



# **FEDERAL TAX OMBUDSMAN SECRETARIAT**

**5-A, Constitution Avenue, Islamabad, Pakistan**  
Islamabad, Postal Code 44000, Pakistan

## **Ombudsman IDF: Institutional Capacity Building Project** *Terms of Reference for Performance Improvement Interventions in Ombudsman Offices*

### **Introduction**

Federal Tax Ombudsman (FTO) Secretariat in collaboration with the World Bank is presently implementing a project namely '**Ombudsman IDF: Institutional Capacity Building**'. The project is designed to improve the service delivery of the Ombudsman Offices by strengthening responsiveness and accountability. The project is based on the cherished objective of providing compassionate and considerate platform to the citizens, the end-users of the services provided by the Federal and Provincial agencies against unreasonable and biased decisions of the civil bureaucracy. The project, therefore, intends to give voice to the citizens, especially poor and marginalized. It wants to ensure that the grievances of the public are timely and effectively redressed. The project intends to establish partnership amongst all ombudsman offices on a shared common vision and empower them by bringing in innovative technological interventions that would develop them into strong independent dispute resolution bastions scaling down unnecessary litigation burden of the courts and thus reducing the work load of the judiciary.

### **Objectives & deliverables**

A Grievance Redress Systems is an important pillar of good governance because it may help to enhance social unity and cohesion. It may provide a solid foundation for promoting rule of law, directly linked with development and growth. An important element of the Grievance Redress Systems is prompt and speedy relief to the customers.

Conventional grievance redress mechanisms in Pakistan have, however, limited capacity to provide prompt and timely redress of the grievances and their performance can be improved if the capacity of these institutions is enhanced. The main objective of awarding this consultancy is, therefore, to identify '**Performance Improvement Interventions in Pakistan's Ombudsman Offices**' and prepare action plan for implementation.

Main deliverables under this consultancy are:

#### **1. Needs assessment study for the ombudsman institutions of Pakistan**

- The study/report will assess the performance of all ombudsman institutions in Pakistan (total 12) by using the Accountability, Autonomy and Appropriateness (AAA) framework. This will include review of the implementation of the new legislation (Ombudsman Reforms Act 2013), organizational capacity (framework, internal policies, procedures, arrangements),

- individuals' capacity (experience, knowledge, technical skills), and budgetary allocations. This will help analyze existing situation and identify capacity gaps.
- For a better informed analysis, the study is also required to use/include int'l best practices.
  - On the basis of above assessment and related analysis the study will present recommendations for improvement/capacity enhancement, and particularly select five institutions in the dire need of support/measures to improve their performance.

## **2. Implementation action plan**

- On the basis of/in-line with the recommendations made in above study, an action plan (short, medium, and long term) will be submitted for the implementation of capacity enhancement in all ombudsman institutions.

### *Note:*

- The preparation of the study should demonstrate active involvement of all the stakeholders (Ombudsman Offices) at all stages i.e. from analyzing the existing situations to preparing/implementing the action plan.
- The proposal should clearly address sustainability and replicability issues.
- The ultimate objectives/outcome of recommended measures should be increase in the number of citizens benefitting from the ombudsman services and a decrease in number of days for processing complaints.

## **Eligibility Criteria**

The Consultants who have sound knowledge about the working of various dispute resolution mechanisms available in the country, especially working of the Ombudsman Offices, sound analytical skills and previous experience of working on governance and social cohesion issues and other cross cutting themes, may apply for award of this consultancy.

## **Submission of Proposal**

The proposal must be delivered in a written form to the FTO Secretariat, Islamabad in person, or by mail, or by fax, or by email by 27.01.2014 (10:00 am) which will be opened on the same day at 11:00 am.

The Federal Tax Ombudsman Secretariat reserves the right to accept or reject any or all the tenders as the case may be.