

**TERMS OF REFERENCES (TORs)**  
**JUNIOR ASSOCIATE HR DATA ANALYTICS**  
**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. Objectives of the Assignment:**

The FBR intends to hire a Junior Associate to provide operational and administrative support to HR experts in data analysis, preparing reports, visualizing data and optimizing databases for efficient retrieval. The consultant will also support other units of FBR for data analysis – as required.

**3. Scope of the Assignment and Responsibilities:**

Key responsibilities of the consultant include the following:

- HR data analysis and reports on HRM aspects, using the HR systems, as required
- Develop and apply econometric models to analyze tax revenue trends and policy impacts.
- Data Analysis and Reporting: Assist in the data analysis and reporting and provide insights that support decision-making.
- Develop and refine queries to improve efficiency and reduce processing time and optimize databases for efficient data retrieval and processing.
- Utilize data visualization tools for presenting findings to policymakers and senior officials.
- Provide analytical support for the budget process and support the review of proposals received
- Prepare comprehensive reports on methodologies, findings, and policy implications.
- Any other related tasks, as assigned by FBR

#### **4. Reporting:**

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

#### **5. Qualifications & Expertise:**

- At least Bachelor's degree in Economics with specialization in Data Analysis and Econometrics.
- Proficiency in Microsoft Office, Python, STATA, and Excel-based financial modeling.
- Strong skills in communication (including written communication / report writing/ presentations etc.), teamwork, administrative support, and digital coordination.

#### **6. 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.

#### **7. 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>.