REQUEST FOR EXPRESSIONS OF INTEREST

SENIOR INDIVIDUAL CONSULTANT

TAXPAYERS EDUCATION, ADVISORY AND INTEGRITY

FOR THE AFRICAN TAX ADMINISTRATION FORUM (ATAF)

TAXATION

Financing Agreement reference: 2100155032416

Project ID No.: P-Z1-K00-059

The African Tax Administration Forum (ATAF) has received financing from the African Development Bank toward the cost of the Regional Institutional Support Project On Public Financial Governance (RISPFG), and intends to apply part of the agreed amount for this grant to payments under the contract for the Individual Senior Consultant for Taxpayers Education, Advisory and Integrity.

The expected deliverables for the Senior Individual Consultant at the end of the project are as follows;

- Concept notes for 2020 workshops and meetings developed adequately;
- Developed terms of reference for engagement of facilitators for 2020 workshops and meetings whenever needed;
- Two Regional Consultative Workshops undertaken;
- Taxpayer’s education strategy developed;
- Practical guidelines and awareness programme developed and tailored for key stakeholders (civil society, parliamentarians, media);
- Awareness programmes/engagement implemented for key stakeholders as provided for in the ATAF workplan: -
  - Parliamentarian engagement
  - Media engagement
  - Corporate taxpayer engagement
  - Participation in CSO programmes
  - Regional Consultative workshops

The Senior Individual Consultant will be recruited for 11 months from January 2020 to 30 November 2020.
The African Tax Administration Forum now invites eligible consultants to indicate their interest in providing these services. Interested consultants must provide information indicating that they are qualified to perform the services. The Senior Individual Consultant is expected to have the following key competencies;

a) A Master’s degree or equivalent in Economics, Public Finance, Public Administration, Corporate Governance, Social Science, Law or related field;

b) A minimum of 7 years of relevant work experience in tax administration or consulting with tax administration;

c) Experience on ongoing tax reforms and domestic tax operations;

d) Understanding of good tax administration practices;

e) Ability to facilitate workshops and meetings;

f) Agile and flexible;

g) Strong reporting and writing skills;

h) Good presentation skills;

i) Fluency in English and/or French;

j) Computer literacy;

k) Willingness to travel.

Eligibility criteria, establishment of the short-list and the selection procedure shall be in accordance with the African Development Bank’s “Procurement Policy and Methodology for Bank Group Funded Operations (BPM), dated October 2015”, which is available on the Bank’s website at http://www.afdb.org.

Interested consultants may obtain clarification at the email address below during office hours 0800 to 1630 hours Monday to Friday. The detailed Terms of Reference are in Annex I of this Request for Expression of Interest.

Expressions of interest must be sent to the email address below by 20 January 2020 at 16h00 SAST and cover letters should clearly indicate the position of “Senior Individual Consultant- Taxpayers Education, Advisory and Integrity”.

Attention:

African Tax Administration Forum

Ms. Nune Mandala

Procurement Specialist

Tel: +27 (0) 12 451 8837 E-mail: nmandala@ataftax.org
ATAF/AfDB Project

Individual SENIOR CONSULTANT, TAXPAYERS EDUCATION, ADVISORY AND INTEGRITY

Pretoria, South Africa

Pretoria, South Africa
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1. Background

The African Tax Administration Forum (ATAF) is a platform for promoting and facilitating cooperation among African Tax Administrations and other relevant and interested stakeholders, with the aim of improving the efficacy of their tax legislation and administration. Amongst others, ATAF is focusing on capacitating revenue authorities across Africa to improve domestic resource mobilization.

With thirty eight (38) countries as its members, the International organization has now a decade of experience offering technical assistance and training for tax administrators. During a decade of its existence, ATAF has created favorable environment which has allowed revenue authorities to state African tax priorities, explore tailor made regional or continental solutions to various tax issues and develop cooperation between peers to share best practices. Besides these notable accomplishments, revenue authorities are continuously undergoing some reforms to enhance tax compliance and revenue collection making ATAF’s mandate more relevant than ever.

At the conceptualization of this AfDB sponsored projects, ATAF identified Taxpayer education, advisory and Integrity as a key area of collaboration. In the past two years of execution the project has laid solid foundation for building an effective stakeholder network that can influence tax policies, advocacy role by key stakeholders, work for modernization of tax administrations and build a culture of compliance. Tax administrations cannot work in isolation in tackling contemporary tax problems, they need a coalition around the unique African position to global tax matters. Informed awareness and products developed will enable willing member administrations to put in place effective tax systems and human resource framework to manage tax challenges arising from digitalization. The project will entail discussions around embracing the impact of digitalized economy towards compliance levels, involvement of media advocacy for
developing countries, engagement of parliamentarians and civil society organizations to interrogate tax policies that impacts on tax compliance.

In addition, while embracing the significance of bringing key stakeholders in play, the project is mindful of the critical vice that required deliberate collective efforts to address. Corruption is the main manifestation of integrity breaches in the African tax administration. According to Transparency International’s “Global Corruption Barometer—Africa 2015”, tax officials rank as the fourth most corrupt groups after police, business executives, and government officials. It is envisaged that if the vice is addressed pragmatically, there will be a positive impact on revenue collection which will translate to availability of resources for better services. The project will also by raising awareness on the subject, participate to advance the role of taxation in African governance and state building.

The aim of the consultancy assignment is to facilitate engagement of key stakeholders that will lead in developing specific tools and or guidelines aiming at enhancing voluntary tax compliance as key towards domestic resource mobilization. Specifically, the envisaged efforts will focus on:

**Staff of tax administrations:** staff are key players in collection and management of domestic revenues such as taxes, customs duties, revenues earned from state-owned enterprises and other forms of revenues. They should be empowered through different training and workshops and are more vulnerable owing to the quantum of potential benefits that make the risk of engaging in the corruption practices. They will therefore be the primary target.

**Taxpayers:** Taxpayers are known to sacrifice resources to insulate themselves against their rightful tax liabilities. The effort will therefore target taxpayers as second targets. This applies to both individual and corporate taxpayers.

**Parliamentarians:** by virtue of being law makers, it is important for them to be aware of the implications of decisions made as they have a major impact on the wider society. It is imperative for them to take decisions based on informed awareness.
**The media:** the public often relies on the media for information and indeed the media is a critical opinion shaper. By empowering the media, they will be in a position to put across correct tax-related information and influence opinions based on verifiable facts.

**Civil Society Organizations:** CSOs have of late distinguished themselves as the champions for public interest. They have huge influence in the society. They are therefore critical partners in efforts to promote tax compliance.

**Consultative Workshop:** Bringing all key stakeholders together to discuss good practices in as far as enhanced domestic resource mobilization is concerned

### 2. General Scope of the Consultancy

The Taxpayer Education, Advisory and Integrity project is expected to be carried out by a Senior Consultant and a Consultant until December 2020. Both the Consultant and the Senior Consultant will work towards attaining the project main objective which is of facilitating engagement of key stakeholders that will lead in developing specific tools and or guidelines aiming at enhancing voluntary tax compliance as key towards domestic resource mobilization. Further they will be responsible for conceptualizing, researching, sourcing and analyzing data, as well as conducting trainings, consultative workshops, and producing working papers.

### 3. Specific Terms of Reference for the Senior Consultant

The Senior Consultant will be responsible for:

- Develop content (concept notes, agenda, training materials and outcome statements) for the different workshops, trainings and awareness programmes for media Engagement, Taxpayers Education engagement, Corporate taxpayers’ engagement, Parliamentarians engagement, Civil Society Organization and regional consultative workshops;
• Develop a taxpayer’s education strategy that can be adopted by African tax administrations for improving tax compliance;

• Proactively lead discussions on emerging global tax issues that affects taxpayer’s education strategy and various taxpayers’ categories (corporate taxpayers, small and medium taxpayers);

• Develop programmes that will stir discussions around Illicit financial flows (IFFs) and implementation of the High-Level Panel on IFFs;

• Develop practical guidelines and awareness programme oriented towards enhancing taxation knowledge of media, parliamentarians and civil societies for better intervention as tax compliance advocates;

• Organize workshops and meetings by clearly conceptualizing delivery methodology; facilitation and overall design of workshops and meetings;

• Facilitate different Workshops and Trainings;

• Oversee coordination and liaison with target audience;

• Provide ATAF management with event reports, highlighting attained milestones/indicators, areas for improvement and envisaged challenges and proposed solutions;

• Ensure that all activities are undertaken within the confines of events hosting and management standards and practices subscribed to the contracting organization’s accounting principles;

• Recommend to the Director: Tax programmes regularly on next steps to ensure optimal results of the project;

• Attend to any other assignments that are relevant to the project as assigned by the ATAF Director: Tax programmes.

4. Expected Deliverables

The Senior Consultant’s key deliverables will be but not limited to:

• Concept notes for 2020 workshops and meetings developed adequately;

• Developed terms of reference for engagement of facilitators for 2020 workshops and meetings whenever needed;

• Two Regional Consultative Workshops undertaken;
• Taxpayer’s education strategy developed;

• Practical guidelines and awareness programme developed and tailored for key stakeholders (civil society, parliamentarians, media);

• Awareness programmes/engagement implemented for key stakeholders as provided for in the ATAF workplan:
  - Parliamentarian engagement
  - Media engagement
  - Corporate taxpayer engagement
  - Participation in CSO programmes
  - Regional Consultative workshops

5. Profile of the Senior Consultant

The Senior Consultant is expected to possess the following key competencies:

l) A Master’s degree or equivalent in Economics, Public Finance, Public Administration, Corporate Governance, Social Science, Law or related field;

m) A minimum of 7 years of relevant work experience in tax administration or consulting with tax administration;

n) Experience on ongoing tax reforms and domestic tax operations;

o) Understanding of good tax administration practices;

p) Ability to facilitate workshops and meetings;

q) Agile and flexible;

r) Strong reporting and writing skills;

s) Good presentation skills;

t) Fluency in English and/or French;

u) Computer literacy;

v) Willingness to travel.
Thus, an individual with these competencies and proven experience of similar or related assignments is eligible for the position. Applications should be supported by no less than three traceable referees.

The performance criteria that will be used to assess the performance of the Senior Consultant at regular intervals and based upon which the contract may be continued or terminated is the effectiveness, efficiency and quality of delivering on the Scope of consultancy, Specific Terms of Reference and Deliverables of the assignment.

6. Resources Provided

The Senior Consultant will be consulting for the African Tax Administration Forum. He/she will be guided by the engagement contract and the Terms of Reference of the project from which details and conditions of the assignment will be stated. ATAF shall be responsible for office accommodation and provision of necessary working facilities as and when the consultant will be working at the ATAF office premises. The Senior Consultant may be required to travel periodically. The project may also be executed outside ATAF offices with continuous reporting of the project progress and milestones. However, to undertake key specific tasks, the consultant will be required to be spend some time (on a full-time basis) at the ATAF Secretariat in Pretoria, South Africa and the Consultant will be responsible for processing his/her Visa.

7. Duration

The assignment shall commence in the beginning of January until 30 November 2020.

8. Reporting Structure

The Senior Consultant will report to and work under the direction of the Director: Tax Programmes. The Senior Consultant is expected to work together with the Consultant on this project and perform all tasks listed above and any other tasks given by the Director Tax Programmes and deemed relevant for the success and smooth running of the project.
9. Remuneration

The remuneration will be deliverable-based, and this will be agreed upon prior to signing of the contract.

10. Restrictions

In addition to the standard conflict of interest restrictions specified in the consulting contract, all materials created under the contract will remain the sole property of the African Tax Administration Forum. Reuse of the materials will require the formal, written approval from ATAF. The Senior Consultant shall have no material interests in any of the outputs of this project.

On the commencement of the project, the Senior Consultant will sign a statement of confidentiality that will bind the Senior Consultant to non-disclosure of any sensitive information that the Senior Consultant may obtain knowledge of during the project.

11. Evaluation criteria

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<tr>
<th>Id No</th>
<th>Description of evaluation criteria</th>
<th>Maximum points</th>
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<tbody>
<tr>
<td>1</td>
<td>A Master’s degree or equivalent in Economics, Public Finance, Public Administration, Corporate Governance, Social Science, Law or related field;</td>
<td>15</td>
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<td>2</td>
<td>A minimum of 7 years of relevant work experience in tax administration or consulting with tax administration;</td>
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<td>3</td>
<td>Experience on ongoing tax reforms and domestic tax operations; And Understanding of good tax administration practices;</td>
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<td>4</td>
<td>Ability to facilitate workshops and meetings; and Good presentation skills</td>
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<td>Excellent report writing skills; Good command of the written and spoken English and/or French language; Computer literacy</td>
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<td>6</td>
<td>Agile and flexible; and Willingness to travel.</td>
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