style-type: none"> • Conduct needs assessment and document detailed HR workflows (recruitment, payroll, promotions, pensions, training) • Define functional requirements and prepare system specifications for vendor/IT team • Oversee pilot rollout in one department/wing, refine, and scale to all FBR offices • Develop system manuals, user guides, and training

	material
Data Migration and Digitization	<ul style="list-style-type: none"> • Audit current HR records (service books, leave registers, pension files) and prepare for digitization • Develop standard templates for employee data entry • Supervise bulk data migration and validate accuracy through spot-checks on sample records • Establish protocols for data backup, archiving, and secure access
Analytics and Reporting	<ul style="list-style-type: none"> • Configure dashboards for leadership (headcount, attrition, retirements, training coverage, and promotions). • Design monthly workforce analytics reports and automate generation. • Provide advisory notes using data insights (e.g., retirement bulges, recruitment gaps)
Integration and Security	<ul style="list-style-type: none"> • Ensure HRMS integrates with payroll, pension, and government ERP systems • Draft and enforce data privacy/security protocols • Work with IT teams to ensure compliance with government cyber security standards
Change Management and User Support	<ul style="list-style-type: none"> • Conduct user training workshops in regional FBR offices • Establish a helpdesk function for user queries and troubleshooting • Track adoption rates and issue monthly reports on usage • Recommend system upgrades and manage vendor support contracts

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

4. Key Outcomes:

- Digitized, secure, and integrated HRMS for efficiency and transparency.
- 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 in IT, MIS, HR, or related field
- 8+ years of experience in HRMS/ERP design, rollout, and support (e.g., SAP, Oracle, PeopleSoft, custom HRMS)
- Hands-on experience with HR data migration, database management, and system integration
- Ability to produce HR dashboards/analytics for decision-making
- Strong project management and change management 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>.