



FEDERAL TAX OMBUDSMAN SECRETARIAT

5-A, Constitution Avenue, Islamabad, Pakistan

Islamabad, Postal Code: (44000), Pakistan

Request for Expression of Interest (Consulting Service/ Consultant Selection)

PROJECT PREPARATION FACILITY FOR REVENUE MOBILIZATION

Loan No./Credit No./ Grant No.: Q813-PK

Assignment Title: Developing Synergy Between FTO and FBR Practices

Reference No. (as per Procurement Plan): 02./2012- Advisor (Projects)

The Federal Tax Ombudsman Secretariat has received financing from the World Bank towards the cost of the Project Preparation Facility for Revenue Mobilization, and intent to apply part of the proceeds for consulting services.

The consulting services “Developing Synergy Between FTO and FBR Practices” briefly include in-depth analysis of the processes and practices of FTO and FBR, identify how similar organizations in the world have developed synergy, analyze how synergy improved overall performance, identify the gaps and systematic weaknesses, prepare proposals, identify training packages, prepare step by step action plans etc.

- The Federal Tax Ombudsman Secretariat now invites eligible Consultants to indicate their interest in providing the Services, Interested Consultants should provide information demonstrating that they have the required qualification and relevant experience to perform the Services. The short listing criteria are: Minimum Master Degree in Social Sciences. 10-15 years of thorough knowledge and experience of public and private enterprises of relevant fields.

The attention of interested Consultants is drawn to paragraph 1.9 of the World Bank's Guidelines: *Selection and Employment of consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers*, setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms in the form of a joint venture or a sub consultancy to enhance their qualifications.

A Consultant will be selected in accordance with the method set out in the Consultant Guidelines.

For details visit office during the office hours (0800 to 1600 hours) or website www.fto.gov.pk.

Expressions of interest must be delivered in a written form to the address below in person, or by mail, or by fax, or by e-mail by *04-03-2013*

MUHAMMAD FARHAN KHAN

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Hiring of a Consultant Firm for conducting study on 'Developing Synergy between FTO and FBR Practices'

Background:

The Federal Tax Ombudsman Office (FTO) and FBR have received a loan from the World Bank for developing a Project Preparation Facility (PPF) for revenue mobilization. The PPF will enable the GOP to prepare a Revenue Mobilization Project (RMP). The RMP will consolidate the Tax Administration Reforms initiated under TARP.

The FTO Secretariat desires to utilize part of the loan for introducing improvements and up-gradation within its own organization for supporting result based management and enhancing accountability and transparency. The FTO Office, therefore, desires to sponsor a study for developing synergy between FBR and FTO offices so that the two organizations work together in complete harmony for achieving national objectives. The synergy may enable both the organizations to learn about each other's capabilities and best practices for providing quick and speedy redress of the grievances of the tax payers. Both of them can benefit from the best practice around the work and supplement efforts on office automation.

The FTO Office, therefore, intends to hire the services of an experienced consulting firm for conducting an in-depth study on developing synergy between FBR and FTO practices, which could ultimately lead to achieve the objectives of RMP.

'Grievance Redress System' is an important pillar of good governance because it leads to social cohesion and unity. Prompt and timely redress of public grievances is intimately connected to accountability of the civil servants and Federal Tax Ombudsman is striving to redress the grievances of the tax payers promptly and efficiently. The primary objective of the present intervention is to carry out an in-depth study on the issue of 'Developing Synergy between FTO and FBR Practices'. The study would help both the organizations to quickly handle the complaints of the tax payers and redress their grievances within the shortest possible time.

Objectives:

- The Consultants will carry out an in-depth analysis of all the processes and practices adopted by both the organizations for handling public complaints
- Identify best practices around the world on how two similar organizations have developed synergy
- Analyze how the synergy between the two organizations improved their performance and lead to achieving objectives of the RMP
- Identify the gaps between best practices in the world and Pakistani case
- Identify systemic weaknesses in FBR and FTO Office working which are creating bottleneck in developing synergy and adversely affecting RMP objectives
- Prepare proposals for enhancing capacity of FBR in general and FTO Office in particular for developing synergy
- Identify training institutions where FTO staff members may be trained for skill development

Skills transfer

- A **'Work Plan'** with clear 'Time Lines' within one week of the award of the assignment. Consultants would present this 'Work Plan' to the Honorable FTO and make necessary changes as advised.
- **Revised Work Plan** will be submitted with 3 days.
- The Consultant will strictly follow the Work Plan.
- Consultants will submit his first **'Interim Report'** on completion of first month.
- Consultants will submit his **'Second Interim Report'** on completion of second month.
- Consultants will submit his **'Final Report'** one week before the end of third month for approval of Honorable Federal Tax Ombudsman.
- **'Revised Final Report'** will be submitted (after incorporating the desired amendments) on the last day of the third month.
- The 'Consultant' will submit **'Action Plan for Training'** make arrangements for the training in the fourth month
- Prepare and seek approval of **'Training Modules'**
- Conduct two training workshops during the fifth month and submit End of Training Report containing suggestions for future trainings

Qualifications:

The interested consultants shall be a tax registered national management consultancy firm or an international management consultancy firm incorporated for at least five (5) years for offering similar services and have completed five (5) similar projects of this scale and complexity and in comparable organizations. Consultant should possess good knowledge of all concepts, principles and approaches required for assignment. The firm should provide details (documentary evidence e.g. contract award or reference letter from the clients stating scope of services and deliverables) of all such projects for the last 5 years or more during which they were completed. In case of joint venture, the details of such projects will be provided separately as primary or associated consultant.

Should propose adequate approach, methodology & work plan for timely and effective completion of assignment.

Indicative composition of team which may be proposed by Consultants:

Sr No	Position	Qualification and Experience	Number
1.	Team Leader/ Legal Specialist	LLM with at least 10 years or LLB with 15 years of overall experience with minimum of 5 years specific experience in successfully handling tax related cases	One
2.	OD Specialist	Masters Degree in Human Resources Management / with at least 15 years' experience in implementation of multi-sectoral projects. A minimum of 5 years specific experience in leading similar assessment would be essential. Relevant work experience with tax authorities will have added benefit.	One
3.	Domain Expert (Retired FTO or FBR Officer)	A retired civil servant not over 65 years of age not below BPS-20	One

Indicative Payment Structure:

The 'Consultant' will be paid the lumpsum amount for conducting the study according to the following schedule. Team will generally be required to stay at Islamabad but is expected to travel to other cities occasionally for which there shall be no additional amount for travelling outside Islamabad as it would be considered included in the lumpsum costs:

Sr. No	Benchmark	Payment
1.	Submission of revised approved Work Plan	10%
2.	Approval of First Interim Report	10%
3.	Approval of Second Interim Report	10%
4.	Approval of the Final Report	25%
5.	Submission of Training Modules	10%
6.	Submission of Final Report after the Trainings	35%

Coordination:

'The Consultants' will be frequently required to meet Honorable Federal Tax Ombudsman, and Secretary, FTO Secretariat for consultation and briefing about the progress of his assignment **Selection Process**

Procurement will be completed following the Selection Based on Consultants Qualification (CQS) method in accordance with paragraph 3.7 of World Bank's Guidelines: Selection and Employment of Consultants [under IBRD Loans and IDA Credits & Grants] by World Bank Borrowers (January 2011) .