

**TERMS OF REFERENCES (TORs)  
PAKISTAN RAISES REVENUE PROJECT (PRRP)  
FEDERAL BOARD OF REVENUE (FBR)**

**ARCHITECTURAL DESIGN, SPACE PLANNING, AND SUPERVISION  
SERVICES FOR THE ESTABLISHMENT OF PAKISTAN CUSTOMS  
INTEGRATED FACILITY IN ISLAMABAD**

**1. Introduction:**

The Federal Board of Revenue (FBR) is Pakistan's apex tax authority under the Ministry of Finance. It formulates and enforces tax policies, collects federal taxes and duties, and works to broaden the tax base and promote compliance for sustainable economic growth. Federal Board of Revenue is implementing the Pakistan Raises Revenue Project (PRRP) [P165982] with the assistance of the World Bank to contribute to a sustainable increase in domestic revenue by broadening the tax base and facilitating compliance. The Federal Board of Revenue has received financing from the World Bank towards the cost of the Pakistan Raises Revenue Program (PRRP) and intends to apply part of the proceeds for the captioned consulting services.

Pakistan Customs, as part of its ongoing strategic modernization and reform initiatives, is committed to enhancing trade facilitation, strengthening revenue collection, and improving national security. A cornerstone of this transformation is the establishment of a well sanitized bespoke Centralized Assessment Unit (CAU) to accommodate up to 400 Customs personnel. The CAU is aimed at facilitating remote assessment of all cross border trade of Pakistan using the WeBOC system of Customs. In order to enhance Customs efficiency in handling imports, exports and transit the CAU will operate on 24/7 basis in three shifts. CAU will help standardized treatment of international trade eliminating need for any physical interface.

To realize this vision and consolidate key functions, Pakistan Customs has acquired a site located in H-9 Islamabad which comprises of existing buildings and structures. The total area covered by these structures (excluding open spaces and driveways) is approximately 56,000 square feet. These buildings and structures will be retrofitted to establish CAU as well as other allied facilities like the Directorate General of Intelligence and Risk Management which is responsible for National Targeting Center (NTC) including WeBOC's Risk Management system (RMS). The complex will also house the Directorate General of Reforms & Automation which manages the WeBOC system. Since officials from all over Pakistan will be required to work in this complex on round the clock basis the existing hostel and allied facilities will be up-graded to ensure that all needed amenities are made available within the complex. The highly sensitive nature of operations will require beefing up security of this complex.

Keeping in view the above the existing facility, encompassing the buildings and structures would require a bespoke design for undertaking modifications and upgradation including civil works, electrical works, interior and exterior design, security

features of the premises, refurbishing etc to meet the functional, operational, and security requirements of these vital units. In this context, Pakistan Customs is soliciting proposals from highly qualified and experienced firms specializing in architectural design, space planning, and interior design. The selected firm will be tasked with providing comprehensive services to plan and design a fully functional, turnkey integrated facility which is modern, efficient, secure, well-equipped, and safe.

## **2. Project Background and Objectives:**

Pakistan Customs under its transformation plan has already established a CAU at Karachi port in December 2024 which is currently managing remote assessment of imports at sea ports and dry ports in two shifts while operating under Faceless Customs Assessment (FCA) mode. FBR now intends to expand the scope of FCA to manage remote assessment of all imports, exports and transit trade in three shifts to allow 24/7 operations of Customs. This strategic shift aligned with international best practices is anticipated to yield several benefits, including a more consistent and standardized assessment of goods declarations, increased predictability for the trading community, the cultivation of a skilled pool of national expertise in critical areas such as classification, valuation, and origin, and a notable reduction in integrity risks. The co-location of the Directorate General of Intelligence and Risk Management (IRM) as well as the Directorate General of Reforms & Automation within the same facility is intended to foster enhanced coordination, leverage synergies, and accelerate the implementation of modernized controls and automated processes. The same facility will be used to establish the central control rooms of components of National Targeting Center under the DG IRM.

The primary objective of this project is to successfully design the transformation of the acquired facility into a state-of-the-art complex that effectively accommodates the operational needs of the Centralized Assessment Unit (including the hostel), the Directorate General of Risk Management & Intelligence, and the Directorate General of Reforms & Automation. The design should prioritize functionality, efficiency, security, and a conducive working environment for all personnel. The selected firm's expertise will be crucial in translating the complex operational requirements of these diverse units into a cohesive and well-designed physical space.

### **Specific objectives include:**

- Developing a detailed understanding of the functional requirements of each unit and the hostel.
- Assessing the current state of the acquired facility.
- Identifying the necessary interventions (modifications, upgradation, refurbishment, civil works, electrical works, interior design, exterior design, safety and security) to achieve the desired 'to be' state.
- Effective utilization of available space

- Security, sanitization and privileged access zones based on security clearance levels.
- Bespoke work station design for various officials working in these facilities
- Creating comprehensive and detailed architectural designs and layouts.
- Working with technology service provider of FBR i.e. PSW and PRAL to identify ICT related needs and incorporate the same in the overall design
- Providing accurate cost estimations through a detailed Bill of Quantities.
- Developing a realistic and actionable project plan for the implementation phase including RFP.
- Monitoring of implementation of proposed design till final delivery to Customs

### **3. Scope of Work:**

The selected firm shall be responsible for providing comprehensive design and planning services as detailed below. The scope covers all aspects from initial requirement gathering to the final handover of a fully operational facility.

#### **3.1. Requirement Analysis and Mapping:**

The firm shall conduct in-depth consultations, workshops, and interviews with key stakeholders within Pakistan Customs, including representatives from the Centralized Assessment Unit, Directorate General of Risk Management & Intelligence, Directorate General of Reforms & Automation, and relevant administrative and IT departments including PSW and PRAL. The purpose is to gain a thorough understanding of:

- The specific purpose and operational workflows of each unit.
- The required office space, including individual workstations, offices, open-plan areas, control rooms, meeting rooms, conference rooms, training rooms, and support areas.
- Ensure inclusion of universal access provisions (ramps, signage, accessibility to restrooms and emergency exits) for people with disabilities.
- The required room configurations and layouts within each building
- Hostel facilities with all allied facilities
- Detailed furniture requirements for all areas, including workstations, seating, storage, and specialized furniture.
- Specific IT equipment requirements, including server room specifications, network infrastructure needs, data points, and power outlets.

*Note: For additional guidance on ICT infrastructure planning, including Tier III-aligned server room design considerations, please refer to Annex I attached to these TORs.*

- Detailed utilities and power requirements, including reliable power supply, backup power solutions, HVAC (Heating, Ventilation, and Air Conditioning) needs, water supply, and sanitation and safe effluent disposal.
- The anticipated number of personnel for each unit, including current staffing and projected future growth.
- Comprehensive safety and security considerations, including access control, surveillance systems, secure zones, and emergency procedures.
- Identification and mitigation strategies for potential environmental and social impacts including fire hazards, fire detection and suppression systems, emergency exits, and evacuation plans, safety signage, PPE provision, emergency procedures, and fire safety compliance.
- Ensure compliance with the provisions of Labor Management Procedures and other environmental and social considerations provided in the environmental and social documents prepared for CAU.
- Specific requirements for hardware and ICT equipment integration throughout the facility.
- Optimal lighting requirements for different functional areas, considering both natural and artificial light sources.
- Any other specific requirements relevant to the functionality and efficiency of the facility.

Based on the gathered information, the firm shall develop a detailed requirements matrix mapping the identified needs to specific spatial and technical specifications.

### **3.2. Site Assessment and Gap Analysis:**

The firm shall conduct a comprehensive 'as is' assessment of the acquired site, including all three buildings and allied structures. This assessment shall include:

- Detailed structural assessment of all buildings and structures.
- Assessment of existing electrical, plumbing, and HVAC systems.
- Evaluation of the current condition of interiors, finishes, and fixtures.
- Assessment of the site's external infrastructure, including access roads, parking areas, and landscaping.

- Documentation of any existing limitations, constraints, environmental and social concerns or potential issues with the site and structures.

Following the 'as is' assessment, the firm shall perform a thorough gap analysis, comparing the current state of the facility with the identified 'to be' requirements. This analysis shall clearly highlight the areas requiring significant modification, upgradation, refurbishment, or new construction.

### **3.3. Detailed Design and Layout:**

Based on the requirement analysis and gap analysis, the firm shall develop a detailed architectural design and layout plan for the entire integrated facility. This shall include:

- Optimized space planning to ensure efficient workflow and collaboration between the different units.
- Detailed floor plans for all levels of each building and the hostel, indicating room layouts, furniture placement, and circulation paths.
- Detailed elevations and cross-sections of all buildings.
- Conceptual and detailed interior design plans for all areas, considering aesthetics, functionality, and the specific needs of each unit.
- Integration of all required technical systems (electrical, IT, HVAC, security, provision of water and sanitation facilities, fire safety, emergency procedures, safety equipment), gender-sensitive features such as separate washrooms, waiting areas into the architectural design.
- Development of high-quality 3D models and visualizations of the proposed new site layout, building exteriors, and key interior spaces to facilitate review and approval by Pakistan Customs.
- The design shall also include detailed and complete structural, sanitary and electrical designs.

### **3.4. Bidding Document Preparation and Tendering Assistance**

The firm shall prepare a comprehensive and detailed Bill of Quantities (BOQ) for all proposed civil works, modifications, upgradation, refurbishment, interior design elements, materials, equipment, fixtures, and fittings. The BOQ shall be structured to allow accurate cost estimation and transparent procurement, and must include detailed specifications, quantities, and unit measures for all items.

In addition to preparing the BOQ, the Consultant shall also **prepare complete bidding documents** for procurement of refurbishment, E&M, and IT-related works and

**provide tendering assistance**, including supporting the issuance of bids, responding to bidder queries, participating in pre-bid meetings, and **assisting in the technical evaluation of bids**.

### **3.5. Project Plan and Milestones:**

The firm shall develop a detailed project plan outlining all activities required to implement the approved design and make the facility ready for occupation. This plan should cover the following phases:

- Detailed Design Approval
- Procurement (suggested approach with timelines, draft RFP, monitoring and evaluation protocols of hired vendors)
- Civil Works with allied amenities and Structural Modifications
- Electrical and Mechanical Installations
- Interior Fit-out and Finishes
- IT and Security System Installation
- Furniture and Equipment Installation

The project plan shall include clear, measurable, and time-bound milestones for each key activity and phase. It should also identify critical path activities and potential risks and mitigation strategies.

### **3.6. Full Project Oversight and Supervision:**

The firm shall be responsible for the complete oversight and supervision of the Phase 2 vendor that will be hired for the execution of the approved design and project plan.

This includes, but is not limited to:

- Managing and supervising all civil works, structural modifications, and construction activities.
- Overseeing the installation of all specified electrical, plumbing, HVAC, and other building systems including testing and commissioning and handing over of all facilities.
- Monitoring all interior fit-out work, including flooring, wall finishes, ceiling, and lighting.
- Supervising the procurement and installation of all required IT infrastructure, network equipment, security systems (access control, CCTV), and fire safety systems.

- Supervising the procurement and installation of all necessary furniture and equipment as per the approved design.
- Ensuring all work is carried out in compliance with relevant building codes, safety regulations, environmental standards, environmental and social assessment carried out for this CAU and approved design
- Conducting quality control and assurance throughout the implementation phase.
- Managing timely delivery by all subcontractors and suppliers and ensure that no child or forced labor is involved.

#### **4. Deliverables:**

The selected firm shall deliver the following:

- Detailed Requirements Analysis Report and Requirements Matrix.
- 'As Is' Site Assessment Report.
- Gap Analysis Report.
- Explain how infrastructure is a good fit to the To-Be Concept of Operations (ConOps) describing how the infrastructure, including the communications equipment support the flow of information and decision making with respect to assessment, inspections, interceptions and release.
- Based on the to-be ConOps, user Journeys illustrating the day in the life of (i) the officer on the frontlines inspecting and clearing goods, (ii) officer in the assessment hub (iii) customs broker and (iv) truck driver moving import and export goods, explaining how the infrastructure supports the user journey.
- Detailed Architectural Design Drawings (floor plans, elevations, sections).
- Detailed Interior Design Plans.
- 3D Models and Visualizations of the proposed facility.
- Detailed Bill of Quantities (BOQ).
- Comprehensive Project Implementation Plan with Milestones
- Draft RFP and support in evaluation of bidders
- Supervision of Completed Civil Works, allied facilities; and Structural Modifications.
- Supervision of Installed Electrical, Plumbing, and HVAC Systems.
- Supervision of Completed Interior Fit-out and Finishes.

- Supervision of Installed IT Infrastructure, Security Systems, and Fire Safety Systems.
- Supervision of Installed Furniture and Equipment.
- Testing and Commissioning Reports.
- As-built drawings and documentation.
- Operation and Maintenance Manuals for all installed systems and equipment (where applicable).
- Training materials and conducted training sessions (where applicable).
- Final Project Report.
- Certificate of Completion and Handover.
- Regular progress reports, including environmental and social aspects and presentations to Pakistan Customs.

#### **5. Timelines:**

- The duration of the design activity is 3 months, i.e. the firm is expected to finalize all deliverables within 90 days of the award of contract.
- The tendering assistance period is estimated to be 1-2 months.
- For the subsequent Phase 2 activity, which requires supervision of the implementation, installations, etc. the estimated duration is 9 months.

#### **6. Eligibility/Qualification Criteria:**

Interested firms must meet the following minimum eligibility criteria:

- The firm must be legally registered and authorized to operate in Pakistan. The firm must have a proven track record of at least 10 years of experience in providing architectural design, space planning, interior design, project management, and construction/implementation services for institutional, government, or large corporate facilities of similar size and complexity.
- The firm must have knowledge with the relevant Government of Pakistan rules or guidelines for the architectural design.
- The firm must demonstrate successful completion of at least 3 projects involving full-scope renovation, refurbishment, and development of multi-building complexes, including civil works and system installations.
- The firm must have a multidisciplinary team with qualified and experienced professionals in the fields of architecture, interior design, structural engineering, electrical engineering, mechanical engineering (HVAC), IT infrastructure

planning, project management, environmental and social safeguards, and construction management.

- The firm must provide evidence of financial stability and capacity to undertake a project of this magnitude.
- The firm must have a strong understanding of relevant building codes, safety regulations, and accessibility standards in Pakistan.
- The firm must possess necessary professional consulting licenses and permits (design and supervision of construction civil work in Pakistan).

## **7. Proposed Team Roles and Qualifications:**

The proposing firm should propose a dedicated project team with clearly defined roles and responsibilities. The team must include, at a minimum, the following key personnel with the specified qualifications and experience:

**Project Director/Senior Project Manager:** Overall responsibility for the entire turnkey project, including design and implementation phases. Must have minimum of Bachelor's /Master's degree (16 year of education) in Architecture, Civil Engineering, Project Management, or related discipline. Must have a minimum of 15 years of experience in managing complex design and construction projects, preferably including government or large-scale institutional facilities. Project Management Professional (PMP) certification or equivalent is highly desirable. Should ideally have prior experience with similar government projects.

**Construction Manager:** Responsible for the day-to-day management and supervision of all construction and installation activities on site. Must have minimum of Bachelor's/Master's degree (16years of education) in Civil Engineering, Construction Management, or related field. Must have a minimum of 10 years of experience in managing construction projects of similar scale and complexity. Should ideally have prior experience with similar government projects.

**Lead Architect:** Responsible for the overall architectural design concept and detailed drawings. Must have minimum of Bachelor's/Master's degree (16 years of education) in Architecture. Must be a registered architect with a minimum of 10 years of experience in architectural design, including

institutional or commercial buildings. PCATP-registered Architect is desirable. Should ideally have prior experience with similar government projects.

**Lead Interior Designer:** Responsible for the interior design concept, space planning, and material selection. Must have minimum of Bachelor's/Master's degree (16 years of education) in Interior Design / Interior Architecture. Must have a minimum of 10 years of experience in interior design for similar facilities. Should ideally have prior experience with similar government projects.

**Structural Engineer:** Responsible for assessing existing structures and designing necessary structural modifications. Must have minimum of Bachelor's/Master's (16 years of education) in Civil/Structural Engineering. Must be a registered structural engineer with a minimum of 10 years of experience. Should ideally have prior experience with similar government projects.

**Electrical Engineer:** Responsible for designing the electrical systems, including power distribution, lighting, and backup power. Must have minimum of Bachelor's/Master's degree (16 years of education) in Electrical Engineering. Must be a registered electrical engineer with a minimum of 7 years of experience. Should ideally have prior experience with similar government projects.

**Mechanical Engineer (HVAC):** Responsible for designing the heating, ventilation, and air conditioning systems. Must have minimum of Bachelor's/Master's degree (16 years of education) in Mechanical Engineering. Must be a registered mechanical engineer with a minimum of 7 years of experience in HVAC design for large buildings. Should ideally have prior experience with similar government projects.

**IT Specialist:** Responsible for planning the IT infrastructure, network layout, and equipment integration. Must have minimum of Bachelor's/Master's degree (16 year of education) in IT, Computer Engineering, or related discipline. Must have a minimum of 10 years of experience in IT infrastructure design for corporate or institutional environments. Should ideally have prior experience with similar government projects.

**Quantity Surveyor:** Responsible for preparing the detailed Bill of Quantities and cost estimations. Must have minimum of Bachelor's/master's degree (16 years of education) in Quantity Surveying, Civil Engineering, or related field.

Must have a minimum of 10 years of experience in quantity surveying for construction projects. Should ideally have prior experience with similar government projects.

**Environmental and Social / OHS Officer:** Responsible for ensuring environmental compliance, social safeguards, occupational health & safety (OHS) compliance, risk mitigation, and monitoring throughout the design and construction phases. Must have minimum of Bachelor's degree in **Environmental Sciences, Environmental Engineering, Public Health, Occupational Health & Safety**, or a closely related field. Must have Minimum **7–10 years of relevant professional experience** in environmental management, social safeguards, and OHS oversight on construction or infrastructure projects. Demonstrated experience in implementing **Environmental Management Plans (EMP), Health & Safety Plans**, and **Social Impact Mitigation Measures** on large-scale or government-funded projects. Should ideally have prior experience with similar government projects.

The proposal should include the CVs of the proposed key personnel, highlighting their relevant experience and qualifications.

#### **8. Selection Process:**

A Consultant will be selected in accordance with the Quality and Cost-Based Selection (QCBS) arrangements described in the World Bank's "Procurement Regulations for IPF Borrowers" Fifth Edition September, 2023 ("Procurement Regulations"), which can be perused at the website: <https://projects.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework>.

#### **9. Compliance:**

The Consultancy must comply with WB Procurement Regulations for IPF Borrowers, including conflict of interest guidelines.



## **Annex – I: ICT Infrastructure and “Tier III” based Server Room Design**

To ensure the uninterrupted operations of the Customs Centralized Assessment Hub (CAH), which will operate on a 24/7 basis with critical dependencies on ICT systems, it is essential to emphasize the need for robust and fault-tolerant facilities and utilities infrastructures.

A potential risk exists if the design and implementation of the IT Server Room fails to meet FBR standards for uptime, redundancy, and security etc. In the absence of mandated reliability specifications, any interruption caused by power outages, cooling failures, or hardware/environmental/security issues could lead to severe operational disruptions, data loss or security vulnerabilities affecting Customs Operations throughout the country.

It is therefore recommended that the Server Room within the CAH facility be designed to meet the standards of a Tier III Data Center (in alignment with FBR's Main Data Center). This will ensure that the infrastructure is maintainable, fault-tolerant, and capable of supporting mission-critical functions in line with the CAH's 24/7 operational requirements.

Key Tier III-aligned specifications for the facilities and utilities requirements will include:

- N+1 redundancy in power and cooling systems to allow concurrent maintenance.
- Dual power supply paths to all critical ICT equipment.
- Scalability of Power Systems to meet expected Server Room growth.
- Dedicated precision-controlled cooling with environmental monitoring.
- Fire detection and suppression system.
- UPS and backup generators with minimum 12-hour autonomy.
- Shielded cabling infrastructure and secure server rack arrangements.
- Access control, CCTV surveillance and physical intrusion prevention.
- Lightning and surge protection at all power and data entry points.
- Raised floor design with cable management and airflow optimization.
- Structured grounding and bonding systems compliant with IEEE/IEC standards.

The consultant should coordinate closely with PRAL in order to ensure that the above facilities and utilities specifications align with the ICT requirements of the CAH moving forward.