

TERMS OF REFERENCES (TORs)
PROGRAM MANAGEMENT SPECIALIST
PAKISTAN RAISES REVENUE PROJECT (PRRP)
FEDERAL BOARD OF REVENUE (FBR)

1. Background

The Federal Board of Revenue (FBR), Pakistan’s apex tax authority under the Ministry of Finance, is responsible for formulation and enforcement of tax policies, collection of federal taxes and duties, and broadening of the tax base to support sustainable economic growth through improved compliance. To support sustainable increase in domestic revenue, FBR is implementing the Pakistan Raises Revenue Project (PRRP) [US\$470 million] with financial and technical support from the World Bank¹. The project is supporting implementation of FBR’s transformation agenda by developing its Information Technology Systems to enable it to expand the tax base through the use of business intelligence tools and facilitate taxpayer compliance as well as customs procedures and operations. The project also helps improve transparency and accountability of FBR.

In this context, and given the scale and complexity of ongoing Customs-related reform initiatives under the PRRP, including Cargo Tracking System (CTS), Remote Image Analysis Centre (RIAC), and other Customs modernization initiatives being implemented through the PRR Program Office (Customs), FBR intends to engage an Individual Consultant to support establishment and operationalization of program-level management systems, coordination mechanisms, portfolio-level monitoring frameworks, and reporting mechanisms across these initiatives in line with international program management standards and World Bank implementation requirements.

2. Objective of the Consultancy

The primary objective of this assignment is to provide expert technical support to the PRR Program Office (Customs) in establishing and institutionalizing program-level management frameworks, methodologies, monitoring systems, coordination mechanisms, and reporting structures to ensure effective oversight, integration, and performance management across CTS, RIAC, and other Customs-related initiatives being implemented under PRRP in accordance with World Bank implementation and reporting requirements.

3. Scope of Work and Key Responsibilities

The Program Management Specialist will be responsible for establishing and maintaining program-level management frameworks, processes, and standards. This role will support the Additional Director PRRP - Customs in ensuring effective oversight, coordination, and performance management across all constituent Customs related projects.

The Program Management Specialist will perform a portfolio-level coordination and oversight role across multiple Customs-related initiatives under PRRP and will support the PRR Program Office in establishing standardized program-level governance, monitoring, reporting, and coordination mechanisms. This role is distinct from the Project Management Specialists, who support implementation of individual projects (such as CTS and RIAC etc), whereas the Program Management Specialist will ensure cross-project integration,

¹ For details, see: <https://projects.worldbank.org/en/projects-operations/project-detail/P165982?lang=en>

dependency management, and consolidated performance monitoring across the Customs reform portfolio.

The Specialist shall perform, but not limited to, the following key tasks:

- Develop and maintain the overall PRRP program management framework, including methodologies, standards, and procedures for all PRRP funded projects.
- Establish and manage program-level planning, scheduling, and tracking processes.
- Implement and manage program-level risk and issue management processes.
- Develop and manage the program's resource management plan.
- Establish and manage program performance monitoring and reporting mechanisms, including dashboards and KPIs.
- Provide guidance and support to individual project teams, evaluation committees, implementation committees, etc. on adhering to program management standards and using designated tools.
- Facilitate program-level coordination and communication among project teams and stakeholders.
- Support the Additional Director PRRP - Customs in portfolio management activities, including project prioritization and dependency management.
- Contribute to the continuous improvement of program management processes and capabilities within the PRR Program Office.
- Architect, implement, and centrally administer the project/program management tools (e.g. ClickUp workspace, etc) for the PRR Program Office on all Customs related projects and constituent project teams.
- Translate complex program methodologies and World Bank reporting requirements into functional tools/ClickUp workflows, automated processes, and customized executive dashboards.
- Provide comprehensive training and ongoing technical support to FBR staff and external experts to ensure optimal utilization of different tools (e.g. ClickUp etc) for task management, milestone tracking, and cross project collaboration.
- Design, configure, and support implementation of a centralized digital program management workspace using appropriate project/program management tools to support portfolio tracking, milestone monitoring, dependency management, and executive-level reporting.
- Translate program management methodologies and World Bank reporting requirements into functional digital workflows, automated tracking mechanisms, and customized executive dashboards.
- Provide training and technical support to FBR staff and implementation teams on utilization of program management tools for task tracking, milestone monitoring, reporting workflows, and cross-project coordination.
- Coordinate with the Monitoring and Evaluation (M&E) Specialist of the PRR Program Office to support preparation of consolidated implementation progress updates and inputs required for World Bank Implementation Status Reports (ISRs) and supervision missions.
- • Coordinate with Environmental and Social Specialists of the PRR Program Office to ensure program-level monitoring frameworks incorporate relevant Environmental and Social Management Plan (ESMP) requirements where applicable.

4. Duration and Reporting

The duration of assignment is 12 months, which is extendable based on performance and requirement. The consultant will report to Additional Director PRRP – Customs.

5. Required Qualifications and Experience & Expertise

- Bachelor's or Master's degree in Project Management, Business Administration, or a related field.
- Professional certification in Program or Project Management (e.g., PgMP, PMP) is highly desirable.
- Extensive experience in establishing and operating program management frameworks in complex, multi-project environments.
- Minimum **7-10 years** of relevant professional experience
- Proven experience in program planning, risk management, resource management, and performance reporting.
- Experience in government or public sector programs, particularly those involving IT and infrastructure, is an advantage.
- Excellent analytical, organizational, and communication skills. Proficiency in program and project management software and tools. Must be extremely adept at using recognized project management software tools (e.g. ClickUp etc), with a demonstrated ability to design, build, and successfully implement complex project and program management strategies directly within these tools.
- Demonstrated experience in designing and implementing digital program or portfolio management tracking systems using recognized project/program management platforms in complex multi-project implementation environments.

6. Selection Process

A consultant shall be selected in accordance with the method contained in Section VII, paragraphs, 7.36 and 7.37 of the “World Bank’s Procurement Regulations for IPF Borrowers”, July 2016 [Revised November 2017 and August 2018].