# CONSULTANTS REQUIRED

**Loan 6056-PAK: Railway Improvement Project (RIP)**
**Implementing Agency: Pakistan Railways, Government of Pakistan**

**1.** The Government of Pakistan has received a Loan from the Asian Development Bank (ADB). Part of the financing will be used for Consultancy Services for Design Review, Institutional Strengthening, And PPP / Commercialization For The ML-1 Karachi – Rohri (480 Km) Upgradation Project. The Ministry of Railways (MoR) will be the Executing Agency (EA) while Pakistan Railways (PR) will be the Implementation Agency (IA). The Project Implementation Unit (PIU) has already been established which on behalf of PR will provide guidance on, and oversight to, the overall implementation and performance of the project.

**2.** The project requires the services of following Individual Consultant;

**I) INSTITUTIONAL & REFORM SECTOR SPECIALIST**

**3.** The PIU-ML-1 hereby invites the Expression of Interest (EOI) from the experts. The above said Consultant will be recruited using "*ADB Procurement Policy and ADB Procurement Regulations (2017, as amended from time to time)*".

**4.** The EOI must be submitted online via the ADB's Consultant Management System (CMS). The EOI must be submitted using the online template in CMS not later than **27 August 2026.** Access to the online Request for Expression of Interest and terms of reference (TORs) may be reached through the link to Consultant Services Recruitment Notices (CSRN) available at **www.adb.org/site/business-opportunities/operational-procurement/consulting.** An Individual wishing to submit an EOI must be registered with the CMS which is accessible at **http://cms.adb.org.** Any Individual encountering technical problems in accessing CMS should request assistance by sending an email to: **cmshelp@adb.org.**

**5.** This advertisement is also available at Pakistan Railway website www.pakrail.gov.pk.

**Project Director/Team Leader**
**Project Implementation Unit**
**ML-1 Project, Pakistan Railways**
**Address: Bungalow No. 3, Pakistan Railways Mayo Gardens, Lahore, Pakistan**
**Telephone:+92 42 99206056; Fax: +92 42 36286303**
**E-mail: pdpiu@pakrail.gov.pk**

Print Close

## TERMS OF REFERENCE

| | |
|---|---|
| **Selection Number** | 222624 |
| **Project** | LOAN-6056 PAK: Preparing the Railway Improvement Project - ICS Multiple Institutional & Reform Sector Specialist (59028-001) |
| **Expertise** | Institutional & Reform |
| **Expertise Group** | Project Management/ Institutional Development |
| **Source** | National |

### Objective and Purpose of the Assignment

The objective of this assignment is to provide dedicated institutional and reform advisory support to the Pakistan Railways Project Implementation Unit (PIU) during the Project Readiness Financing (PRF) phase. Its purpose is to ensure that the institutional diagnostics and reform designs developed by the primary PRF consultants are practical, properly sequenced, and aligned with the operational realities and implementation capacity of Pakistan Railways. The consultant will act as a focal point for the PIU, offering critical review, strategic advice on feasibility and risks, and facilitating coordination to ground technical proposals in the local institutional context.

The assignment focuses on high-level review, advisory, and readiness functions. The consultant will examine the PRF consultants' assessments, reform roadmaps, and policy matrices to provide feedback on implementation feasibility, political economy considerations, and prioritization. A key purpose is to translate these proposals into actionable steps, advising on institutional preparedness, staffing implications, and sequencing to build PIU capacity and ensure reforms are executable before loan effectiveness.

Consequently, the deliverables will center on review notes, implementation readiness inputs, and contributions to ADB project documentation. The role is purely advisory, aimed at strengthening the quality and realism of the reform package through iterative feedback, thereby ensuring final loan covenants and project designs are robust and firmly grounded in the operational landscape of Pakistan Railways.

### Scope of Work

The Institutional & Reform Sector Specialist will act as the PIU-side focal point, providing review, advisory, and coordination support. Working closely with Pakistan Railways, the PIU, other PRF consultants, and ADB, the specialist will focus on the feasibility and implementation readiness of institutional proposals. The scope includes (i) reviewing and providing feedback on institutional diagnostics, reform roadmaps, and policy matrices prepared by the PRF consultants; (ii) analyzing the practicality, sequencing, and risks of proposed institutional reforms within the operational context of Pakistan Railways; (iii) advising the PIU on refining implementation arrangements, staffing plans, and coordination mechanisms to ensure they are actionable; and (iv) contributing high-level institutional inputs and review notes to ADB project documents and loan covenants to ensure conditions are realistic and implementation-ready.

### Detailed Tasks and/or Expected Output

The Institutional & Reform Sector Specialist shall undertake, but not be limited to, the following tasks:

A. Institutional Assessment and Diagnostics

1. Provide expert review of institutional, organizational, and governance diagnostics for Pakistan Railways prepared by the PRF consultants, focusing on the practical implications of their findings on mandates, decision-making, autonomy, and coordination mechanisms.

2. Review the legal framework establishing Pakistan Railways and its ownership structure and provide an assessment of the merits of fully corporatizing the entity as a company under the Pakistan Company Act 2017, identifying the initial steps required to achieve incorporation.

3. Assess the feasibility and implementation readiness of policy, legal, and regulatory reforms proposed by the PRF consultants for railway operations, asset management, and private sector participation.

4. Analyze identified institutional bottlenecks and capacity gaps from an implementation perspective, advising on realistic sequencing and mitigation strategies for project sustainability.

5. Evaluate the alignment and practical lessons from past reform initiatives, ensuring proposed new actions under the PRF are grounded in operational reality and avoid past pitfalls.

B. SOE Governance and Fiscal Reform areas (PSO and Fiscal Risk):

1. Assess strengths and weaknesses in the current corporate governance arrangements (board oversight, management autonomy, reporting lines) and recommend enhancements to support effective implementation.

2. Assess Pakistan Railways' financial sustainability strategy (operating ratio, subsidy dependence, debt exposure), budget transfers, contingent liabilities, and PSO compensation mechanism and identify potential challenges to effective implementation with recommendations on how the challenges should be mitigated.

3. Assess the interaction between railway reform and the federal fiscal framework and its impact on project implementation.

C. Institutional Reform Planning and Design

1. Critically review the institutional reform options developed by PRF consultants, providing advice on their feasibility, political economy, and potential impact on governance, efficiency, and service delivery.

2. Analyze and provide input on the phased reform roadmap prepared by the PRF Consultant, focusing on the practical sequencing and implementation readiness of short-term (PRF), medium-term, and long-term actions.

3. Advise on the prioritization and operationalization of proposed reform actions—such as restructuring, performance management, and financial practices—ensuring alignment with project objectives and PIU capacity.

4. Assess the practicality and institutional preconditions for private sector participation or PPP frameworks proposed by the PRF consultants, providing high-level advisory input on implementation pathways.

D. Project Implementation and Institutional Readiness

1. Review and refine the institutional arrangements for project implementation proposed by the PRF consultants, focusing on the practical clarity of roles, coordination mechanisms, and decision-making structures within PR and the PIU.

2. Analyze proposed staffing and capacity requirements, advising on feasible skill development plans and realistic capacity-building measures to ensure the PIU is operationally ready.

3. Provide recommendations on enhancing the PIU's practical capabilities in contract management, procurement oversight, financial management, and monitoring, based on a review of proposed systems and identified gaps.

E. Policy, Governance, and Change Management

1. Review and provide feedback on proposed policy and procedure improvements from the PRF consultants, assessing their practicality for enhancing transparency, efficiency, and accountability within the project context.

2. Advise on the design and implementation feasibility of change management plans, including stakeholder engagement and communication strategies prepared by the PRF team.

Provide high-level guidance on the sequencing of reforms and associated risk mitigation, focusing on political, administrative, and operational feasibility to ensure smooth adoption.

F. Coordination, Reporting, and ADB Liaison

1. Act as the primary PIU liaison and coordination focal point with other PRF consultants to ensure institutional reform proposals are technically coherent and aligned with safeguard and financial requirements.

2. Facilitate stakeholder consultations on behalf of the PIU to ground reform proposals in practical feedback from PR management and government counterparts.

3. Consolidate and respond to ADB comments on institutional documents, providing revisions and clarifications to ensure proposals meet ADB requirements and implementation standards.

4. Provide targeted, high-level advisory inputs to ADB project appraisal documents, loan agreements, and policy matrices to ensure institutional conditions are realistic, sequenced, and actionable.

Minimum Qualification Requirements

Master's degree or higher in Public Administration, Economics, Development Studies, Transport Planning, Public Policy, Business Administration, or a related field. Preferably 10 years of relevant professional experience in institutional development, sector reforms, governance, or organizational strengthening, preferably in the transport or railway sector. Demonstrated experience working on ADB, World Bank, or other MDB-financed projects, particularly during project preparation or PRF stages. Proven experience in institutional diagnostics, reform design, and capacity-building in the context of state-owned enterprises corporate governance and commercial restructuring would be an advantage.

**Minimum General Experience** 10 Years

**Minimum Specific Experience (relevant to assignment)** 7 Years

**Regional/Country Experience** Required

| Deliverables | Type | Estimated Submission Date |
|---|---|---|

Schedule and Places of Assignment **(chronological and inclusive of travel)**

| City and Country | Working Days | Estimated Start Date | Estimated End Date | Other Details |
|---|---|---|---|---|
| Lahore, Pakistan | 101 | 22-Apr-2026 | 20-Apr-2027 | Dates are Indicative |
| **Total** | **101** | Intermittent; Max. Working Days/Week: 5 for Home Office, 6 for Field | | |