

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
জাতীয় রাজস্ব বোর্ড
অভ্যন্তরীণ রাজস্ব সংগ্রহের সক্ষমতা বৃদ্ধিকরণ প্রকল্প
রাজস্ব ভবন, প্লট-এফ ১/এ, আগারগাঁও
শেরে বাংলা নগর, ঢাকা-১২০৭
Webmail: sdrmp@nbr.gov.bd



নথি নং ০৮.০১.০০০০.০০০.১০৭.১৪.০০১৮.২৬/১৬০০

তারিখ: ৩০/০৬/২০২৬ খ্রি.

বিষয়: ওয়েবসাইট এ TOR ও REOI প্রকাশ প্রসঙ্গে।

উপর্যুক্ত বিষয়ের প্রতি আপনার দৃষ্টি আকর্ষণ করছি।

২। অভ্যন্তরীণ রাজস্ব সংগ্রহের সক্ষমতা বৃদ্ধিকরণ প্রকল্পের (Package: SDRM/IT/S-3) Project Executive and Coordinator (Information & Communication Technology for Income Tax) নিয়োগের লক্ষ্যে প্রস্তুতকৃত TOR ও REOI আগামী ০২/০৭/২০২৬ খ্রি. তারিখে ওয়েবসাইট এ প্রকাশে প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য এ তদসঙ্গে সংযুক্ত করে প্রেরণ করা হলো।

সংযুক্তি: ০১। TOR ৩ (তিন) পাতা।
 ০২। REOI ২ (দুই) পাতা।

৩০/০৬/২০২৬

(মোঃ মাসুদুর রহমান মাসুদ)

প্রকল্প পরিচালক

অভ্যন্তরীণ রাজস্ব সংগ্রহের সক্ষমতা বৃদ্ধিকরণ প্রকল্প

প্রাপক:

- ✓ ১। সিনিয়র সিস্টেম এ্যানালিস্ট, বিপিপিএ, আইএমইডি, পরিকল্পনা মন্ত্রণালয়, শেরে-ই-বাংলা নগর, ঢাকা-১২০৭।
- ২। সিস্টেম ম্যানেজার, জাতীয় রাজস্ব বোর্ড, রাজস্ব ভবন, প্লট-এফ ১/এ, আগারগাঁও, শেরে বাংলা নগর, ঢাকা-১২০৭।

Government of the People's Republic of Bangladesh
National Board of Revenue
Strengthening Domestic Revenue Mobilization Project (SDRMP)
Rajashwa Bhaban, Plot-F 1/A, Agargaon
Sher-E-Bangla Nagar, Dhaka-1207
Webmail: sdrmp@nbr.gov.bd

File No-08.01.0000.000.107.14.0018.26/1256

Date: 30 June, 2026

Request for Expressions of Interest (REOI)

For

Individual Consultant Service as Project Executive & Coordinator (Information & Communication
Technology for Income Tax)

Strengthening Domestic Revenue Mobilization Project (SDRMP) part of Strengthening Institutions for
Transparency and Accountability (SITA).

Assignment Title: Providing Individual Consultant Service as Project Executive & Coordinator (Information & Communication Technology for Income Tax) for Strengthening Domestic Revenue Mobilization Project (SDRMP).

Reference Number: SDRM/IT/S-3

1. The Government of the People's Republic of Bangladesh (GOB) has received financing from the World Bank for implementing Strengthening Domestic Revenue Mobilization Project (SDRMP), a part of Strengthening Institutions for Transparency and Accountability (SITA). The National Board of Revenue (NBR) will implement the project. It intends to apply a part of the proceeds of this credit for the services of an Individual Consultant Service as Project Executive & Coordinator (Information & Communication Technology for Income Tax).
2. The broad scope of consulting services ("the Services") includes but not limited to carrying out following in the project.
 - i) Review the existing ICT landscape, applications, databases, infrastructure, integration points and digital service delivery arrangements of Income Tax administration and identify modernization needs.
 - ii) Provide ICT inputs to business process reform and end-to-end automation of income tax administration, including taxpayer registration, filing, payment, audit, assessment, refund, appeal, litigation, recovery, reporting and taxpayer services.
 - iii) Coordinate the preparation and review of ICT-related technical documentation, including system requirements, high-level design, architecture notes, API requirements, interoperability standards, data model, data migration plan, cybersecurity requirements and user acceptance criteria.
 - iv) Support the design and implementation of API-based interoperability between Income Tax systems, VAT/IVAS, Customs/ASYCUDA, iBAS++, payment systems and other authorized government or third-party systems.
 - v) Provide technical coordination for income tax data lake, analytics, executive dashboards, revenue monitoring, compliance-risk analysis and decision-support tools.
 - vi) Assist the PIU and PECT-IT in monitoring the development, testing, deployment and rollout of Income Tax ICT modules and systems, including field-level implementation and user feedback.
 - vii) Support data migration and digitization activities, including legacy data conversion, DICON-related work, data cleansing, validation, deduplication and audit-trail preservation.
 - viii) Coordinate with other consultants, system integrators, NBR ICT personnel, field offices and stakeholders to ensure that ICT activities are implemented according to the project schedule and agreed technical standards.
 - ix) Provide technical advice to PIU procurement and contract management processes for ICT-related packages, including review of technical specifications, ToR, deliverables, evaluation criteria, SLA and acceptance criteria.
 - x) Provide non-voting technical input to TEC/PEC or other committees when formally requested, subject to confidentiality and conflict-of-interest requirements.

- xi) Support UAT, system acceptance, cybersecurity review, VAPT follow-up, SLA monitoring and contract deliverable verification for Income Tax ICT packages.
 - xii) Prepare and conduct structured knowledge-transfer sessions and practical capacity-building activities for NBR Income Tax and ICT staff.
 - xiii) Prepare periodic progress reports, technical notes, issue logs, risk registers, meeting minutes and recommendations for the PD/DPD/PIU.
 - xiv) Perform any other ICT-related task within the scope of the assignment as assigned by the Project Director & deliver deliverables described in the Terms of Reference (TOR).
 - xv) Perform any other responsibilities stated in TOR.
3. The expected date for commencement of the services is 15th August 2026 and the tentative duration of the entire assignment is about 24 (Twenty-four) person-months consistent with TAPP provision. Detailed Terms of Reference (TOR) and other information will be available upon request from the address provided below either through email or in person. The TOR can be found at www.nbr.gov.bd.
 4. Performing any other responsibilities and deliverables those are supposed to be delivered described in the Terms of Reference (TOR). Visit field offices or other relevant project areas as per the assignment of Project Director (PD).
 5. The National Board of Revenue (NBR) under Internal Resources Division, Ministry of Finance, Government of Bangladesh now invites eligible individuals to indicate their interest in providing the Services. Interested individual should provide information demonstrating that they have the required qualifications and relevant experience to perform the services.

The selection criteria are:

Qualification & Experiences:

- Minimum Bachelor's degree in Computer Science, Information Technology, Computer Engineering, Software Engineering, ICT, or a related discipline. A Master's degree will be preferred.
- At least 15 years of relevant professional experience in ICT, enterprise application development/management, system integration, digital platform development, ICT project management related to revenue administration, preferably Income Tax administration systems.
- At least 5 years of experience with Business Process Re-engineering and Process Automation preferably in the tax administration domain
- At least 5 years of experience with system architecture, API integration, and interoperability
- At least 5 years of experience with data migration, and data governance
- At least 5 years of experience related to cybersecurity, cloud/data center/DR
- At least 5 years of experience in user acceptance testing (UAT) management, SLA monitoring and ICT contract management.
- At least 5 years of experience with ICT procurement processes under World Bank or other development partner guidelines, including review of technical specifications and evaluation criteria, will be preferred.
- Experience in World Bank, ADB or other development partner-financed projects will be an advantage.
- Professional certifications such as PMP/PRINCE2/SAFe Agile ScrumMaster or TOGAF are required.
- Certifications in cybersecurity, cloud, ITIL or equivalent are desirable
- Excellent written and spoken Bangla and English; strong ability to prepare technical reports, meeting notes, review comments and official correspondence.

6. The attention of interested Consultants is drawn to Section III, paragraphs 3.14, 3.16 and 3.17 of the World Bank Procurement Regulations for IPF Borrowers (February 2025, Sixth Edition) setting forth the World Bank's policy on conflict of interest.
7. A Consultant will be selected following the Open Competitive Selection of Individual Consultants method set out in the World Bank Procurement Regulations for IPF Borrowers (February 2025, Sixth Edition). Shortlisting will be done based on qualifications and experience relevant to the assignment.
8. Interested consultants are invited to submit their Expression of Interest along with updated Curriculum Vitae (CV) demonstrating their qualifications and experience relevant to the assignment. Further information can be obtained at the address below during office hours (09:00 AM to 05:00 PM Bangladesh Standard Time).
9. The procuring entity reserves the right to accept or reject any or all Expression of Interest (EOI/EOIs) without assigning any reason.
10. Consultants shall not be under suspension or debarment by the World Bank.
11. Expressions of Interest must be delivered in written form (in person, by mail, or by email) to the address below by 01:00 PM (Bangladesh Standard Time), 22nd July, 2026.



Md. Masudur Rahman Masud
Project Director
Strengthening Domestic Revenue
Mobilization Project (SDRMP)
Room No. 430, Rajashwa Bhaban, Plot-F 1/A
Agargaon Sher-E-Bangla Nagar, Dhaka-1207
Webmail: sdrmp@nbr.gov.bd

File No-08.01.0000.000.107.14.0018.26/1356

Date: 30 June, 2026

Copy forwarded for kind information/action:

1. System Manager, National Board of Revenue (He is requested to publish this notice on NBR website).
2. Senior System Analyst, BPPA, IMED, Ministry of Planning, Sher-e-Bangla Nagar, Agargaon, Dhaka-1207 (He is requested to publish this notice on website).
3. PS to Chairman, National Board of Revenue, Agargaon, Dhaka (For kind information of the Chairman, NBR).
4. The Manager (Advertisement), The Daily Star. [He is requested to Publish this notice for 1 (one) Day in inner page, on 01st July, 2026 (Size as small as possible but not less than 15" x 3" Column)].
5. The Manager (Advertisement), The Daily Prothom Alo. [He is requested to Publish this Notice for 1 (one) Day in inner page, on 01st July, 2026 (Size as small as possible but not less than 15" x 3" Column)].



Md. Masudur Rahman Masud
Project Director
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Mobilization Project (SDRMP)
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Webmail: sdrmp@nbr.gov.bd

Terms of Reference

*Project Executive and Coordinator (ICT for Income Tax)
Individual Consultant - National Assignment
Strengthening Domestic Revenue Mobilization Project (SDRMP)*

Implementing Agency: National Board of Revenue (NBR), Internal Resources Division (IRD), Ministry of Finance

Financing: Government of Bangladesh and IDA Credit under the SITA Project

Assignment Type: Individual Consultant, Time-Based

Duty Station: PIU Office, Dhaka, with field visits as required

1. Project Background

The Strengthening Domestic Revenue Mobilization Project (SDRMP) is a technical assistance project implemented by the National Board of Revenue (NBR) under the Internal Resources Division (IRD), Ministry of Finance, with financing from the Government of Bangladesh and IDA under the SITA operation. The project aims to strengthen NBR capacity for improving domestic revenue mobilization through business process reform, policy analysis, capacity development, automation, and interoperability of NBR systems.

The SDRMP includes end-to-end automation of income tax administration, modernization of VAT administration, nationwide e-invoicing, integration among Income Tax, VAT/IVAS, Customs/ASYCUDA and relevant external systems, development of unique taxpayer identification arrangements, taxpayer service improvement, call center, e-learning and data-driven revenue administration. The Project Executive and Coordinator (ICT for Income Tax) will support the Income Tax component within the Project Execution and Coordination Team for Income Tax.

2. Position and Assignment

The Consultant shall serve as Project Executive and Coordinator (ICT for Income Tax) under the PECT for Income Tax. The assignment is an individual consultant assignment. The Consultant will support the Project Director, Deputy Project Director (Income Tax), PIU and relevant NBR wings in coordinating ICT activities for income tax automation and interoperability.

3. Objective of the Assignment

The objective of the assignment is to provide high-quality technical coordination, advisory and implementation support for ICT-related activities under the Income Tax component of SDRMP, ensuring that the digital solutions are practical, secure, interoperable, fit-for-purpose, sustainable and aligned with the approved TAPP, POM, Procurement Plan/STEP, World Bank Procurement Regulations and applicable Government rules.

4. Scope of Services and Responsibilities

- Review the existing ICT landscape, applications, databases, infrastructure, integration points and digital service delivery arrangements of Income Tax administration and identify modernization needs.
- Provide ICT inputs to business process reform and end-to-end automation of income tax administration, including taxpayer registration, filing, payment, audit, assessment, refund, appeal, litigation, recovery, reporting and taxpayer services.
- Coordinate the preparation and review of ICT-related technical documentation, including system requirements, high-level design, architecture notes, API requirements, interoperability standards, data model, data migration plan, cybersecurity requirements and user acceptance criteria.

- Support the design and implementation of API-based interoperability between Income Tax systems, VAT/IVAS, Customs/ASYCUDA, iBAS++, payment systems and other authorized government or third-party systems.
- Provide technical coordination for income tax data lake, analytics, executive dashboards, revenue monitoring, compliance-risk analysis and decision-support tools.
- Assist the PIU and PECT-IT in monitoring the development, testing, deployment and rollout of Income Tax ICT modules and systems, including field-level implementation and user feedback.
- Support data migration and digitization activities, including legacy data conversion, DICON-related work, data cleansing, validation, deduplication and audit-trail preservation.
- Coordinate with other consultants, system integrators, NBR ICT personnel, field offices and stakeholders to ensure that ICT activities are implemented according to the project schedule and agreed technical standards.
- Provide technical advice to PIU procurement and contract management processes for ICT-related packages, including review of technical specifications, ToR, deliverables, evaluation criteria, SLA and acceptance criteria.
- Provide non-voting technical input to TEC/PEC or other committees when formally requested, subject to confidentiality and conflict-of-interest requirements.
- Support UAT, system acceptance, cybersecurity review, VAPT follow-up, SLA monitoring and contract deliverable verification for Income Tax ICT packages.
- Prepare and conduct structured knowledge-transfer sessions and practical capacity-building activities for NBR Income Tax and ICT staff.
- Prepare periodic progress reports, technical notes, issue logs, risk registers, meeting minutes and recommendations for the PD/DPD/PIU.
- Perform any other ICT-related task within the scope of the assignment as assigned by the Project Director, provided that such task is consistent with the contract and does not create conflict of interest.

5. Deliverables and Reporting

Deliverables	Indicative Content	Indicative Timing
Inception Report	Understanding of assignment, methodology, work plan, stakeholder engagement plan, coordination mechanism and detailed timeline.	Within 30 days of contract effectiveness
Existing System Review and Gap Analysis Report	Review of existing systems, infrastructure, business processes, data requirements, risks and bottlenecks of Income Tax ICT landscape.	Within 90 days
ICT Architecture and Interoperability Review Notes	Architecture, API, data model, integration, cybersecurity, hosting, migration, SLA and UAT related notes as required.	Periodic / as required
Monthly Progress Report	Monthly work performed, meetings, issues, risks, decisions required, deliverables reviewed and next-month plan.*	Monthly
Quarterly Coordination Report	Progress of ICT activities against TAPP, work plan and contract milestones; key risks and corrective actions.	Quarterly
Training and Knowledge Transfer Materials	Structured training/manuals/guides for relevant Income Tax and ICT officials.	As required
Exit and Handover Plan	Handover of all work products, pending issues, knowledge-transfer roadmap, operational guidelines and sustainability recommendations.	At least 30 days before contract end

6. Qualification and Experience Requirements

- Minimum Bachelor's degree in Computer Science, Information Technology, Computer Engineering, Software Engineering, ICT, or a related discipline. A Master's degree will be preferred.

At least 15 years of relevant professional experience in ICT, enterprise application development/management, system integration, digital platform development, ICT project management related to revenue administration, preferably Income Tax administration systems.

-
- At least 5 years of experience with Business Process Re-engineering and Process Automation preferably in the tax administration domain
- At least 5 years of experience with system architecture, API integration, and interoperability
- At least 5 years of experience with data migration, and data governance
- At least 5 years of experience related to cybersecurity, cloud/data center/DR
- At least 5 years of experience in user acceptance testing (UAT) management, SLA monitoring and ICT contract management.
- At least 5 years of experience with ICT procurement processes under World Bank or other development partner guidelines, including review of technical specifications and evaluation criteria, will be preferred.
- Experience in World Bank, ADB or other development partner-financed projects will be an advantage.
- Professional certifications such as PMP/PRINCE2/SAFe Agile ScrumMaster or TOGAF are required.
- Certifications in cybersecurity, cloud, ITIL or equivalent are desirable
- Excellent written and spoken Bangla and English; strong ability to prepare technical reports, meeting notes, review comments and official correspondence.

7. Duration, Duty Station and Performance Assessment

The assignment duration shall be up to 60 person-months, subject to satisfactory performance, annual/periodic performance review, availability of funds, and continuation of the project requirement. The contract may initially be issued for a shorter period with renewal/extension subject to satisfactory performance and applicable approval, provided that the total duration remains within the approved TAPP provision.

The Consultant shall be based at the PIU office in Dhaka and may be required to travel to NBR field offices and other locations as approved by the Project Director. Remote work, if any, shall require prior written approval of the Project Director and shall not affect deliverables, confidentiality or availability requirements.

8. Institutional Arrangement and Reporting

The Consultant shall report to the Project Director, SDRMP, and work in close day-to-day coordination with the Deputy Project Director (Income Tax), PECT-IT, PIU consultants and relevant NBR officials. The Consultant shall attend project meetings, technical review meetings, committee meetings and field consultations as required.

9. Payment and Performance Management

Payment shall be made on a time-based basis against approved monthly timesheet, monthly activity report and certification of satisfactory services by the authorized project official. No payment shall be made for unsatisfactory, unauthorized or unsupported services. The PIU shall conduct periodic performance assessments. Unsatisfactory performance may lead to warning, withholding of payment for unacceptable services, non-extension, or termination in accordance with the contract.

10. Termination

Either Party may terminate the Contract in accordance with the signed contract. Without limiting the contract provisions, the Client may terminate the Contract by giving written notice to the Consultant in case of: (a) persistent unsatisfactory performance after written warning and reasonable opportunity to remedy; (b) breach of confidentiality, conflict-of-interest, data security, integrity, or professional conduct obligations; (c) failure to perform assigned services or submit required deliverables; (d) fraud, corruption, collusion, coercion, obstruction,

misrepresentation or sanctionable practice; (e) non-compliance with applicable laws, PPA/PPR, World Bank Procurement Regulations, Anti-Corruption Guidelines, the approved Procurement Plan/STEP, TAPP or POM; (f) prolonged absence or incapacity affecting performance; or (g) termination for convenience in the interest of the Project. The Consultant may terminate the Contract only by giving prior written notice in accordance with the signed contract. On termination, the Consultant shall immediately hand over all reports, working papers, data, credentials, documents, equipment, files, source materials, issue logs and pending action notes to the Project Director or authorized officer. Payment upon termination shall be limited to satisfactorily completed and accepted services up to the effective date of termination, subject to applicable deductions and recovery of any advance or ineligible payment.

11. Handover and Exit Obligations

The Consultant shall maintain an organized repository of all working files, meeting notes, review comments, technical notes, issue logs, risk registers, data dictionaries, training materials, handover notes and deliverables. Before completion or termination, the Consultant shall submit a complete handover package to the Project Director or authorized officer. The Consultant shall not retain or use any confidential government data, taxpayer data, system credentials, source documents or project materials after completion or termination except with written authorization.

12. Ownership of Material and Intellectual Property

All reports, technical notes, specifications, architecture documents, data models, diagrams, training materials, review comments, software-related documentation, databases, datasets, working papers and other materials prepared by the Consultant for this assignment shall be the property of the Client/NBR unless otherwise provided in the signed contract. The Consultant shall not publish, disclose, reuse or transfer such materials without prior written approval of the Client.

13. Confidentiality, Data Security and Access Control

The Consultant shall maintain strict confidentiality of all information obtained during the assignment, including taxpayer information, government records, system credentials, security architecture, datasets, audit logs, procurement information, financial information and internal deliberations. The Consultant shall comply with applicable data security, access control, audit-trail, cybersecurity, records management and confidentiality requirements of NBR, GoB and the project. Confidentiality obligations shall survive expiry or termination of the contract.

14. Conflict of Interest, Integrity and Procurement Role

The Consultant shall not have any actual, potential or perceived conflict of interest. The Consultant shall disclose any conflict or potential conflict immediately. The Consultant may provide non-voting technical input to procurement committees only upon formal request and subject to confidentiality, conflict-of-interest and integrity requirements. The Consultant shall not participate in any procurement or contract-management activity where the Consultant has a conflict, prior involvement, financial interest, personal relationship or other circumstance that may impair impartiality.

15. Fraud and Corruption, Sanctions and Audit Rights

The Consultant shall comply with the World Bank Anti-Corruption Guidelines, the World Bank sanctions framework, applicable provisions of the World Bank Procurement Regulations, PPA/PPR, and applicable laws of Bangladesh. The Consultant shall permit the Client, Government of Bangladesh, World Bank and/or authorized auditors to inspect and audit accounts, records, documents and information related to the assignment, where applicable. Any

Sanctionable practice, misrepresentation, obstruction or breach of integrity obligations may lead to rejection, termination, recovery, sanctions and other remedies under the contract and applicable rules.

16. Professional Standard and Code of Conduct

The Consultant shall perform the services with due diligence, efficiency, economy, integrity, impartiality and professional competence. The Consultant shall follow applicable office discipline, safety, conduct, anti-harassment, SEA/SH, ESHS, data protection and stakeholder engagement requirements while working with NBR officials, taxpayers, vendors, consultants, field offices and other stakeholders.

17. Relation Between the Parties and Authority

The Consultant shall be an independent consultant and shall not be treated as an employee of the Government of Bangladesh, NBR, IRD or the World Bank. The Consultant shall not represent, commit or bind the Client unless specifically authorized in writing by the Project Director or competent authority.

18. Applicable Law, Taxes and Duties

The contract shall be governed by the applicable laws of Bangladesh, subject to the Financing Agreement, World Bank Procurement Regulations, POM, approved Procurement Plan/STEP and the signed contract. The Consultant shall be responsible for all applicable taxes, duties, fees and statutory obligations arising from remuneration unless otherwise expressly provided in the contract.

19. Contract Amendment and Variation

No change in scope, deliverables, duration, remuneration, duty station, reporting arrangement or other material contract terms shall be valid unless made through written contract amendment approved by the competent authority and, where applicable, cleared through STEP/World Bank prior review.

20. Dispute Resolution and Notices

The Parties shall first attempt to resolve any dispute amicably through written consultation. If not resolved, the dispute shall be settled in accordance with the dispute resolution provisions of the signed contract. Notices shall be issued in writing to the addresses/e-mail addresses stated in the contract and shall be effective as provided in the contract.

21. Procurement, Integrity and Conflict of Interest

The Consultant shall comply with the applicable provisions of the approved TAPP, SITA POM, approved Procurement Plan/STEP, World Bank Procurement Regulations, World Bank Anti-Corruption Guidelines, PPA/PPR, e-GP Guidelines where applicable, and NBR/PIU instructions. The Consultant shall sign confidentiality and conflict-of-interest declarations before providing technical inputs to procurement or contract-management processes.

22. Data Security, Safeguards and Confidentiality

The Consultant shall comply with applicable data protection, cybersecurity, access control, audit trail, records management, environmental and social, occupational health and safety, and stakeholder engagement requirements. Any field visit, training, workshop or stakeholder consultation shall comply with relevant project safeguards and code-of-conduct requirements.

23. Selection Method

The Consultant shall be selected following the applicable World Bank Procurement Regulations for IPF Borrowers, the Financing Agreement, the approved Procurement Plan/STEP and the agreed selection method for Individual Consultants. The Request for Expressions of Interest / Request for Applications shall include the complete ToR, selection criteria, submission requirements, conflict-of-interest requirements and other information required under the applicable standard template.

Note: This ToR should be used with the applicable standard individual consultant contract form agreed under the project. Contract clauses shall prevail where specifically governed by the signed contract, Financing Agreement, Procurement Plan/STEP and World Bank no-objection, where applicable.

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