

Republic of Moldova
Tax Administration Modernization Project (TAMP)

CALL FOR EXPRESSIONS OF INTEREST (CVs)
Position: Project manager

The Government of the Republic of Moldova (GoM) is starting to implement a comprehensive Tax Administration Modernization Project (TAMP), aiming at comprehensive reform of the Moldovan State Tax Service (STS, Beneficiary) in terms of the organizational and HR aspects, tax policy and operational procedures, as well as fundamental modernization of the information technology infrastructure.

The development objectives of the TAMP are to strengthen STS capacity through increased efficiency and effectiveness. This includes establishment of a unified tax administration organization, with the proposed introduction of regional centers, development of HR, and updating of operational procedures that are transparent and reflect international best practices, reflected in the modernized information technology (IT) platform. Additional TAMP overall objectives are to reduce the taxpayers' compliance cost and to improve compliance and the professionalism and integrity of the STS staff.

The total TAMP project with a budget of US\$20.00 million is funded from a credit provided by the International Development Association (IDA) and a loan granted by the International Bank for Reconstruction and Development (IBRD). The TAMP initiative includes five main components as follows:

Component 1. Tax policy and analysis.

Component 2. Institutional development.

Component 3. Operational development.

Component 4. IT infrastructure and system modernization.

Component 5. Project Management and Change Management

The Main State Tax Inspectorate (MSTI), part of the STS and under the auspices of the Ministry of Finance, is the implementing agency for the project. MSTI has nominated a Project Coordinator and established a Project Management Unit (PMU) to support the management of the project activities. The PMU will be headed by the Project Manager and staffed by a small team, including: (i) Project Management Assistant, (ii) Financial Management Specialist; (iii) Procurement Specialist; and (iv) IT Project Manager (component 4).

MSTI is responsible for carrying out the program/project management function within the TAMP project. Taking into consideration the specific aspects, importance and complexity of the implementation of the TAMP project, MSTI decided to engage a suitably qualified and experienced professional to fill the position of Project Manager to successfully manage the implementation of the TAMP project.

The main objective of the PM is to ensure the coordination and successful implementation of the TAMP project from initiation and planning to execution, monitoring, control and closing, within the approved budget, scope, and terms. The PM is responsible for the management and coordination of the PMU team activities. The PM will benefit from the support of the PMU team, including the Procurement Specialist and Financial Management Specialist, for all the administrative issues.

The scope of work and activities of the PM will include the following:

- Manage the TAMP project from start to end throughout its life cycle by coordinating the efforts of the project team towards the achievement of the project objectives and realization of the expected benefits

for STS and other stakeholders. Coordination of change management activities to facilitate the smooth realization of the transformations within STS;

- Develop in close collaboration with other PMU team members of the project management function and capabilities within STS, including provision of training in project and program management and change management for the STS employees.
- Set up an effective and efficient internal control for goods, works, services, fixed assets, etc.;
- Ensure the fulfillment of the provisions of the Financing and Loan Agreements, and if it will be necessary to coordinate the activities related to the amendment of these agreements and to all the administrative procedures resulting from such an amendment to be effective;
- Coordinate the activities related to the inclusion of the TAMP project into the list of projects with tax exemptions applied for the services and goods delivered within its scope, according to the applicable legal framework;
- Coordinate and participate in the drafting and updating of the TAMP Project Operations Manual (POM);
- Ensure TAMP project objectives are aligned to the STS strategic objectives;
- Ensure alignment and synchronization of the TAMP project activities with other initiatives, projects and actions being implemented within STS and, as applicable, within the Ministry of Finance;
- Ensure effective communication and liaison with TAMP Project Coordinator and Project Owner(s), including for the purpose of strategic and tactical document and plan approval and coordination;
- Cooperate and communicate effectively with TAMP key stakeholders (MSTI, FiscServInform, World Bank, Ministry of Finance, members of the Project Steering Committee(s) and Private Sector Advisory Panel, e-GOV, consultants and other stakeholders) with the aim to identify their requirements, needs and expectations and manage them to ensure the project results will meet the stakeholders expectations;
- Conduct TAMP Project Steering Committee(s) and Private Sector Advisory Panel meetings;
- Ensure effective communication and sharing of information with the public on the TAMP project activities already completed and scheduled to be implemented. Promotion and marketing of the TAMP project within and outside STS;
- Ensure an effective communication and liaison with the IT Project Manager, Procurement and Financial Management Specialists for all project activities;
- Ensure compliance with World Bank procedures and guidelines related to procurement and financial management, as well as with POM provisions, MSTI internal procedures, and Moldovan legal framework requirements within the TAMP implementation;
- Manage effectively and efficiently the TAMP project including the processes of project initiation, planning, execution, monitoring, control and closing, and inter alia performing the following project management activities:
 - project scope management including project stakeholders requirements management;
 - project stakeholders management, including stakeholder's identification, analysis and developing strategies on stakeholder's management and communication;
 - project integration management, including project charter, project and subsidiary plans development, implementation of an effective and efficient change control framework;
 - project time and scheduling management, including identification of the interdependencies between the activities, scheduling based on available capabilities and resources, as well as on existing constraints, and management of the project within the agreed terms;
 - project human resources management, including the coordination, allocation of tasks, assignment of responsibilities and accountability, assessment and management of the performance of the TAMP project implementation team members from MSTI (including PMU team) and subcontracted service providers;

- project costs management, including cost estimates and analyses, budgeting, planning and allocation of funds, monitoring and control of approved plans and budgets;
 - project procurement management, including planning, administering and monitoring procurements;
 - project risk management, including risk assessments and analyses, developing risk response strategies in order to minimize or eliminate any negative impact on the project;
 - project quality management, including identifying and implementing quality assurance and quality deficiencies remediation activities to ensure compliance with the requirements set for the deliverables.
- Monitor compliance with World Bank, MSTI and local legal framework provisions and guidelines on procurement, financial management and reporting activities within the project financed by IDA and IBRD;
 - Develop and adjust/update the TAMP project plan according to the requirements set by POM, MSTI project management procedures and best practices for projects of similar dimension, scope and complexity, and coordinate with the MSTI Project Coordinator and Steering Committee;
 - Develop TAMP annual plans including any subsidiary plans (for project components and subcomponents) with a sufficient level of detail to allow better management, monitoring and control of current activities;
 - Exercise independent judgment by promptly bringing potential problems to the attention of the TAMP Project Coordinator and PMU team members. Keep others informed as appropriate, by providing relevant information, reports or status updates;
 - Assist and supervise the MSTI Evaluation Committee(s) in defining needs of services and goods to be subcontracted, administering procurement, selection, negotiation and subcontracting to vendors or consultants to meet the TAMP project needs;
 - Schedule and facilitate weekly TAMP project progress meetings and submit weekly progress reports to key project stakeholders;
 - Initiate, review, coordinate and/or approve modifications to project plans.
 - Perform any other activities related to the TAMP project as it may be required by the approved project plans.

The PM will report directly to TAMP Project Coordinator and Project Owner(s) for all the TAMP activities and issues. The PM will provide the TAMP Project Coordinator and the Project Steering Committee members with monthly TAMP Project Progress Reports, within 10 (ten) working days after the end of each month. The report should contain at least: (i) the status of TAMP project progress, problems encountered, corrective actions needed, rationale for actions; and (ii) current costs and activities for each of TAMP's components, including estimated costs and time for completion. The PM shall prepare special reports on any major administrative related issues, upon the request of the MSTI Project Coordinator, Project Owner(s) or World Bank request.

The Consultant shall work in the English and Romanian language. Documents shall be submitted in both English and Romanian.

The most suitable candidate for the Project Manager position is expected to demonstrate specific knowledge and abilities in the following areas:

Knowledge:

- a) Administration and Management;
- b) Project Management advanced level, including inter alia:
 - Project Integration Management
 - Project Scope Management
 - Project Time Management

- Project Cost Management
 - Project Quality Management
 - Project Human Resource Management
 - Project Communications Management
 - Project Risk Management
 - Project Procurement Management
 - Project Stakeholder Management.
- c) Change management;
- d) IT management;
- e) Business analysis;
- f) Tax administration;
- g) World Bank regulations and guidelines related to projects financed by IDA and IBRD

Specific abilities:

- a) Integrity – being honest and ethical
- b) Strategic thinking, seeing the big picture without losing details
- c) Prioritization and information ordering
- d) Judgment and decision making
- e) Critical thinking, system analysis and complex problem solving
- f) Negotiation skills
- g) Coordination, persuasion and effective communication
- h) Stress tolerance and ability to work under pressure
- i) Time management
- j) Ability to work independently
- k) Emotional intelligence

Qualifications:

The Project Manager should have the following minimum Qualifications:

- a) Degree in business administration and/or finance/accounting/computers or information systems;
- b) Internationally recognized professional certifications in Project Management/IT management, Business Analysis, Accounting and Finance would be an advantage;
- c) Knowledge of local and regional consulting and IT development services markets would be an advantage;
- d) Written and oral communication skills in English and Romanian, including the ability to draft memos, messages, letters and internal regulations, documents and reports. Fluency in Russian would be an advantage;
- e) Excellent computer skills in Microsoft Office tools (Word, Excel, PowerPoint), Microsoft Project, Adobe Acrobat, Microsoft Outlook and Share Point, Internet use.

Experience:

The Project Manager should have proven experience as follows:

- a) More than 5 years in position of a top manager in the tax, IT or economics-financial field;
- b) Experience in tax administration and/or public sector in Republic of Moldova;
- c) Experience that demonstrates strong management skills, including the ability to develop and monitor work plans and to manage effectively the budget, expenditures, and human resources within the project;
- d) Experience of project management in the World Bank projects of similar scale and complexity would be an advantage.

The STS now invites eligible PM consultants to indicate their interest in providing the services. Interested Consultants must provide information indicating that they are qualified to perform the services (CV, copy of the diploma, description of similar assignments, copy of the certificate(s) confirming trainings attended, etc.).

For evaluation of the expressions of interest the following criteria will be applied:

#	Criteria	Points
1.	More than 5 years in position of a top manager in the tax, IT or economics-financial field	40
2.	Experience in tax administration and/or public sector in Republic of Moldova	35
3.	Experience that demonstrates strong management skills, including the ability to develop and monitor work plans and to manage effectively the budget, expenditures, and human resources within the project.	15
4.	Experience of project management in the World Bank projects of similar scale and complexity would be an advantage	5
5.	Internationally recognized professional certifications in Project Management/IT management, Business Analysis, Accounting and Finance	5

Procurement of services under IDA and IBRD financing shall be carried out in accordance with the World Bank's Procurement Guidelines. For this specific assignment there will be applied the World Bank's Guidelines "Selection and Employment of Consultants under IBRD Loans & IDA Credits & Grants by World Bank MSTIs", published in January 2011, revised in July 2014 (Consultant Guidelines).

It is estimated that the TAMP project will be implemented during February 2017 - December 2021. The initial duration of the contract will be 18 months with the possibility to subsequently extend the term for the following years based on performance appraisal results and project needs. The assignment requires full time involvement for 8 hours each day, Monday to Friday, for a minimum period of 40 hours per week. The assignment is expected to start in March 2017.

Interested consultants may obtain further information at the address below during office hours from *09:00 to 17:00 hours (Chisinau time)*.

Expressions of interest must be delivered on paper to the address below or electronically by e-mail by February **24th, 2017**, 17-00 (Chisinau time). Chişinău; 9 Constantin Tănase str., office 226, from *09.00 till 17.00 hours*.

The Main State Tax Inspectorate
 Attn: Ms. Anastasia Movilă
 9 Constantin Tănase street.,
 Chisinau, Republic of Moldova
anastasia.movila@fisc.md, Tel: + 373 22 82 34 39