

Consultancy Services for the Design and Institutionalisation of ATAF's Project Management Office (PMO) and Innovation Hub Framework, Strategic Delivery Systems, Governance and Operational Standards, and Partnership Integration Model

1. BACKGROUND

Through its technical assistance, research and country engagements, ATAF has identified a growing demand among member countries for guidance on the development and adoption of digital solutions that are fit for purpose, interoperable and aligned with institutional mandates. At the same time, countries require support to establish key enablers for success, including effective governance, capacity development and sustainable financing.

In response, ATAF has secured funding from the Gates Foundation to establish the Tax Administration Technology and Innovation Hub ("Innovation Hub"), which resides under the recently established Project Management Office (PMO). The Hub aims to foster collaborative innovation, reduce duplication in IT investments, and support more strategic decision-making on technology adoption. It will accelerate digital transformation through locally driven, scalable and sustainable solutions, strengthening domestic resource mobilization, fiscal resilience and inclusive growth across the continent.

The ATAF Innovation Hub will serve as a Continental Centre of Excellence, bringing together tax administrations, technology partners and development partners to design, prototype and scale digital solutions for revenue administrations. Building on ATAF's strong peer-learning culture, the Hub will convert country-level innovations into modular, cost-effective public digital goods that can be adopted across jurisdictions, enabling faster deployment and improved compliance and revenue outcomes.

2. OBJECTIVES OF THE ROLE

The African Tax Administration Forum (ATAF) seeks to strengthen its project governance, portfolio management, innovation management, and partnership coordination capabilities through the establishment of a robust Project Management Office (PMO) Framework.

The PMO will support the effective planning, implementation, monitoring, evaluation, reporting, and governance of ATAF programmes, projects, strategic initiatives, and innovation activities. Particular emphasis will be placed on integrating PMO processes with Innovation Hub initiatives, collaborative projects, donor-funded programmes, and strategic partnerships.

ATAF therefore intends to engage a qualified consultant or service provider to design and implement a fit-for-purpose PMO framework, associated methodologies, templates, SOPs, governance structures, and integration mechanisms.

The overall objective is to design and institutionalize a comprehensive PMO framework that:

- Aligns project delivery with ATAF's strategic objectives.
- Establish standardized project management methodologies, governance frameworks, policies, and decision-making processes based on recognized international best practices
- Defines portfolio, programme, and project management processes.
- Develops operational tools, templates, and SOPs.
- Integrate innovation programmes, digitalization initiatives, technical assistance projects, donor-funded programmes, and partnership engagements into a unified project management ecosystem.
- Strengthens project reporting, monitoring, risk management, benefits realization, and decision-making processes through standardized dashboards and management information systems.
- Enable data-driven management through the deployment of project management software and business intelligence tools such as Microsoft Project, Microsoft Planner, Azure DevOps, Jira, Trello, Power BI, SharePoint, and other enterprise collaboration and portfolio management platforms where appropriate.
- Establish a sustainable PMO operating model that supports transparency, accountability, efficient resource utilization, and successful execution of ATAF's growing portfolio of strategic and transformational initiatives.

3. SCOPE OF WORK AND DELIVERABLES

Assessment and Diagnostic Review

Tasks

- Review ATAF's strategic plans, project management practices, and governance structures.
- Assess existing project, programme, partnership, and innovation management processes.
- Conduct stakeholder consultations with relevant ATAF departments and key partners.
- Identify strengths, gaps, risks, and improvement opportunities.

Deliverable

- PMO Diagnostic Assessment Report.
- Gap Analysis and Recommendations Report.

PMO Framework Design

Tasks

Develop a comprehensive PMO Framework that includes but not limited to:

- PMO Operating Model
- Governance Framework
- Portfolio Management Framework
- Programme and Project Management Methodology

Deliverable

- ATAF PMO Framework Document.

Development of PMO Templates

Develop standardized templates including but not limited to:

- Strategic and Portfolio Templates
- Planning Templates
- Monitoring and Reporting Templates
- Risk and Governance Templates
- Partner and Innovation Templates

Deliverable

- Complete PMO Template Toolkit.
-

Development of Standard Operating Procedures (SOPs)

Develop detailed SOPs covering:

- Project and portfolio management and project governance SOPs

Deliverable

- PMO SOP Manual.
-

Innovation Hub Integration Framework

The consultant shall develop mechanisms to integrate Innovation Hub activities into the PMO environment.

Tasks

- Map innovation lifecycle processes.
- Define innovation project governance.
- Develop innovation portfolio management processes.
- Establish innovation project assessment criteria.
- Align innovation initiatives with strategic objectives.
- Develop innovation performance indicators and reporting requirements.

Deliverable

- Innovation Hub Integration Framework.
-

Partnership Integration Framework

Tasks

Develop a framework for managing and tracking projects involving:

- Development partners.
- Regional organizations.
- Academic institutions.
- Technology partners.
- Tax administration member collaborations.

The framework should cover:

- Project identification.
- Partner assessment.
- Governance and accountability.
- Reporting.
- Risk management.
- Benefits realization.

Deliverable

- Partnership Integration Framework.
-

Implementation Roadmap and Change Management

Tasks

Develop:

- PMO implementation roadmap.
- Change management strategy.
- Stakeholder engagement plan.
- Capacity-building roadmap.
- Performance measurement framework.

Deliverables

- PMO Implementation Roadmap.
 - Change Management Plan.
 - Capacity Building Plan.
-

4. Expected Deliverables

The consultant shall provide:

1. Inception Report.
2. Diagnostic Assessment and Gap Analysis Report.
3. ATAF PMO Framework.
4. PMO Governance Framework.
5. PMO Methodology Handbook.
6. PMO Template Toolkit.
7. PMO SOP Manual.
8. Innovation Hub Integration Framework.
9. Partnership Integration Framework.
10. PMO Performance Measurement Framework.
11. Change Management Strategy.
12. PMO Implementation Roadmap.
13. Implementation of a Project management software/business intelligence tool
14. Final Assignment Report.
15. Implementation Support

5. Period of assignment

The Consultant/Service provider will be **engaged for a period of three months from date of contract issuance.**

SUBMISSION OF EXPRESSION OF INTEREST

EoI's and financial proposals should be submitted by **02 October 2026** to the following link:
[Project Management, Innovation Hub Framework and Governance – Fill out form](#)

6. Evaluation criteria

Evaluation Criteria

Criteria	Weight
Understanding of Assignment	20%
Methodology and Approach	30%
Relevant Experience	25%
Qualifications of Key Experts	15%
Financial Proposal	10%

7. Required Proposal Submission

Interested consultants'/service providers shall submit:

Technical Proposal

- Understanding of the assignment.
- Methodology and work plan.
- Team composition.
- Relevant experience and references.
- Sample PMO frameworks or similar assignments.

Financial Proposal

- Detailed cost breakdown.
 - Professional fees.
 - Travel and related costs (if applicable).
 - Taxes and applicable charges.
-

8. Success Criteria

The assignment will be deemed successful when ATAF has:

- A fully documented PMO framework.
- Standardized project, programme, and portfolio management processes.
- Approved PMO templates and SOPs.
- Clear integration mechanisms for Innovation Hub initiatives.
- Structured partnership management processes.
- Deployed and usable PM/BI tool

- An implementation roadmap enabling institutional rollout and sustainability.
- Implementation support, training and guidance

9. Duration of Assignment

The assignment is expected to be completed within **12 weeks** from the commencement date.

Indicative timeline:

Phase	Duration
Inception and Assessment	2weeks
Framework Development	2 weeks
Templates and SOPs	2 weeks
Integration Frameworks	2 weeks
Validation and Finalization	2 weeks
Implementation support, training& guidance	2 weeks