

## VACANCIES

Trade & Transport Facilitation Unit (TTFU) of Ministry of Commerce is looking for short term consultants to carry out following studies:-

- (i) Study of Custom House Agents Industry in Pakistan
- (ii) Study on Trade Facilitation Indicators
- (iii) Study on Operations of Dry Ports in Pakistan.

The ToR of the studies containing duties and responsibilities, qualifications, remunerations etc of the consultants are attached. Two vacancies (i) Project Management and Procurement Specialist and (ii) Research Associate are also available in TTFU. ToR containing details are attached. Interested candidates who fulfill the requirements should send their CVs through e-mail latest by Monday 28<sup>th</sup> January 2013.

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## **TORs for PROJECT MANAGEMENT AND PROCUREMENT SPECIALIST**

The Project Management and Procurement Specialist is responsible for the overall project management and procurement activities of the TTFU and related activities of Ministry of Commerce under the project. The incumbent will serve as the focal point for all management and procurement matters under the project, and will provide comprehensive managerial and procurement support including procurement planning and monitoring, preparation of bidding documents, evaluation of bids, and preparation of contracts and overall guidance to all implementing agencies in complying with agreed procurement procedures. He would assist the Project Director TTFU in overall management of the Project and will work in close liaison with relevant departments/regulatory authorities involved in various components of the project and ensure compliance with the World Bank Guidelines/Rules.

### **DUTIES & RESPONSIBILITIES:**

The duties and responsibilities of the Project Management and Procurement Specialist would include to:

1. Ensure the efficient and professional management of the Project activities under the supervision and guidance of the Project Director.
2. Plan and manage the various activities in close cooperation with relevant stakeholders
3. Plan, manage and implement the overall procurement strategy of TTFU. He would be responsible for the entire procurement cycle including preparation and release of EOIs, TORs, RFPs, Bid documents, Evaluation of proposals, Negotiations, Awarding of contracts, delivery etc. in accordance with World Bank Guidelines, Credit Agreements and other relevant rules.
4. Identify and resolve critical policy, business, operational and other issues relating to management and procurement.
5. Coordinate with other stakeholders to ensure achievement of all procurement objectives within the defined scope of the project.
6. Maximize efficiency of procurement cycle by providing strategic expert advice and implementing necessary controls ensuring cost effectiveness and soundness of all procurements carried out under the credit.
7. Proper documentation of all procurements as per the instruction; of World Bank including selection and preparation of Standard Documents/formats prescribed by the World Bank for various stages of procurement.
8. Coordinate with various Departments/Implementing Agencies to identify and plan their procurement needs well ahead in time.
9. Provide assistance in negotiations with the Consultants where applicable.
10. Address all matters associated with delivery of goods/services e.g. taxation, duties, clearance etc.
11. Communicate regularly with the management for the status of various procurement; obtain executive guidance and approval as and when required.
12. Coordinate and maintain regular communication channels with UNCTAD
13. Develop appropriate procedures, controls, checks, rules, etc. preventing frauds, pilferage etc. in the procurement process.
14. Any other task assigned by Project Director TTFU.

### EXPECTED OUTPUT:

1. Timely planning and execution of Project activities
2. Maximize efficiency of procurement cycle by providing strategic expert advice and implementing necessary controls ensuring cost effectiveness and soundness of all procurements carried out under the credit
3. Ensure quality assurance of procurement deliverables its per Implementing Agencies' requirements
4. Develop appropriate procedures, controls, checks, rules, etc. preventing frauds, pilferage etc. in the procurement process.

### REPORTING:

He will report to Project Director, TTFU

### EDUCATION AND QUALIFICATION

Advance university degree in Economics, Business/public administration or related field. Training in Project management would be an advantage. The applicants should have ten years experience of working in or with the public sector. Candidates with previous experience of procurement with WB projects will be preferred.

SALARY PER MONTH:Rs 200,000. The appointment will be initially for a period of six months, extendable up to 30 June 2015.

## **Terms of Reference (TOR)**

### **Study of Custom House Agents Industry in Pakistan**

**Places of work:** Islamabad, Karachi, and Lahore

**Effective working time:** 2 months, full time

**Remuneration:** 4,00,000 ( four hundred thousand Pakistan Rupees) inclusive of travel and lodging costs

## **DESCRIPTION OF DUTIES**

Under the guidance and supervision of the Project Director (PD), Pakistan National Trade and Transport Facilitation Unit (TTFU), and in close cooperation with the UNCTAD Senior Technical Advisor (STA) TTFP-2 and National Trade and Transport Facilitation Committee (NTTFC) Secretariat, the Consultant will study the domestic Customs Agents industry in Pakistan and prepare a report with recommendations and advice for the Government of Pakistan with options to improve the structure of the industry and its overall effectiveness in line with international best practice. The key objective is to ensure the industry is structured and positioned in such a way that it is capable of providing the services demanded and required by domestic clients that will support them in contributing to Pakistan's international trade goals.

Meetings with relevant stakeholders (public and private sector) and apex industry bodies will be arranged in consultation with the NTTFC to help ensure a comprehensive understanding of the issues.

The study will cover the following:

1. An examination of the role of Customs Agents associations at national and international level, including their affiliation with international organizations;
2. Examination of interaction of Customs Agents with other trade logistics and transport service providers and the organizational and membership structure of sub national, national and regional associations of Customs Agents, including the interactions amongst these associations;
3. Identification of any overlap or duplication of services with any other trade, transport or logistics service providers and its impact on traders;
4. Examination of current licensing legislation, and procedures used by Customs authorities with a view to improve/fine tune them including the procedure for issuing further permits to the employees of Customs Agents and its quality control aspects;
5. Identification of international practice of Customs Agents/broking industry with examples of 3 countries;
6. Analysis of current industry business practices and procedures, trading conditions and services offered, fees and charges, contractual liability and insurance arrangements, minimum capital requirements and regulatory licensing arrangements (including supporting legislation and policy) with identification of key weaknesses and areas for improvement based on international best practice;

7. Identification of whether the current enterprise performance of the Customs Agents is having a significant impact on the business environment for international trade.

Recommendations will take into account the views of stakeholders and will be designed to improve the capacity of domestic Customs Agents, allowing them to deliver services that will compliment the broader trade facilitation reforms proposed or recommended for Pakistan and if appropriate, improving business performance. The recommendations will cover:

1. Appropriate role and structure of the Customs Agents function in the context of contemporary supply chain logistics that are applicable in Pakistan;
2. Areas for potential improvements, such as the need for technical capacity building, training standards or other improvements to the capability of industry participants; minimum qualifications or certification requirements;
3. Improved mechanisms for consultation or engagement with regulators or the need for improvements in the use of technology (IT&C) or infrastructure;
4. Required changes in regulatory environment.

Where the report includes recommended changes to the regulatory environment, these must be supported by draft wording for any proposed legislative amendments necessary to give effect to the revised procedures.

The report should include an implementation plan or strategy to give effect to the recommendations.

The consultant may be required to present his/her findings at a meeting of the NTTFC, to other stakeholders or to the TTFP-2 project team.

## **MONITORING / PROGRESS CONTROL**

Before commencing work on the report, the Consultant will have a briefing session with the TTFU PD and the STA (either over the phone or in-person as appropriate). The Consultant will regularly communicate and coordinate (at least every two weeks) with the TTFU, to discuss and assess progress of the work, as well as to seek/receive advice as necessary, from the STA. The consultant may also be required to meet with the STA in Pakistan during the period of the consultancy. The Consultant will also keep close contact with competent national authorities, particularly the NTTFC Secretariat. For this assignment the Consultant will adhere to the schedule and complete the tasks, as follows:

- Data collection through desk research / consultations with TTFU/NTTFC/UNCTAD and the provision of any written submissions from stakeholders or other relevant information.
- **Two weeks** after commencement of contract the Consultant will submit an outline of the report to PD TTFU.
- **Weeks four & five** travel within Pakistan for meetings with key stakeholders and key agencies, conduct site visits where necessary and if possible.
- **Week six** present initial findings to representatives of the NTTFC for validation and comment.
- **Week 7** presentation of initial findings to PD TTFU/STA.
- Incorporation of comments and remarks from TTFU, UNCTAD and the NTTFC.
- Submission of final report within **1 week** of end of contract.

Any variation to the above schedule must be agreed between the Consultant and the PD TTFU.

## **EXPECTED OUTPUTS**

The consultant will:

1. Prepare a report, in English, in electronic format, of 30-50 pages on the above mentioned issues. The report, which is to be submitted within 1 week of the end of the contract, must include:
  - a. Analysis of the current industry business structure, practices, performance of industry association(s), regulatory environment, procedures and issues raised by stakeholders in the context of international best practice.
  - b. Recommendations for improvements that address the concerns of stakeholders and improve operational efficiency of the industry.
  - c. Proposed measures to strengthen the industry including revised trading conditions, changes to the regulatory environment and draft wording for any recommended legislative amendments necessary to give effect to proposed changes to the regulatory environment.
  - d. Proposed implementation actions/strategies to achieve the recommendations contained in the report.
2. As required meet with relevant stakeholders and key agencies in Pakistan.
3. Prepare a presentation (in PowerPoint format, with speaking notes) highlighting the main findings and recommendations of the report.

## **REQUIRED PROFILE/QUALIFICATIONS**

- Qualifications:** The Consultant will be a specialist in international trade, logistics, customs and/or transport with a minimum of 5 year working experience. Prior experience in and a good knowledge of customs clearance procedures, the broking industry and shipping/forwarding practices would be an asset.
- Education:** University degree in economics, law, or development, with specialisation in international trade, customs and/or transport or a suitable technical or trade qualification with a relevant combination of professional experience.
- Languages:** The Consultant should be fluent both in oral and written English and Urdu.

23 January 2013

## TORs for the Research Associate

The Research Associate will assist and facilitate the Project Director(TTFU):

1. In the overall project implementation
- 2.To carry out or assist in any required research and analytical work in the context of the TTFP
- 3.To build a portfolio of international and national consultants who could be potential consultants for project activities
- 4.To proactively help convene, facilitate, and participate in the Project and NTTFC meetings and activities
- 5.To monitor the progress in achieving the TTFU outcomes according to the agreed timelines
- 6.To coordinate and establish linkages with national and international organizations working in the area of trade and transport facilitation
- 7.To review and update the TTFU agreed timelines in consultation with the relevant stakeholder
- 8.To assist the relevant Ministries and departments, in order to ensure delivery of results with best working standards.
- 9.In developing communication and outreach strategy and implementation thereof
- 10.Any duties assigned by Project Director from time to time.
- 11.In providing any required assistance to the relevant stakeholders in the context of TTFU as may be required from time to time (including but not limited to procurement, logistics support, reporting, and transcription).

Education and Qualifications: Advance university degree in Economics or related disciplines. Five years experience of working on research assignments, especially in the area of international trade.

Maximum salary per month :Rs 100,000. The appointment will be initially for a period of six months, extendable up to 30 June 2015

# **Terms of Reference (TOR) for a National Consultant to Study Operations of Dry Ports in Pakistan**

**Places of work:** Various cities of Pakistan having Dry ports, Karachi, & home based

**Effective working time:** [3 months, full time]

**Remuneration:** [Total of 1'500'000 PKR including Travel and DSA]

## **DESCRIPTION OF DUTIES**

1. The Consultant will undertake this assignment under the guidance and supervision of the UNCTAD Senior Technical Advisor, TTFP-2, and in close cooperation with the Pakistan Customs, the National Trade and Transport Facilitation Committee (NTTFC) Secretariat, the Trade and Transport Facilitation Unit (TTFU, Ministry of Commerce), Port authorities, management of various dry ports, bonded carriers and various logistic service providers. The Consultant will undertake a substantive study and consequently prepare a report with technical recommendations, a policy advisory note for Government of Pakistan and an implementation plan/strategy on technical and policy options to address deficiencies in the procedures for the operation of Inland Clearance Facilities (referred from now onwards as Dry Ports). The recommendations will be designed to simplify the cargo transport and delivery procedures, and reduce the cargo clearance times (import and export) with a view to reducing costs for Customs, port operators, logistic service providers and traders. The development of Standard Operating Procedures (SOPs) for import and export through dry ports will be a key output. This would aim at a) developing procedures that can bring efficiency to the inland transport leg of international cargo, b) developing procedures for direct delivery system from and to the dry ports to entry/exit points and c) bringing in a uniform practice on these procedures all over the country.
2. TTFU and NTTFC would assist in arranging the meetings of the Consultant with relevant stakeholders (public and private sector) to help ensure comprehensive understanding of the issues involved in the study/subject.
3. The study will include the following aspects/tasks for all dry ports in Pakistan:
  - a) A detailed analysis of current procedures/practices (including supporting legislation) for receipt and despatch of import and export cargo with identification of key weaknesses and areas for improvement based on the existing operational environment;
  - b) A detailed analysis of procedures for transport operations to and from entry/exit points including via land border crossings and responsibilities of multimodal transport operators;
  - c) A technical analysis of the role and responsibilities of dry port operators and their cargo transfer arrangement with entry/exit points as well as transport operators and shipping lines;
  - d) Recommendations to improve, simplify and harmonize the existing procedures with a view that the dry ports should be recognized as the point of origin or destination in bills of lading so that it becomes possible to consign goods and complete customs formalities at these locations, minimizing the time and processing at entry/exit points.



- e) Analysis of the working procedures within the dry ports, particularly import and export flow processes, and make recommendations for their improvement and standardization in order to make the dry ports more efficient.
  - f) A comparative study of international best practices, including concrete examples in the South Asian (or any other) region about efficient dry port facilities for customs clearance services/management, supported by accompanying data available that validates the findings/recommendations for Pakistan.
  - g) Study and recommendation of technical/policy options for the extension of customs automated clearance procedures to dry ports.
4. The recommendations in the report will take into account the views of stakeholders, particularly the Federal Board of Revenue (FBR), bonded carriers including Pakistan Railways, and port operators, who will be responsible for administering any revised procedures.
  5. The consultant may be required to present his/her findings at a meeting of the NTTFC, to other stakeholders or to the TTFP-2 project team.

### **MONITORING / PROGRESS CONTROL**

6. Before commencing work on the report, the consultant will have a briefing session with the TTFU PD and the STA (either over the phone or in-person as appropriate).
7. The consultant will regularly communicate and coordinate (at least every two weeks) with the TTFU, to discuss and assess progress of the work, as well as to seek/receive advice as necessary, from the STA.
8. The consultant may also be required to meet with the STA in Pakistan during the period of the consultancy.
9. The consultant will also keep close contact with competent national authorities, particularly the NTTFC Secretariat.
10. For this assignment the consultant will adhere to the schedule and complete the tasks, as follows:
  - Data collection through desk research/consultations with UNCTAD and identification of contact persons and communication with relevant stakeholders.
  - **Week two (2)** (after signature of the contract) the consultant will submit an outline of the report to TTFU;
  - **Week four (4)** the consultant will travel across Pakistan for meetings with key stakeholders and key agencies, conduct site visits where necessary and possible;
  - **Week eight (8)** presentation of initial findings to UNCTAD/TTFU/NTTFC;
  - Incorporation of comments and remarks from UNCTAD/TTFU/NTTFC;
  - **Week ten (10)** further meetings with stakeholders for presentation of findings/recommendations and validation thereof,
  - Submission of final report within one (1) week of end of contract period.
11. Any variation to the above schedule must be agreed between the Consultant and TTFU.

### **EXPECTED OUTPUTS**

12. The consultant will deliver the following outputs:

13. Prepare a report, in electronic format on the aspects outlined in paragraph 3 above within three (3) months of signature of contract. The report must include:
- a. Analysis of the current operational environment and issues raised by stakeholders, including key weaknesses and areas of improvement.
  - b. A strategy to improve, simplify and harmonize the operational procedures and the legislative environment for dry ports and the movement of goods under customs control ('under bond movements') that address the concerns of stakeholders, including draft Standard Operating Procedures.
  - c. Analysis and recommendations on how to extend customs automated clearance procedures to dry ports.
  - d. The report must, where necessary, include draft wording of any proposed legislative amendments/administrative instructions necessary to give effect to the revised procedures.
  - e. The report should include an implementation plan or strategy to give effect to the recommendations, including timeframes, activities, responsible authorities and tentative costs.
14. Prepare a presentation (in PowerPoint format, with speaking notes) highlighting the main findings and recommendations of the report.

#### **REQUIRED PROFILE/QUALIFICATIONS**

- Qualifications:** The Consultant will be a specialist in international trade, logistics, customs and/or transport with a minimum of 10 year working experience, including some experience in the region. Prior experience in and a good knowledge of customs clearance procedures and the movement of goods under customs control would be an asset.
- Education:** Advanced university degree in economics, law, or development, with specialisation in international trade, customs and/ or transport or a first university degree with a relevant combination of professional and academic qualifications.
- Languages:** The Consultant should be fluent both in oral and written English and Urdu.

Tuesday, 6 November 2012

**Terms of Reference (TOR)  
for study on Trade Facilitation Indicators  
by  
an International Consultant**

**Places of work:** Islamabad/Rawalpindi, Karachi, Lahore & home based

**Effective working time:** [4 full time work months during period of six months]

**Remuneration:** [USD 80000 including Travel and DSA]

## **THE CONTEXT**

1. The Trade and Transport Facilitation Project 2 (TTFP-2) is implemented by the Trade and Transport Facilitation Unit (TTFU) of Ministry of Commerce with the technical advisory support of UNCTAD. It aims at improving Pakistan's competitiveness through the reduction of the cost of doing business by promoting transparency and further streamlining of trade procedures.
2. One of the activities of the project focuses on benchmarking, as it has become an important tool of monitoring and policy input for governments. By establishing a starting point and identifying the practical steps needed to set and reach the final goal, benchmarking can be the most effective tool for bringing about swift and significant advances in performance. It can assist in measuring the efficiency of regulatory agencies. In the context of trade facilitation, measuring performance is concerned with the efficiency, accuracy, and speed with which various steps from seller to the buyer in an international trade transaction are carried out.

## **DESCRIPTION OF DUTIES**

3. Under the guidance and supervision of the UNCTAD Senior Technical Advisor (STA), and in close cooperation with the TTFU, the National Trade and Transport Facilitation Committee (NTTFC), the Federal Board of Revenue (FBR) and the Ministry of Commerce, the Consultant will identify TF indicators for benchmarking the performance in the TF area in Pakistan.
4. The recommendations of logistics cost study produced in 2006 under TTFP-1 and other global indices currently published by respective organisations such as Doing Business Report (World Bank), Global Competitiveness Report (WEF), Logistics Performance Index (World Bank), Liner Shipping Connectivity Index (UNCTAD), Time-Release studies by the WCO and Global E-Government Readiness Report (UN) can be useful references.
5. The identification of TF indicators under this study would largely be based upon measurement of tangible outcomes rather than perception based indices, although perception-based indices may also be considered. The indicators could be based upon time, costs (see e.g. ESCAP's time-cost model), processes, and number of documents, among others, related to import and export transactions separately.
6. The individual indicators would be developed broadly for entire supply chain such as port efficiency, customs and other regulatory practices of border agencies, transport related services and ICT infrastructure and its usage. The experience of other similar economies in developing and measuring the TF indicators could also benefit as a source to develop and compare these indicators.
7. The Consultant will have the assistance of a National Consultant (NC) to undertake his/her tasks and deliver the outputs of the assignment.

8. The study will include the following aspects and tasks :
- a) A study of current procedures/practices for import and export to and from Pakistan with a view to identify various actors across the supply chain, processes involved, ease of compliance, time and costs involved;
  - b) Identification of TF indicators which could be measured on the basis of tangible outcomes;
  - c) Development of a mechanism to periodically measure these indicators in order to have a quantifiable record of progress made;
  - d) Measuring the recommended indicators to establish a benchmark;
  - e) Based upon the results of the measurement, the Consultant would recommend necessary changes to further refine and improve the indicators;
  - f) The report should include an implementation plan or strategy to give effect to the recommendations to bring efficiency in international trade procedures.
9. The Consultant may be required to present his/her findings to the NTTFC, other stakeholders or to the NTTFP-2 project team.

#### **MONITORING / PROGRESS CONTROL**

10. Before commencing work on the report, the Consultant will have a briefing session with the STA either over the phone or in-person, as appropriate.
  11. The Consultant will regularly communicate and coordinate (at least every two weeks) with the STA and the project director of TTFU, to discuss and assess progress of the work, as well as to seek/receive advice as necessary.
  12. The Consultant may also be required to meet with the STA in Pakistan during the period of the consultancy.
  13. The Consultant will also keep close contact with the NC and competent national authorities, particularly the NTTFC.
  14. For this assignment the Consultant will adhere to the schedule and complete the tasks, as follows (See Annex for Schedule of IC and NC):
- **Within two weeks** of commencement of the contract, the Consultant will collect data through desk research and consultations with TTFU/UNCTAD, in coordination with the NC, to agree on the aspects for soliciting views of stakeholders or other relevant information.
  - **At the end of week two** the Consultant will submit a draft study plan to UNCTAD for comments and revision.
  - **Within next four weeks after** commencement of the contract, the Consultant will travel to Pakistan for meetings with key stakeholders and key agencies, gather further data and conduct site visits where necessary and if possible.
  - **By the eighth week of work** the Consultant will present the identified TF indicators and initial findings to UNCTAD/TTFU/NTTFC for validation and comments. UNCTAD / TTFU will **respond within one week** of receipt of initial findings. The Consultant will incorporate comments and remarks accordingly..
  - **By the twelfth week of work**, the Consultant would share his/her findings regarding measurement of the identified indicators.
  - **By the fourteenth week of work**, the finding would be refined and finalized, after incorporation of comments from STA/ TTFU/NTTFC.
  - **By the sixteenth week of work**, the report would be presented to selected stakeholders for their comments/ validation.

- Submission of final report no **later than one week after end of contract**.

15. Any variation to the above schedule must be agreed between the Consultant and PD TTFU.

### **EXPECTED OUTPUTS**

16. The Consultant will deliver the following outputs:

17. A report, in electronic format, on the above issues outlined in paragraph 9 above. The report must include:

- a. Identification and development of relevant and quantifiable TF indicators;
- b. Development of a mechanism including guide /questionnaire/check list to measure all the identified TF indicators in order to produce quantifiable record of the achieved progress;
- c. The findings of the measurement of TF indicators to establish benchmark;
- d. Recommendations and policy advisory note along with the implementation plan/strategy to implement those recommendations. Moreover, the report will include drafts of relevant procedures and policies to the GOP.

18. A PowerPoint presentation, highlighting the main findings and recommendations of his work.

19. The Consultant will work in coordination with the NC to develop synergies, refining his/her outputs/ deliverables for incorporating in the final report of the Consultant.

### **REQUIRED PROFILE/QUALIFICATIONS**

**Qualifications:** The Consultant will be a specialist in international trade, logistics, customs and/or transport with a minimum of 10 year working experience particularly in the area of trade facilitation. The Consultant will have prior experience in and a good knowledge of international supply chain analysis, indicators development, the broking industry and shipping/forwarding practices. Experience of team-work would be an advantage.

**Education:** Advanced university degree in economics, law, or development, with specialisation in international trade, customs and/or transport or a first level university degree with a relevant combination of professional and academic qualifications.

**Languages:** The Consultant should be fluent both in oral and written English.

19 Nov 2012

## ANNEX: TENTATIVE WORKPLAN FOR NATIONAL AND INTERNATIONAL CONSULTANT(S) FOR STUDY ON TRADE FACILITATION INDICATORS

	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15	W16	W17	W18	W19	W20	W21	W22	W23	W24		
<b>National Consultant</b>	- Desk research - Schedule meetings				- Gather data				- Initial findings				- Process information				- Final findings - Recommendations				- Finalization reports. - Organize Val. Workshop - Report on Val. Workshop					
<b>International Consultant</b>			- Desk research - Work plan		- Meeting stakeholders												- Final findings - Measurement of indicators				- Finalization of the report - Validation workshop. - Final editing of report					
			W1	W2	W3	W4	W5	W6			W7	W8					W9	W10	W11	W12			W13	W14	W15	W16

**Terms of Reference (TOR)  
for study on Trade Facilitation Indicators  
by  
a National Consultant**

**Places of work:** Islamabad/Rawalpindi, Karachi, Lahore & home based

**Effective working time:** [6 months, full time]

**Remuneration:** [PKR 900'000 including Travel and DSA]

**THE CONTEXT**

1. The Trade and Transport Facilitation Project 2 (TTFP-2) is implemented by the Trade and Transport Facilitation Unit (TTFU) of Ministry of Commerce with the technical advisory support of UNCTAD. It aims at improving Pakistan's competitiveness through the reduction of the cost of doing business by promoting transparency and further streamlining of trade procedures.
2. One of the activities of the project focuses on benchmarking, as it has become an important tool of monitoring and policy input for governments. By establishing a starting point and identifying the practical steps needed to set and reach the final goal, benchmarking can be the most effective tool for bringing about swift and significant advances in performance. It can assist in measuring the efficiency of regulatory agencies. In the context of trade facilitation, measuring performance is concerned with the efficiency, accuracy, and speed with which various steps from seller to the buyer in an international trade transaction are carried out.

**DESCRIPTION OF DUTIES**

3. Under the guidance and supervision of the UNCTAD Senior Technical Advisor (STA), and in close cooperation with the TTFU and the National Trade and Transport Facilitation Committee (NTTFC), the Consultant will collaborate and assist the international consultant (IC) engaged by the Government of Pakistan (GOP) for identifying and measuring the TF indicators for benchmarking the performance in the TF area in Pakistan. The Consultant will assist the IC with the:
  - a) Collection of information about benchmarking and its contribution to the improvement of trade facilitation measures, studying in parallel best practices in other countries of the South Asian region (or any other region) as regards TF benchmarking;
  - b) Liaison and coordination with stakeholders for arranging meetings, including with IC, to solicit their views;
  - c) Collection and analysis of relevant Pakistani legislation/administrative instructions, and background documentation about different procedures involved in import and export to and from Pakistan and other necessary information for the development of TF indicators;
  - d) Collection and analysis of stakeholders' responses during interviews for the development and measurement of TF indicators;
  - e) Develop a set of recommendations for further refinement and improvement of TF indicators;
  - f) Arrangement of required meetings for presentation/validation of the study/report on TF indicators by IC;
  - g) Other activities required to assist the IC to perform his/her study/report.

4. The Consultant will undertake data collection through both, desk research and consultations with NTTFC, TTFU, UNCTAD, and relevant stakeholders.

### **MONITORING / PROGRESS CONTROL**

5. Before commencing the work, the Consultant will have a briefing session with the STA and the IC either over the phone or in-person, as appropriate.
6. The Consultant will keep a close liaison with the IC and will regularly communicate and coordinate (at least every two weeks) with the Project Director of TTFU and STA, to discuss and assess progress of the work, as well as to seek/receive advice as necessary.
7. The Consultant may also be required to meet with the STA in Pakistan during the period of the consultancy.
8. The Consultant will also keep close contact with relevant national authorities, particularly the TTFU and NTTFC.
9. For this assignment the Consultant will coordinate his work schedule with the IC. An indicative schedule to complete the tasks is as follows (See Annex for Schedule of IC and NC):
10. **Within one month** of commencement of contract the Consultant will:
  - a. Collect data through desk research and consultations with NTTFC, TTFU, and UNCTAD on benchmarking and TF, the relevant legislation/administrative instructions and documentation on different procedures involved in import and export to and from Pakistan and other necessary information and submit to the IC as well as to the TTFU.
  - b. Establish a schedule of meetings with the IC and stakeholders
  - c. Liaise and arrange meetings of IC with stakeholders.
11. **Within the second month**, the Consultant will:
  - a. Travel with the IC or independently, as agreed between him and IC, for meetings with key stakeholders and key agencies,
  - b. Conduct site visits where necessary and if possible,
  - c. Gather further data and compile it in electronic format.
12. **By week nine (9)**, the Consultant will present his/her initial findings to representatives of the UNCTAD/TTFU and IC;
13. **Within the fourth month**, the Consultant, together with the IC will process the information and assist the IC to develop the indicators to measure TF
14. **Within the fifth month:**
  - a. The Consultant, together with the IC will submit his/ findings along with data and responses gathered for measurement of identified TF indicators to TTFU.
  - b. The Consultant would submit to the IC and TTFU a set of recommendations to improve the TF indicators for consideration and incorporation thereof in the IC's report.
15. **Within the sixth month**, the Consultant will:
  - a. Assist the IC to finalize the main report/study
  - b. Organize a conference with stakeholders in order to validate the report (final study/ findings).
  - c. Prepare a report of the validation conference to the TTFU.
16. Any variation to the above schedule must be agreed between the Consultant/TTFU and IC.



## **EXPECTED OUTPUTS**

17. The Consultant will deliver the following outputs:

- a) A compilation and narrative of current procedures/practices for import and exports to and from Pakistan with a view to identify various actors across the supply chain, processes involved, ease of compliance, time and costs involved.
- b) A brief note containing the schedule of meetings and visits held, as well as a record of stakeholders' contacts who participated in interviews.
- c) A set of recommendations to develop and improve the TF indicators for consideration and incorporation thereof in the IC's report.
- d) Organising a validation conference with stakeholders.
- e) A validation conference report.

18. The following outputs will be delivered by the Consultant under guidance of the IC:

- a) A mechanism to conduct interviews with stakeholders to develop TF indicators.
- b) Report, in electronic format, on initial findings along with data and responses gathered in the process of measurement of the recommended indicators to establish a benchmark
- c) A PowerPoint presentation, highlighting the main findings and recommendations of his work.

## **REQUIRED PROFILE/QUALIFICATIONS**

**Qualifications:** The consultant will be a specialist in international trade, logistics, customs and/or transport with a minimum of 5 year working experience, including some experience in the region. The consultant will have prior experience in and a good knowledge of international supply chain analysis, indicators development, the broking industry or shipping/forwarding practices. Working experience in international projects and in team work would be an advantage.

**Education:** Advanced university degree in economics, law, or development, with specialisation in international trade, customs and/or transport or a first level university degree with a relevant combination of professional and academic qualifications.

**Languages:** The Consultant should be fluent both in oral and written English and Urdu.

| [23 January 2013](#)~~23 January 2013~~~~21 November 2012~~

**ANNEX: TENTATIVE WORKPLAN FOR NATIONAL AND INTERNATIONAL CONSULTANT(S) FOR STUDY ON TRADE FACILITATION INDICATORS**

	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15	W16	W17	W18	W19	W20	W21	W22	W23	W24
<b>National Consultant</b>	- Desk research - Schedule meetings				- Gather data - Meeting stakeholders				- Initial findings				- Process information				- Final findings - Recommendations				- Finalization reports. - Organize Val. Workshop - Report on Val. Workshop			
<b>International Consultant</b>			- Desk research - Work plan						- Initial findings								- Final findings - Measurement of indicators				- Finalization of the report - Validation workshop. - Final editing of report			
			W1	W2													W9	W10	W11	W12				