

## **Republic of Serbia**

### **TAX ADMINISTRATION MODERNIZATION PROJECT (TAMP)**

Project ID No. **P163673**

#### **Assignment Title:**

**CONSULTING SERVICES FOR BUSINESS PROCESS RE-ENGINEERING OF TAX OPERATIONS, INCLUDING TRAINING OF TRAINERS TO INTRODUCE THE NEW FUNCTIONS TO THE STA OPERATIONAL UNITS**

**Reference No. SER-TAMP-QCBS-CS-20-08**

The Republic of Serbia has received financing in the amount of US\$ 52,000,000 equivalent from the World Bank toward the cost of the Tax Administration Modernization Project (TAMP), and it intends to apply part of the proceeds to payments for consulting services to be procured under this project.

#### **Scope of Work**

The main objective, which the Consultant has to conduct is to develop new STA business model, which means optimization of existing and implementation new business processes in accordance with the best international practice. The new business model will represent the basis for establishing the future organizational structure of the STA. Modified and new business processes will be the basis for the integration into a comprehensive and scalable new software platform, with ability for upgrade and customization without compromising system integrity. In that sense, the designed software architecture should ensure stable functioning, as well as digitalization and automation of STA business functions in accordance with the best international practice, legal regulations, information security safety standards and other standards.

- 1.1. Before the analysis of existing business processes and analysis legal and institutional environment in the Republic of Serbia, the Consultant should present at least 3 (three) concrete examples of good international practice of the general business models and characteristic individual business processes within tax administrations' organizational units.
- 1.2. The Consultant will perform the analysis of existing business processes, as well as the analysis of the legal and institutional environment with the goal to define the gap between STA existing business model and international best practice.
- 1.3. The main task of the Consultant is to provide a STA future general business model, having in mind the integration between business processes. The Consultant has to design each individual business process, both as a part of group of business processes as well as individual business process within STA general business model.
- 1.4. The Consultant should document basic business processes by using diagrams (visualization), and by presenting the information workflow with special emphasizes on input and output in each business process.
- 1.5. Besides graphical representation of the basic business processes, the Consultant should provide clear and detailed description of all activities with a clear identification of participants, whether they are the STA participants, taxpayers or third party. If the particular business process is causally connected with other business process, the Consultant is required to describe the precise

relationship between business process in order to minimize the risk of non-compliance between them; if needed to emphasize the validation process, eventual use of appropriate algorithm or any other action that ensures the legality of the business process, as well as the integrity of information used or created in the business process.

- 1.6. The description of the business process must contain measurable indicators for the participants in the process, as well as the appropriate tools for managing and reporting on business process by the STA hierarchy organizational levels.
- 1.7. The Consultant is obligated to make a roadmap that will define the schedule and deadlines of implementation of redesigned and new business processes.
- 1.8. The Consultant is required to make a description of the existing STA information systems and network infrastructure in order to present basic directions of development of the ICT infrastructure that should be supported by the future selected software platform.
- 1.9. During the realization of the basic goals and tasks, the Consultant is required to transfer the knowledge to the STA participants, for design and redesign of the business processes, as well as for its later implementation.
- 1.10. During realization of the assignment, the Consultant is required to:
  - a) Organize and execute workshops together with STA, to identify the schedule of “subprojects” intended for implementation of the redesigned business process model and organize them in accordance with the priorities;
  - b) Develop risk models (technical, organizational and legislative risks), including mitigation risk strategies;
  - c) Prepare a detailed action plan, connected to the time and resources, for implementation of redesigned business processes, including, but not limited to, project management, monitoring and quality assurance mechanisms;
  - d) Transfer of knowledge for activity planning and risk managing through practical and theoretical training;
  - e) Prepare, present and audit (upon request) detailed implementation plan.

Contract duration: 15 months.

The detailed Terms of Reference for the above referenced consulting services is posted on the website of the Serbian Tax Authority <http://www.purs.gov.rs/en>.

The Central Fiduciary Unit (CFU) of the Ministry of Finance now invites eligible Consultants to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

The right to participate has the Consultant who performed consulting services related to the business process analysis projects and creation of models of the tax business functions in the minimum of 2 projects with minimal contract price of 1.000.000 EUR, in the previous 5 years (2015-2019).

In order to be selected, the Consulting firm must possess, at the minimum, the following qualifications:

- a) The Consultant must be legal entity;

- b) The Consultant must have minimum 50 employees with relevant experience in the field and in conducting similar assignments in the last five years (2015-2019). Proof: submit the contract/certificates of employees on the engagement on subject projects;
- c) the Consultant must have proven experience in the Tax Administration of at least one European country that administrates the revenue of central budget, and has to prove its business capacities with the list of projects in the last 5 years (2015-2019) related to:
  - i. experience in projects related to the basic tax processes in the public finances – minimum 3 projects;
  - ii. experience in projects of analysis of tax business process and creation of model of tax business functions – minimum 2 projects;
  - iii. experience in projects defining Action Plans for the implementation of tax business functions and tax business processes – minimum 2 projects;
- d) experience in creation and implementing training;
- e) Regional presence and understanding of the tax system in the countries of the region is preferred.

As proof, the Consultant must prepare the table with the following data: project title or the relevant assignment, description of conducted works, year in which the project was implemented, country/region, contact person by the client's side (name, email, telephone number), contract value, as well as signed certificates of the ordering sides which prove the reliability of the data shown in the table.

The attention of interested Consultants is drawn to paragraphs 3.14, 3.16 and 3.17 of the **World Bank's Procurement Regulations for IPF Borrowers – Procurement in Investment Project Financing Goods, Works, Non-Consulting and Consulting Services (July 2016, revised November 2017 and August 2018)** ("the Regulations") setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the *Quality and Cost-Based Selection* as set out in the Regulations.

Further information can be obtained at the address below during office hours 09:00 to 15:00 hours.

Expressions of interest in **English language** must be delivered in a written form to the **email** below, by **September 21, 2020, 12:00 hours, noon**, local time.

Contact:	E-mail:	Address:
To:	<a href="mailto:zorica.petrovic@mfin.gov.rs">zorica.petrovic@mfin.gov.rs</a> Ms Zorica Petrović Procurement Specialist	Ministry of Finance Central Fiduciary Unit 3-5 Sremska St 11000 Belgrade, Serbia
Cc:	<a href="mailto:ljiljana.dzuver@mfin.gov.rs">ljiljana.dzuver@mfin.gov.rs</a> <a href="mailto:dusan.glisic@purs.gov.rs">dusan.glisic@purs.gov.rs</a>	Tel/Fax: (+381 11) 202 1530