

TERMS OF REFERENCES (TORs)
PROJECT MANAGEMENT SPECIALIST - I
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 effective planning, coordination, monitoring, and implementation of these initiatives in line with international project management standards and World Bank implementation requirements.

2. Objective of the Consultancy

The primary objective of this assignment is to provide expert project management support to the PRR Program Office (Customs) and associated implementation teams responsible for CTS, RIAC, and other Customs-related modernization initiatives under PRRP, with a focus on strengthening project planning, scheduling, monitoring, reporting, risk management, vendor coordination, and implementation tracking in accordance with World Bank implementation and reporting requirements.

3. Scope of Work and Key Responsibilities

The Project Management Specialist will provide specialized project management expertise and support to the individual FBR project teams, who are working on Customs initiatives (including CTS, RIAC etc., under PRRP. This role will focus on ensuring that individual projects are planned, executed, monitored, and controlled effectively in accordance with program standards.

The Project Management Specialist will support implementation of individual Customs-related projects under PRRP and will work in coordination with the Program Management Specialist of the PRR Program Office (Customs), who is responsible for program-level coordination, portfolio monitoring, and cross-project integration across the Customs reform initiatives.

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

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

- Provide expert guidance and support to Project Directors and project teams on project planning, scheduling, and execution in liaison with vendors.
- Assist project teams in developing detailed project plans, work breakdown structures, and activity schedules.
- Implement and manage project-level monitoring and control processes to track progress, identify deviations, and recommend corrective actions.
- Support project teams in managing project-specific risks and issues.
- Assist in the preparation of project status reports and presentations.
- Ensure that project documentation and records are maintained in accordance with project management standards.
- Facilitate communication and coordination within project teams and between project teams and the Program Management Specialist.
- Contribute to capacity building within project teams on effective project management practices.
- Coordinate with the Monitoring and Evaluation (M&E) Specialist of the PRR Program Office to support preparation of 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 implementation progress monitoring incorporates 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 the Additional Director PRRP – Customs.

5. Required Qualifications and Experience & Expertise

- Bachelor's or Master's degree in Project Management, Engineering, Business Administration, or a related field.
- Professional certification in Project Management (e.g., PMP, PRINCE2) is highly desirable.
- Minimum **5 years** of relevant professional experience
- Significant experience in managing or supporting the management of individual projects, preferably in the IT, infrastructure, or other areas of public sector management.
- Proven experience in project planning, scheduling, monitoring, and control.
- Experience working within a PMO or program management structure is an advantage.
- Excellent organizational, analytical, and problem-solving 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.

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].