

**Terms of Reference**  
**Project Manager / Coordinator**  
**Lebanon Fiscal Management Project (P181155)**

**Project Background**

The Lebanon Fiscal Management Project (FMP – P181155), funded by a US\$28.5 million World Bank loan and a US\$5.5 million grant from the Lebanon Financing Facility (LFF), is implemented by the Ministry of Finance (MoF) to strengthen domestic revenue mobilization and public financial management (PFM). The project supports the restoration and modernization of core revenue functions, enhancement of fiscal control mechanisms, reinforcement of oversight institutions, and development of procurement capacity.

The project aims to restore fiscal transparency, efficiency, and accountability through a comprehensive package of technical assistance, IT system upgrades, institutional reforms, and capacity building. Key activities include the deployment of a modern Integrated Tax Administration System (ITAS), improvement of public financial reporting, and service delivery enhancements.

**The project comprises five components:** (i) Stabilizing Core Revenue Functions, (ii) Restoring Core Fiscal Controls, (iii) Revitalizing Oversight and Procurement Capacity, (iv) Project Management, and (v) a Contingent Emergency Response Component (CERC).

The **Project Development Objective (PDO)** is to restore key fiscal functions and promote the accountable use of public resources. Progress is monitored through clearly defined **Performance-Based Conditions (PBCs)**, including timely submission of national budgets, increased tax compliance by large taxpayers and regular publication of audited financial statements.

**Objectives of the Assignment**

To ensure the effective management, coordination, implementation, monitoring, and evaluation of all project activities to achieve the agreed development objectives within the stipulated timeline, budget, and quality standards. This includes supporting institutional capacity-building, facilitating inter-agency collaboration, and proactively addressing risks to ensure the sustainability of outcomes.

Given that the Project includes major digital transformation initiatives, including the Integrated Tax Administration System (ITAS) and public financial management systems supporting budget, treasury, accounting, and financial reporting (IFMIS-related reforms), the Project Manager/Coordinator is expected to provide informed technical advice to senior

management on implementation approaches, sequencing, and operational implications of system design and deployment. The role includes ensuring that system solutions are consistent with the Ministry's operational needs and reform objectives. The Project Manager/Coordinator is therefore expected to possess sufficient technical understanding of large government information system implementation to effectively supervise implementation progress, coordinate stakeholders, and manage implementation risks.

## **Key Responsibilities**

### ***Project Leadership and Coordination***

- Provide overall leadership, strategic direction, and coordination for the planning, execution, monitoring, and reporting of project activities.
- Directly supervise and manage the daily activities and performance of Project Coordination Unit (PCU) staff, consultants, and contractors to ensure timely and quality delivery of project outputs according to their Terms of Reference.
- Maintain and update the Project Operations Manual (POM), when needed, to reflect amendments in Project implementation procedures.
- Organize, facilitate, and document Steering Committee meetings and other technical and governance meetings.

### ***Financial and Procurement Oversight***

- Oversee the smooth execution of contracts, procurement processes, and financial transactions, including authorization of bidding and disbursements, ensuring compliance with World Bank fiduciary and procurement guidelines.
- Collaborate closely with the Financial Management Specialist and Procurement Specialist to ensure adherence to financial management guidelines, accounting standards, and procurement procedures.
- Authorize project-related transactions and review supporting documentation for accuracy and compliance.
- Ensure proper documentation and accessibility of all project financial records, contracts, and procurement files.
- Ensure that procurement plans are regularly updated and aligned with project implementation schedules.

### ***Planning, Monitoring, and Reporting***

- Oversee the preparation and submission of the Project Annual Work Plans, Budgets, Quarterly Progress Reports, Interim Unaudited Financial Reports (IFRs), audit reports, and other required documentation in a timely manner.

- Monitor Project progress against plans, identify risks and issues, develop mitigation strategies, and ensure timely resolution.
- Track Performance Based conditions (PBCs) as defined in the project's Results Framework.
- Support preparation of the Implementation Completion Report (ICR) and other Project closing documentation.
- Maintain transparent and timely communication with the MoF DG, and MoF assigned focal points, World Bank, and other stakeholders to keep them informed of progress, challenges, and achievements.

### ***Team Management and Institutional Strengthening***

- Lead the recruitment, onboarding, performance evaluation, and professional development of PCU staff and consultants, fostering a motivated and skilled project team aligned with project goals.
- Provide guidance and capacity-building support to project staff and component coordinators/ focal points.
- Institutionalize and strengthen project management procedures within the PCU for sustainability and improved efficiency.

### ***Technical Advisory and Transformation Oversight***

- Provide technical advisory support to the Ministry of Finance on information systems development such as Integrated Tax Administration System (ITAS) and Integrated Financial Management Information System (IFMIS) transformation tracks, including implementation strategy, sequencing, and operational implications.
- Review and assess systems design proposals, implementation approaches, and rollout plans prepared by vendors and consultants, and advise management on progress, risks, and readiness considerations.
- Support senior management at MoF in making informed decisions regarding system configuration options, deployment strategy, and implementation priorities.
- Ensure consistency between business reform objectives and system implementation activities.
- Advise on institutional and organizational impacts of reform activities, including process changes, regulatory amendments, and operational procedures.
- Ensure appropriate knowledge transfer and capacity building of Ministry staff to enable post-implementation system ownership.
- Support change management and operational readiness activities associated with system rollout.
- Support validation of system deliverables, including functional specifications, implementation results, and acceptance documentation.

- Monitor vendor and consultant performance against technical deliverables, implementation milestones, and acceptance criteria.
- Ensure strong and regular coordination with Systems development focal points as assigned and nominated by MoF to ensure consistency with legal, institutional and public financial management frameworks.

### ***Risk Management and Compliance***

- Ensure compliance with all World Bank operational policies, loan and grant agreement terms, and environmental and social safeguards.
- Coordinate with the Social and Environmental Specialist to manage safeguard implementation and grievance mechanisms.
- Promote adherence to the World Bank’s Anti-Corruption Guidelines and integrate anti-fraud safeguards into project processes.
- Promote accountability, transparency, and good governance principles throughout project implementation.

### ***Stakeholder Engagement***

- Coordinate effectively with MoF departments, focal points on systems development, government entities, consultants, contractors, and external partners to ensure smooth project execution.
- Facilitate stakeholder consultations and maintain productive relationships with key government and international actors.

### ***Audit and Supervision Support***

- Facilitate external audits, supervision missions, and World Bank reviews by providing timely and accurate documentation.
- Act on audit recommendations and ensure corrective actions are implemented promptly.

## **Duration**

This is a full-time assignment with a one-year contract duration, renewable based on performance and project requirements, and covering the entire project implementation period.

## **Location**

Ministry of Finance, Beirut, Lebanon.

## **Deliverables**

- Annual Work Plans and Budgets submitted on time and approved by the Project Steering Committee and World Bank.
- Quarterly Progress Reports, Interim Unaudited Financial Reports, audit reports, and other periodic reports submitted within agreed deadlines.
- Support reports summarizing technical assistance to MoF departments and beneficiaries from all development partners to ensure complementarity and consistency with the Project activities.
- Updated Project Operations Manual reflecting current policies and procedures, when needed.
- Minutes and follow-up notes from Steering Committee and project technical and governance meetings.
- Risk identification and mitigation plans addressing project challenges.
- Documentation and reports on compliance with environmental and social safeguards, including grievance mechanism follow-ups.
- Comprehensive records and documentation of all project expenditures, procurement activities, and contracts, and regular update of the Project Action Plan matrix.
- Capacity-building and institutionalization reports demonstrating strengthened PCU project management procedures.

## Qualifications and Experience

- Advanced university degree (Master's or equivalent) in Project Management, Public Administration, Business Administration, Information Systems, Digital transformation, Finance, Economics, or related disciplines.
- A first-level university degree combined with substantial relevant professional experience may be accepted in lieu of an advanced degree.
- Minimum of ten years of progressively responsible experience managing donor-funded projects, preferably with World Bank or other international agencies.
- Knowledge of public financial management and fiscal reforms is preferred.
- Demonstrated experience in project management or supervision of large information system implementation projects in the public sector (e.g., tax administration systems, financial management information systems, ERP, or similar enterprise systems).
- Knowledge of business processes related to tax administration and public financial management.

## Competencies and Skills

- Strong organizational, analytical, and coordination capabilities.
- Excellent written and verbal communication skills for reporting and stakeholder coordination.
- Excellent risk management and problem-solving skills.

- Ability to analyze system design proposals and implementation plans from a managerial and operational perspective.
- Ability to work under pressure, prioritize tasks, and meet deadlines.
- Commitment to transparency, accountability, and good governance.
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- Excellent command of spoken and written English and Arabic;
- Ability to coordinate effectively with diverse stakeholders, including senior government officials and international partners.
- Ability to engage with technical specialists and interpret technical documentation for management decision-making.
- Demonstrated leadership, team management, and communication skills with ability to lead multidisciplinary teams including consultants, professionals, and senior government officials.
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## Reporting

The Project Manager/Coordinator (PM/C) reports directly to the DG of MoF and maintains close liaison with the World Bank Task Team Leader (s) and senior officials within the Ministry of Finance. The PM/C works collaboratively with the Financial Management Specialist, Procurement Specialist, Social and Environmental Specialist, and other project team members.

## Performance Evaluation

The performance of the Project Manager / Coordinator will be evaluated semi-annually by the DG of MoF in consultation with the World Bank Task Team Leader. The evaluation will be based on the following criteria:

- Timely achievement of project milestones and deliverables as outlined in the Annual Work Plan
- Quality and timeliness of project reporting and communication with stakeholders.
- Effectiveness in team leadership, coordination, and stakeholder engagement.
- Compliance with World Bank fiduciary, procurement, and safeguard policies.
- Responsiveness to audit findings and implementation of corrective measures.
- Contribution to risk mitigation, institutional strengthening, and sustainability of project outcomes.

## Confidentiality

The Project Manager / Coordinator shall maintain strict confidentiality of all project-related documents, communications, and stakeholder information. No information or documentation may be shared externally without prior written authorization from the Ministry of Finance and the World Bank. All records and correspondence shall be handled in accordance with applicable data protection and project governance standards.