

**TERMS OF REFERENCES (TORs)**  
**TRAINING & DEVELOPMENT 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 Training & Development Expert, who will design and operationalize structured capacity-building programs for FBR’s workforce. The role covers training needs assessments, curriculum design, and vendor/partner management, delivery of programs, and monitoring /evaluation of training outcomes.

**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>
Training Needs Assessment	<ul style="list-style-type: none"> <li>• Conduct structured Training Needs Analysis (TNA) across all FBR departments (interviews, surveys, competency gap mapping)</li> <li>• Prepare an annual Training Plan aligned with reform priorities (tax administration, audit, IT, HR, enforcement)</li> <li>• Maintain a live training matrix by grade, role, and functional area</li> </ul>
Curriculum & Program Design	<ul style="list-style-type: none"> <li>• Draft detailed curricula for core areas (tax law, compliance, audit techniques, IT systems, leadership)</li> <li>• Prepare training modules, facilitator guides, and participant</li> </ul>

	manuals <ul style="list-style-type: none"> <li>• Develop e-learning modules, videos, and quizzes for digital rollout</li> <li>• Design certification pathways (basic, intermediate, advanced) for critical roles</li> </ul>
Program Delivery	<ul style="list-style-type: none"> <li>• Organize workshops, seminars, and on-the-job training programs</li> <li>• Manage partnerships with training institutes (CSA, NIBAF, LUMS, IBA, international partners)</li> <li>• Facilitate at least 2–3 training sessions personally to ensure quality</li> <li>• Develop and manage trainer pools (internal subject-matter experts)</li> </ul>
Monitoring and Evaluation	<ul style="list-style-type: none"> <li>• Design pre- and post-training tests, case studies, and evaluation forms</li> <li>• Track participant attendance, completion, and performance outcomes</li> <li>• Conduct post-training surveys and impact assessments</li> <li>• Produce quarterly dashboards on training coverage, costs, and outcomes</li> </ul>
Institutionalization and Reform	<ul style="list-style-type: none"> <li>• Create a Training Policy for FBR (frequency, eligibility, mandatory modules)</li> <li>• Build a digital Training Management System (in collaboration with HRMS Expert)</li> <li>• Coach HR staff to manage training logistics independently</li> </ul>

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

**4. Key Outcomes:**

- 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/deliverables.

**6. Qualifications and Experience:**

- Master’s in HR, Education, or Public Administration
- 10+ years’ experience in training and capacity-building, ideally in public sector or donor-funded projects
- Direct experience in designing curricula, writing training manuals, and implementing e-learning
- Strong facilitation and coaching track record
- Knowledge of training evaluation frameworks and feedback (e.g., Kirkpatrick, ROI methodology)

**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>.