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**GOVERNMENT OF SIERRA LEONE  
PROJECT FIDUCIARY MANAGEMENT UNIT –PFMU**

**Name of Project: Public Financial Management Improvement and Consolidation Project**

**Credit/Grant Numbers:** IDA Credit Number 5350-SL, TF Grant Number 17201-SL and AfDB-2100155027317

**Assignment Title: RECRUITMENT OF AN INDIVIDUAL CONSULTANT AS TECHNICAL AND REFORMS ADVISORY SUPPORT TO THE NRA**

**REFERENCE No. CONTRACT No. SL-MoFED-53254-CS-INDV**

**DATE OF ISSUANCE: 23<sup>rd</sup> JUNE, 2020**

**1.0 SOURCE OF FUNDS/ BACKGROUND AND CONTEXT**

The government of Sierra Leone solicited and got approval from the Executive Directors of the World Bank to provide Additional Financing (AF) of US\$10.0 million to Sierra Leone for the Public Financial Management Improvement and Consolidation Project (PFMICP, P133424). The proposed AF is an IDA grant to allow for (a) US\$3.0 million for the introduction of an electronic procurement (e-Procurement) platform within a new Component 1, (b) US\$4.5 million to address the funding gap associated with implementation of the Integrated Taxation Administration System (ITAS) within the new Component 1, and (c) US\$2.5 million for the introduction of new activities around open and big data and scaling up of non-state actor (NSA) support within the new component.

The restructured Project now comprises of the following components:

- **Component 1: Strengthening Budget, Financial, Procurement, and Taxation Systems:**

The objectives of this component are to:

1. Strengthen the macro fiscal forecasting and Public Investment functions of government to improve overall budget planning; strengthen systems and procedures for budget formulation; and build capacity for managing contingent liabilities.
2. Strengthen financial control in government, improve accountability systems and practices, and enhance independent and public oversight in the management and use of public finances in Sierra Leone.

3. Strengthen revenue policy and oversight of revenue collection; improve the efficiency and integrity of revenue administration; to increase domestic revenue, and to integrate revenue systems with overall PFM system.

- **Component 2: Improving PFM Oversight and Accountability Systems:**

The objective of this component is to strengthen financial control in government, improve accountability systems and practices, and enhance independent and public oversight in the management and use of public finances in Sierra Leone

- **Component 3: PFM Reform Coordination and Project Management:**

The objectives of this component are to provide a continuing institutional and coordination basis for overseeing the implementation of the PFM Reform Strategy as a whole as well as manage the implementation of the proposed project – the PFM Improvement and Consolidation Project. It will include the management of fiduciary aspects of the proposed project and serve as the overarching government entity for monitoring and evaluation of all PFM reform actions under the Strategy as well as for the proposed operation.

## **2.0 BACKGROUND**

The National Revenue Authority {NRA} is committed to undertaking operational reforms and building the capacity of its staff. Accordingly, NRA is implementing a Modernization Programme in furtherance of achieving these ambitious tasks. This programme supports a variety of reform measures in key areas including the Information and Communication Technology {ICT} Infrastructure and Business Process Re-engineering and Automation. The Authority recognizes ICT as an important tool for advancing good governance and administrative proficiency. Some Steps have already been taken, including development of a clear road map to computerize all the Authority's operations, and upgrade in-house ICT equipment. The ICT department is also required to improve NRA's internal delivery capacity. Furthermore, the Authority is determined to strengthen its ICT technological awareness by advancing the ICT skills of current staff.

In the interim, the Authority strongly recommends the hiring of a consultant with the relevant professional and management skills and technological capability with a view **to guide and advice on ongoing modernization efforts part of which is ICT revenue systems reforms.**

In pursuit of the above objectives, therefore, the Authority is seeking a competent Senior Technical and Reforms consultant with strong background in ICT and Revenue Administration to advise the authority for a period of **7 (seven) months.**

When completed, these reforms will ensure efficiency in the revenue collection drive through:-

- the reduction in the use of discretion in operations;
- reduction in revenue leakages;
- the reduction of taxpayers' compliance cost; and
- the availability of complete and quality data on tax administration.

The net benefit will be an efficient tax administration system resulting in an increase in revenue collection, trade facilitation and an efficient and effective border management and control system, since the NRA will be better informed about its taxpayers.

### **3.0 SCOPE OF WORK**

Support the authority by providing **technical advice, overall coordination, and oversight of the** management and implementation of the following ongoing reform programmes:

- Integrated Tax Administration System (ITAS) that will provide e-services for taxpayers and other stakeholders;
- the electronic single window to support e-governance in facilitating seamless Customs transaction processing;
- fine tuning of ICT infrastructure to support the full automation of revenue systems in the authority.;
- the acquisition and implementation of Revenue Payment, Receipting, and Reconciliation System (RPRRS) that will serve as the payment gateway for all revenue payments and also ensure quick and accurate reconciliation of revenue payments;
- integration/interface of revenue systems within the NRA;
- Creation and management of a data warehouse system that should serve as a central data repository to feed data analysis;
- Providing advisory services on acquisition of appropriate data analytics tools and packages;
- the design of policies, procedures and standards for the seamless integration and interfacing with other internal and external systems;
- the review and enhancement of the current ICT sustainability Plan and Mitigation of risk issues for ICT across NRA (application and operating systems, hardware, networks and competencies);
- the development of an NRA ICT strategy that would address current and future medium-term ICT needs of the Authority;
- the provision of advisory service to the Commissioner General's Office;
- identifying a sustainable ICT capacity building programme and support its implementation (training, on job mentoring for ICT staff);
- re-aligning other operational reforms with the revenue systems reforms defined in the PFMIC Project;
- strengthening the Modernization Unit (MU), and engaging technical assistance experts to deliver initiatives;
- establishing a calendar for critical milestones for the implementation of key reforms in the Authority; and
- identifying other short-term reform priorities for key tax administration areas, that is: collection, audit, appeals, taxpayer services, information technology and administration of human resources;

### **4.0 KEY QUALIFICATIONS**

- Good knowledge and experience in enterprise network and IT security systems.

- Knowledge and experience in revenue administration systems and operation.
- Extensive work experience in planning and implementing IT Reforms in a Revenue Authority.
- Prior experience in developing strategic IT reforms and system plans for Revenue Authority organizations.
- High level of competencies in development and implementation of ICT systems.
- Management of an ICT infrastructure of a computerised Revenue authority.
- Master's degree in ICT, Organization Development, Business Administration, or other relevant behavioral science.
- Knowledgeable in various development methodologies.
- Excellent interpersonal and communication skills, outgoing personality.
- Ability to work in a team environment and under strict timelines.

## **5.0 EXPECTED OUTPUT AND DELIVERABLES**

The Consultant must produce the following deliverables:

- High quality and prompt response to requests and meetings related to PFMICP-supported revenue systems projects/reforms.
- Knowledge transferred to the ICT staff to handle information security and operational issues in the day to day activity of NRA.
- Efficient and secure ICT Systems based on the reforms to be implemented
- A comprehensive training programme for ICT Staff.
- ICT policies and procedures fully implemented.
- A detailed progress report on the implementation of reforms and challenges that may jeopardize their successful implementation.
- An updated detailed implementation timetable.
- Recommendations to enhance reforms and project management.
- Presentations and/or workshops for NRA (and possibly MoF) officials as needed.
- Any other deliverables as agreed.

### **5.1.TIME FRAME AND DURATION**

The proposed duration of the assignment is 7 months.

### **5.2. REPORTING, COMMUNICATION AND COORDINATION**

The consultant shall work on a day to day basis in Freetown and in the remote home country of the consultant, as the case may be, under the direct supervision of the Commissioner General's Office, assisted by the Head of ICT department and the Commissioner of Domestic Tax Department.

The Consultant must submit monthly reports to the Commissioner General, copying the Commissioner, Domestic Tax Department, the Senior Director, ICT, Senior Director, Modernization Unit and the ITAS Project Manager.

A final report shall be submitted in hard copy and soft copies at the end of assignment

## **6.0 SELECTION CRITERIA**

The short-listing criteria are:

1. Experience of the Individual Consultant relevant to the Assignment
2. Competency/Qualification of the Individual Consultant relevant to the Assignment

*This REOI will lead to the preparation of Short list of Consultants*

The Consultant will be selected in accordance with *Individual Consultant (IC)* method set out in the World Bank's Procurement Regulations for IPF Borrowers (July 2016, Revised November 2017, Revised August 2018) setting forth the World Bank's policy on conflict of interest

Further information can be obtained at the address below during office **hours 0900 to 1700 hours Sierra Leone time from Monday through Friday.**

Expressions of interest must be delivered in a written form to the address below in person or **e-mail: [pfm2018@gmail.com](mailto:pfm2018@gmail.com)** on or before **Tuesday 7<sup>th</sup> July, 2020**. The name of the assignment should boldly be written as **“RECRUITMENT OF AN INDIVIDUAL CONSULTANT AS TECHNICAL AND REFORMS ADVISORY SUPPORT TO THE NRA”**.

**THE TEAM LEAD  
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