

Terms of Reference (ToRs)

Selection & Employment of Individual Consultant for Alternate Dispute Resolution Study

The Federal Tax Ombudsman (FTO) Secretariat has received a grant from the World Bank under project titled “Ombudsman IDF: Institutional Capacity Building”. The objectives of this project are to strengthen the Ombudsman institutions by improving their skill in handling the public complaints, increasing the number of citizens benefiting from their services, and faster processing of complaints leading to greater citizen satisfaction.

Amongst other project objectives, an important goal of the project is to sponsor a Research Study on ‘Extending Outreach of Alternate Dispute Resolution (ADR) Mechanism through Advocacy’ by hiring the services of a Consultant.

The Consultant will be closely and directly working under the supervision of the honorable Federal Ombudsman. The Consultant shall:

- i. Prepare a draft strategy to increase the outreach of Federal and Provincial Mohtasib -- in consultation with the senior management of FTO and Wafaqi Mohtasib’s Secretariats – with special focus on extending the outreach of the Wafaqi Mohtasib’s organization to the grass-root level all over Pakistan.
- ii. Formulate proposals for strengthening of ADR mechanism, keeping in view ground realities, socio-economic, linguistic, ethical, moral, and cultural background of people in various regions.
- iii. Prepare realistic proposals (without ignoring the financial considerations of limited incremental budgeting) for dissemination of information to the public about the functioning and performance of the Wafaqi and provincial Mohtasibs for redress of grievances.
- iv. Suggest building blocks for achieving maximum impact of the services provided by the Ombudsman offices.
- v. Based upon his study prepare a ‘Project Document’.
- vi. The main focus of this Project Document would be the national/international donor agencies for inspiring them to provide their funding for the ombudsman’s ‘Dispute Resolution Mechanism’
- vii. Project Document should also fulfill the parameters laid down in the Planning Division’s manual for preparing PC-1 for the development projects for the social sector.
- viii. Facilitate the Wafaqi Mohtasib in convening meetings of the international donors where the Project Paper could be presented as the ‘Strategy Paper’.

Scope of Work:

As mentioned above, the Consultant's major task will be to conceive and develop a Research Study on extending outreach of the Wafaqi Mohtasib's Office and other Ombudsman offices in the field of ADR. The Consultant will:-

- i. Review the literature on ADR.
- ii. Identify significant international models and complaint redress mechanisms and arrangements.
- iii. Conceptually and realistically describe how the components of an extended system of delivery for administrative justice at division, district and sub divisional levels could be integrated.
- iv. Identify how rapport with concerned federal, provincial and local governments in the target areas could be established.

- v. Determine whether any infrastructure facilities are available in the target areas that could be utilized for enhancing outreach.
- vi. Identify any additional manpower/infrastructure requirements.
- vii. Assist the Wafaqi Mohtasib's offices officials in coordinating this work with other stake holders including the ministries, provincial governments, various Ombudsmen Offices and any other organization and individual as required.
- viii. Identify and develop the extent of civil society involvement in ADR.
- ix. Identify and develop the role of bar associations at various levels.

Qualifications and Experience:

- i. A post-graduate degree from a recognized university in the social sciences, law, journalism, or public administration.
- ii. Demonstrated ability to write excellent research reports which should be supported by references to published work
- iii. Documented experience in functioning of Grievance Redress Systems, especially of the Ombudsman or similar institutions.
- iv. Prior experience of working with the public sector, especially in ADR set-up is a plus.

Duration

The duration of the consultancy will be two and a half (2 ½) months and in no case it could be extended beyond 15th August, 2015.

Deliverables

- i. Inception Memo with work plan
- ii. Periodic Progress Reports to the Secretary / Wafaqi Mohtasib
- iii. Draft Report
- iv. Final Report (5 Copies) on strengthening on 'ADR mechanism' along with a softcopy
- v. Draft Project Paper for discussion with the senior management
- vi. Final Project Document to be also used as 'Strategy Paper.'

Selection Method:

An individual consultant will be selected in accordance with process stipulated in Section V of "Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers (January 2011).