

**INVITATION  
FOR EXPRESSIONS OF INTEREST (CVs)  
Position: IT Project Manager**

**Republic of Moldova**

**Name of Project: Tax Administration Modernization Project (P127734)**

**IBRD Loan or IDA Credit No: IDA Credit No. 5829-MD and IBRD Loan No. 8625-MD**

**Identification Number: TAMP/4/IC-2**

The Government of the Republic of Moldova is implementing a comprehensive Tax Administration Modernization Project (TAMP), started on January 25, 2017, aimed at the reform of the State Tax Service. The Republic of Moldova has received financing from the International Development Association and the International Bank for Reconstruction and Development for the TAMP implementation. The State Tax Service is the responsible institution for the project implementation, with the core responsibility of implementing and managing the project, as well as supervising, monitoring and reporting the results. The project's development objective is to improve revenue collection, tax compliance and taxpayer services.

The State Tax Service now invites eligible IT Project Manager in order to provide support in implementing TAMP's activities connected with Integrated Tax Management System development and implementation.

Interested IT specialists have to 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.) and have the qualifications and experience mentioned in the attached Terms of Reference.

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

#	Criteria	Points
1.	Recent experience (the last 4 years) of managing a complex IT (software and hardware components) project focused on the implementation of an integrated IT system in organizations from the Republic of Moldova or from the region (South-East Europe, Central and Eastern Europe)	40
2.	Experience in implementing IT projects, including in public sector.	40
3.	Academic background and professional qualifications	20

Expressions of interest must be delivered electronically by e-mail [tamp@sfs.md](mailto:tamp@sfs.md) by *August 30, 2019, 17:00*.

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

State Tax Service  
9 Constantin Tănase street.,  
Chisinau, Republic of Moldova  
[tamp@sfs.md](mailto:tamp@sfs.md)  
Tel: + 373 22 82 33 75  
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**Republic of Moldova**  
**Tax Administration Modernization Project (TAMP) (P127734)**

**Terms of reference for the IT Project Manager (ITPM)**

**IT Project Manager: TAMP/4/IC-2**

**Background**

The Government of the Republic of Moldova is implementing a comprehensive Tax Administration Modernization Project (TAMP), aimed at reforming the State Tax Service (STS), funded by the International Development Association and the International Bank for Reconstruction and Development.

The project's development objective is to improve revenue collection, tax compliance and taxpayer services.

The TAMP includes the component on IT infrastructure and system modernization that ensure the development of the Integrated tax management system (ITMS). The development and implementation of the ITMS includes the following stages. The first stage is the development of detailed technical requirements and bidding documents for ITMS solution and the second stage is procurement of ITMS based on the bidding documents to be developed during the first stage. The bidding documents will be prepared by an external consulting company and the STS has already launched the selection procedure for such a consultancy. It is expected that the bidding documents shall be ready in January 2020 to allow the STS to proceed with the procurement of ITMS solution itself. All procurements under the TAMP are conducted as per World Bank procurement rules and procedures.

The development and implementation of the ITMS is a complex process that requires IT knowledge and good coordination of a number of stakeholders involved. Currently, the STS is looking for a highly experienced and qualified IT Manager to support the STS with development and implementing ITMS. The Consultant will be contracted via a competitive selection and this ToR defines the purpose, scope, duration of the consulting services and requirements to the Consultant.

**Objectives**

The objective of the assignment is to support the STS in implementing TAMP's activities connected with ITMS development and implementation.

**Scope of Services**

The services to be provided by the IT Project Manager (ITPM) will include the following:

- 1) Project coordination throughout its entire cycle by coordinating the efforts of the project implementation team for the successful development and implementation of the ITMS solution and the achievement of the benefits mentioned above;
- 2) Coordination activities with the consulting company that will develop the ToR and related procurement documents;
- 3) Ensuring work sessions with IT teams, consulting and presenting the current components of the system and those desired in the future in line with the STS IT strategy and the requirements of the feasibility study;
- 4) Evaluation of the terms of reference, of the procurement documentation presented by the company in terms of compliance with STS requests;
- 5) Advising STS on responses to companies participating in the ITMS procurement tender on technical matters, according to the procedure established in the procurement procedure;
- 6) Participating in the evaluation of the technical proposals of the integrated ITMS solution;

- 7) Assisting the implementation company in the process of developing the project implementation plan, data migration plan, risk management plan, etc.;
- 8) Effective co-ordination and communication with key stakeholders for the TAMP project and ITMS (Project Steering Committee and Consultative Board members, STS, Ministry of Finance, World Bank, Center for Information Technologies in Finance (CTIF), e-Government Agency (eGA), Information Technologies and Cyber Security Service, consultants and other stakeholders) in order to identify the requirements, necessities and expectations and their management during the development of Technical requirements for ITMS and ITMS implementation to ensure that the project results meet the expectations of stakeholders;
- 9) Ensuring the process of testing the deliverables and assessing the quality of ITMS system components;
- 10) Ensuring the process of evaluation of technical documentation and compliance with the deliverable;
- 11) Ensuring the alignment of the ITMS modernization to the objectives of the TAMP project for an integrated tax management solution and the strategic objectives of the STS based on the IT Strategy for State Tax Service 2016-2020;
- 12) Applying an independent judgment and promptly reporting potential issues to the attention of the Project Manager and TAMP Project Coordinator and team members, keeping others properly informed by providing information, reports or progress updates;
- 13) Ensuring effective communication and liaison with the Project Manager and the TAMP Project Coordinator, approving and coordinating with them the plans, strategic and tactical decisions within the implementation of the ITMS;
- 14) Ensuring effective communication and liaison with the project team for all procurement and financial management activities in the ITMS implementation;
- 15) Adjusting ITMS implementation plans, as required by the Project Operational Manual, STS project management procedures and the best practices for large scale projects, of similar content and complexity, as well as coordinating these plans with the Project Manager, STS Project Coordinator and the Steering Committee of the Project;
- 16) Assisting the STS Evaluation Committee in defining the needs of services and goods, procurement management, selection, negotiation and subcontracting of suppliers and consultants according to Project Procurement Plan, requirements and needs of the ITMS project, including issuing separate opinions on the on-demand procurement activities;
- 17) Planning and organizing meetings with stakeholders on the implementation of the ITMS;
- 18) Risk assessment to develop risk response strategies;
- 19) Performing other tasks and responsibilities related to the implementation of the ITMS according to the approved plans and arrangements.

### **Duration of the assignment**

The services on IT Management shall be provided during the period from October 01 2019 through September 30 2021. This will be a full time employment. A probation period will apply for the first three months.

Upon a need in more contribution or further services from the Consultant and availability of appropriate resources, and provided the Consultant's satisfactory performance, the assignment can be expanded and/or extended further through the written agreement between the STS and the Consultant

### **Deliverables and reporting**

IT Project Manager will submit monthly progress reports within 5 (five) business days of the end of each month. The report must contain at least: (i) the state of progress ITMS development and implementation activities, the problems encountered, the necessary corrective actions, the justification of the actions, and (ii) the current progress for each component of ITMS as part of the TAMP.

As the result of implementation of the assignment the Consultant shall provide the following reports or deliverables.

ID	Deliverable	Description	Delivery term
1	Project Plan (ro and eng)	<ul style="list-style-type: none"> <li>▪ Activities plan</li> <li>▪ Project Chart</li> <li>▪ Risk management plan</li> </ul>	2 months
2	Reports (ro and eng)	<ul style="list-style-type: none"> <li>▪ Progress report</li> </ul>	monthly
3	Final report (ro and eng)	<ul style="list-style-type: none"> <li>▪ Final report</li> </ul>	5 days before the last day of the consultancy

All documents prepared by the Consultant will be delivered in electronic form and will be presented in two copies on paper in Romanian language and on requirement in English language.

The documents will be delivered to the State Tax Service, indicating the name of the head of the institution, which will further ensure the dissemination of the information to the parties involved in the process.

The Consultant will report directly to the person designated by the STS, supervising the project implementation work.

### **Qualifications and experience**

Manager who will be competent to support the STS in the successful implementation of ITMS must demonstrate specific knowledge:

- 1) Bachelor (preferably master) degree in business administration / or computers / information systems or related field;
- 2) Excellent written and oral communication skills in English and Romanian, including the ability to write memos, messages, letters and internal regulations, documents and reports. Fluency in Russian will be an advantage;
- 3) Excellent abilities to use applications in the Microsoft Office suite (Word, Excel, PowerPoint), Microsoft Project, Adobe Acrobat, Microsoft Outlook, Share Point.
- 4) Recent experience (the last 4 years) of managing a complex IT (software and hardware components) project focused on the implementation of an integrated IT system in organizations from the Republic of Moldova or from the region (South-East Europe, Central and Eastern Europe) (minimum 1 reference).
- 5) Experience in implementing IT projects (minimum 3 projects, including at least 1 project based on ERP solution);
- 6) Experience in implementing IT projects in public sector (minimum 2 projects);
- 7) Experience in implementing an integrated IT system within tax authorities will be an asset;
- 8) Experience in a dedicated IT infrastructure delivery team (servers, networks, storage, etc.), quality testing and experience with third-party vendors in the implementation of an integrated IT system will be an asset;
- 9) Internationally recognized professional qualification in project management (PMP or Prince2) will be an asset;
- 10) Experience in managing World Bank financed projects of the same magnitude and complexity will be an asset.

**Clients input**

The STS will provide the ITPM an office space, utilities, stationery and office supplies, a computer with access to a printer and scanner and access to internet. In addition, the SFS leadership and PIT staff will provide the ITPM with copies of all the documents necessary to carry out this assignment and will assist the ITPM in maintaining the relations with competent bodies.

**Working Arrangements**

The Consultant shall be responsible for all logistics and accommodations that pertains to travels and living that will be required to perform the assignment.

The language of communication during the assignment is Romanian, however, for some aspects (documentation, personnel, etc.), the Russian language could be used. Documents shall be provided in Romanian and English. In addition to the deliverables English will be used for the communication with the World Bank representatives and for the provision of reports (periodical or on request) whenever necessary.

ITPM will be directly subordinated and report to the TAMP Project Manager for all activities.

The working place is the headquarters of the STS, mun. Chisinau, Constantin Tănase street, 9.