Integrated Tax Administration Project
TOR for Project Manager Role
For the Government of Saint Lucia

1.0 Introduction

The Government of Saint Lucia plans to implement a new **Tax Administration Information System** (TAIS) within the Inland Revenue Department. This system aims to enhance the efficiency of tax collection, improve tax administration, and deliver a better user experience to taxpayers. The **Project Manager** is a critical position for the successful implementation of the new (TAIS). This project aims to modernize the Inland Revenue Department's operations by replacing its existing legacy system. This initiative is guided by a strategic plan that defines the project's approach, structure, key deliverables, and timelines.

2.0 Objectives

2.1 **Improve Efficiency:** Automate and digitize core tax administration processes, reducing reliance on manual tasks and minimizing administrative overhead. This will enhance productivity, expedite processing times, and reduce the potential for human error.

2.2 **Enhance Taxpayer Services:** Provide a modern, user-friendly, and accessible digital platform for taxpayers. This includes simplifying tax filing, enabling secure online payments, and establishing clear communication channels with the Inland Revenue Department to foster greater voluntary compliance.

2.3 **Data Integrity and Security**: Implement a robust system architecture that guarantees the accuracy, consistency, and reliability of all tax-related data. Establish and enforce stringent access controls and state-of-the-art cybersecurity measures to protect sensitive taxpayer information from unauthorized access and cyber threats

2.4 **Strengthen Compliance and Reporting**: Develop comprehensive tools that facilitate effective tax compliance monitoring and enforcement. The system will also provide advanced reporting and analytics capabilities for both internal management and external stakeholders, enabling data-driven decision-making and transparent performance tracking.

3.0 Scope of Work

The Project Manager will be responsible for the end-to-end management of the TAIS implementation project, from initiation to closure. This includes the management of a vendor-led commercial off the shelf (COTS) implementation, with a strong emphasis on client-side infrastructure and integration. The scope of work includes, but is not limited to the following key areas:

3.1 Project Planning and Definition

3.1.1 Develop and manage comprehensive project plans, including scope, goals, deliverables, timelines, resource allocation, and budget management. This will specifically emphasize the phases related to COTS procurement, vendor-led implementation, and client-side infrastructure and integration.

3.1.2 Define clear objectives and milestones for the project team, with rough deadlines for each.

3.1.3 Support a robust project governance framework, and establish a communication plan, and reporting mechanisms.

3.2 Resource and Team Management

3.2.1 Lead, motivate, and manage the project team, which includes internal staff and external consultants/vendors.

3.2.2 Coordinate project activities and resources across multiple specialized internal client teams, such as business analysis, Quality Assurance (QA), data migration, infrastructure, COTS configuration oversight, and client-side integration.

3.2.3 Organize and facilitate inter-departmental work groups and team meetings as necessary.

3.2.4 Ensure all team members are aligned with project goals, roles, and responsibilities.

3.3 Budget and Financial Management

3.3.1 Monitor and control the project budget, tracking all expenditures against planned costs.

3.3.2 Provide regular financial updates and reports to the Project Steering Committee.

3.4 Stakeholder and Communication Management

3.4.1 Act as the primary point of contact for all project-related communications.

3.4.2 Facilitate clear and consistent communication with all stakeholders, including the Project Steering Committee, internal tax administration departments, and external COTS partners.

3.4.3 Conduct regular project status meetings and provide updates to senior leaders.

3.4.4 Manage stakeholder expectations and ensure their active engagement throughout the project lifecycle.

3.5 Risk, Issue, and Change Management

3.5.1 Proactively identify, assess, and manage project risks and maintain a comprehensive risk register. This will include risks related to COTS product limitations, vendor performance, client-side infrastructure readiness, or integration challenges.

3.5.2 Implement mitigation strategies to address potential issues and track team performance, project timeline, and budget in real time.

3.5.3 Manage project scope and change control, escalating issues to the Steering Committee when necessary, especially regarding product fit, required customizations, or client-side implementation adjustments.

3.6 Vendor and Contract Management

- **3.6.1** Oversee the vendor selection process, contract negotiations, and ongoing vendor performance management for the COTS solution.
- **3.6.2** Ensure vendor adherence to Service Level Agreements (SLAs) and project requirements for their scope of work.

3.7 Quality Assurance and Compliance

- **3.7.1** Ensure compliance with organizational policies, government regulations, and best practices throughout the project lifecycle. This includes adherence to COTS security and data privacy standards, as well as client-side infrastructure security.
- **3.7.2** Oversee the quality of all project deliverables, ensuring they meet defined standards and objectives.

3.8 Continuous Improvement and Project Closure

- **3.8.1** Drive continuous improvement initiatives for project delivery processes, adapting to the nuances of COTS implementation and hybrid responsibilities.
- **3.8.2** Formalize project completion and handoff to the operational team.
- **3.8.3** Conduct a post-implementation review to document lessons learned and best practices for future projects.

4.0 Stakeholders

The following is a list of key stakeholders for the TAIS implementation project. The Project Manager is responsible for effective communication, engagement, and expectation management with each group.

- **4.1 Project Steering Committee**: The primary governing body providing strategic direction, making key decisions, and approving major project milestones, budget changes, and scope adjustments. This committee is composed of senior leaders from the Ministry of Finance and by extension the Inland Revenue Department.
- **4.2 Internal Client Teams:** The various specialized departments within the Inland Revenue Department that will be directly involved in or affected by the new system. This includes:
  - **4.2.1 Business Analysis Team:** Defines the functional requirements and business processes for the new system.
  - **4.2.2 Quality Assurance (QA) Team**: Manages testing of the new system to ensure it meets specifications and quality standards.
  - **4.2.3 Data Migration Team**: Responsible for transferring data from the legacy system to the new TAIS.
  - **4.2.4 Infrastructure Team**: Manages the technical infrastructure required to support the new system.
  - **4.2.5 Tax Administration Departments**: The end-users of the system whose daily operations will be transformed.

4.3 External Stakeholders:

- **4.3.1 COTS Vendor**: The external partner responsible for delivering, configuring, and implementing the core Tax Administration Information System.
- **4.3.2 Taxpayers**: The end-users of the public-facing components of the new system. While not directly involved in the project management, their needs and feedback are paramount to the project's success.
- **4.3.3 Government Regulators**: Ensure the project adheres to all relevant government policies and regulations.

5.0 Deliverables and Timelines

The Project Manager's engagement will be structured around a series of key deliverables, each with a defined timeline and corresponding payment percentage. The project's milestones will progress from initial planning and vendor selection to system implementation, testing, and final closure. The timeline is designed to ensure a structured approach, with specific deliverables submitted at critical junctures. Each deliverable will be subject to a two-week validation period by the client, ensuring all outputs meet the required standards before final acceptance and payment.

The Project Manager will submit the following deliverables electronically in Word and PDF formats. All final reports and key documents must also be submitted in duplicate hard copy. All deliverables must be in English.

#	Deliverable	Estimated Weeks Effort	Weeks after Contract Signing	Payment %
1	**Inception Report & Detailed Project Plan** Includes a detailed work plan, updated timelines, and a resource allocation matrix for all project phases.	4	4	
	Validation	2	6	**10%**
2	**Procurement & Vendor Selection Report** Summary of the RFP process, vendor evaluation, and final recommendation.	4	6	
	Validation	4	12	**15%**
3	**Monthly Project Status Reports** Regular updates on progress, budget, risks, and issues, with a focus on COTS configuration and integration.	1 per week	As required (continuous)	
	Validation (after 6 months)	2	28	**10%**

#	Deliverable	Estimated Weeks Effort	Weeks after Contract Signing	Payment %
4	**System Design & Configuration Completion Report** Confirmation of system design sign-off and COTS configuration completeness.	4	36	
	Validation	2	38	**20%**
5	**Data Migration & Testing Completion Report** Summary of successful data migration and formal sign-off on UAT results.	4	48	
	Validation	2	50	**20%**
6	**Training and Go-Live Readiness Report** Confirmation of staff and taxpayer training completion, and a Go-Live readiness checklist.	4	56	
	Validation	2	58	**15%**
7	**Final Project Report & Post-Implementation Review** Detailed project closure report, including lessons learned and recommendations for future phases.	4	60	
	Validation	2	62	**10%**

6.0 Expertise Required

The successful candidate will be an experienced and highly skilled professional with a proven track record in managing complex IT projects. The qualifications and skills required for this role are as follows:

6.1 Qualifications

6.1.1 **Educational Background**: A Bachelor's degree in Information Technology, Business Administration, or a related field.

6.1.2 **Professional Certification**: A Project Management Professional (PMP), PRINCE2, or equivalent certification is required.

6.1.3 **Experience**: A minimum of 10 years of progressive experience in IT project management. This experience must include significant involvement in large-scale system implementation or modernization projects, preferably within a government or public sector context. Specific experience with Commercial Off-The-Shelf (COTS) procurement and hybrid implementation models is essential.

6.1.4 **Technical Acumen**: A strong understanding of modern ICT trends, project management methodologies (e.g., Agile, Waterfall, Hybrid), and project management tools. The ability to comprehend complex COTS systems, their technical limitations, and the associated integration challenges is critical.

6.1.5 **Key Competencies**: A balanced skill set encompassing both "**hard skills**" (e.g., project planning, budgeting, risk management, quality assurance, and change control) and "soft skills" (e.g., leadership, communication, stakeholder management, conflict resolution, and cultural intelligence).

6.1.6 **Procurement & Vendor Management**: Extensive experience with vendor management, contract negotiation, and procurement processes, particularly in a context where an external vendor is leading the core system implementation.

6.1.7 **Government Experience:**

6.1.7.1 Demonstrated experience managing projects within a government or public sector environment, including an understanding of public procurement guidelines and regulatory compliance. This is a crucial asset for navigating the unique challenges of this project.

6.1.7.2 Demonstrated experience or expertise in tax administration, public finance, or a related regulatory field is also highly desirable.

7.0 RESPONSIBILITIES

7.1 Consultant

7.1.1 All data, corresponding information, and reports obtained from the Government in the execution of the services shall be properly reviewed and analyzed by the Consultant. All such data, information and reports shall be treated as Confidential and used only for the purpose of this consultancy.

7.1.2 The Consultant shall be responsible for arranging living accommodations, transportation, and secretarial services and all other input required for the purpose of the assignment.

7.1.3 The Consultant shall make their own arrangements for document reproduction, printing and reproduction of all reports during the course of the assignment.

7.1.4 Remote consultations would be allowed, however at least two (2) site visits for the initial engagement with stakeholder and diagnostic, then a second round of missions to coincide with the consultations.

7.2 Client

7.2.1 The Client shall facilitate the participation of necessary entities and institutions, and shall provide material support to ensure the successful organization of the planned activities.

7.2.2 The Client will be responsible for providing the Consultant with local office space, meeting and conference facilities during the course of this assignment.

7.2.3 The Client will provide oversight and strategic guidance during project implementation.

7.2.4 The Client shall provide access to all available relevant information.

7.2.5 The Client shall provide feedback on reports submitted within two (2) weeks of receipt.

8.0 Assumptions and Risks

8.1 Aggressive Timelines: The current project schedule, particularly the compressed timelines for key milestones such as System Design and Data Migration, presents a significant risk. The successful completion of these phases is highly dependent on the timely availability of resources and the cooperation of all stakeholders.

8.2 Scope Creep: The proposed project timeline provides limited flexibility for major changes in scope. Any significant changes or additions to the project requirements may necessitate an extension of the timeline and an increase in budget.

8.3 Implementation Challenges: The project's success is dependent on the COTS solution's ability to meet the Inland Revenue Department's specific needs. Risks include potential product limitations, unforeseen customizations, and integration challenges with existing client-side infrastructure. These issues could directly impact the project's schedule and budget.

8.4 Stakeholder Dependencies: The timeline assumes that all internal teams and external vendors will provide deliverables on schedule. Delays in one area, such as the procurement process or data migration readiness, will have a cascading effect on subsequent phases.

These risks will be actively managed throughout the project, with regular reporting to the Project Steering Committee. A formal change control process will be utilized to assess and mitigate the impact of any unforeseen challenges.