

# REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES – FIRMS SELECTION)

**Republic of Moldova**

**Tax Administration Modernization Project**

**Project ID Number: P127734**

**Loan No./Credit No./ Grant No.: IDA Credit No. 5829-MD, IBRD Loan No. 8625-MD**

**Reference No.: TAMP/4/CQS-1**

**Title of Assignment: Consultancy services for developing technical specifications and bidding documentation for Integrated Tax Management System**

The State Tax Service has received financing from the World Bank toward the cost of the Tax Administration Modernization Project (TAMP), and intends to apply part of the proceeds for consulting services.

The consulting services include drawing up and providing the detailed technical specifications and bidding documents for Integrated Tax Management System in accordance with the World Bank's procurement rules and procedures.

It is expected, that the services will be provided starting from October 2019 and continuing through January 2020.

Detailed information is provided in Terms of References (Appendix 1).

The State Tax Service now invites eligible consulting firms 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 shortlisting criteria are:

<b>Nº</b>	<b>Criteria</b>	<b>Points</b>
<b>1.</b>	Company's strong experience in similar objectives, and company's staff capacity in developing: technical specifications and bidding documents for IT Solutions, feasibility studies on IS implementation, quality assurance for complex IS implementation, Business Process documentation and automation level assessment, etc.	60
<b>2.</b>	Company's experience in conducting at least three (3) successful contracts of similar complexity for international or public authorities.	40

The attention of interested Consultants is drawn to paragraph 1.9 of the World Bank's Guidelines: *Selection and Employment of Consultants (under IBRD Loans and IDA Credits &*

*Grants) by World Bank Borrowers, dated January 2011, revised July 2014, setting forth the World Bank's policy on conflict of interest.*

Consultants may associate with other firms in the form of a joint venture or a subconsultancy to enhance their qualifications.

A Consultant will be selected in accordance with the Consultants' Qualifications selection method set out in the Consultant Guidelines.

Further information can be obtained at the address below during office hours 08:00 to 17:00 hours (Chisinau time).

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by fax, or by e-mail) by July 26, 2019.

State Tax Service

Attn: Anastasia Movilă, Head of Organizational Management Department

9 Constantin Tanase, Street, 2<sup>nd</sup> Floor, 224 office, MD-2005,

Chisinau, Republic of Moldova

Phone: +373 (22) 82-33-75

Email: [anastasia.movila@sfs.md](mailto:anastasia.movila@sfs.md).

**Republic of Moldova**  
**Tax Administration Modernization Project (TAMP) (P127734)**

**Terms of Reference for Consultancy services for developing technical specifications  
and bidding documentation for Integrated Tax Management System**

**Reference No: TAMP/4/CQS-1**

**1. GENERAL INFORMATION**

**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 long-term vision supported by the project is a tax administration with streamlined business processes supported by risk-based compliance management, effective use of electronic communication with taxpayers, skilled and professional staff, contributing to an efficient, client-oriented tax administration. The modernized tax administration will improve the business environment and improve the country's competitiveness.

The TAMP project has five components. The fourth component includes modernization of the Integrated tax management system (ITMS) that will ensure the unification of the existing information system (IS) of STS in support of all operational functions for all taxes and fees administered by STS, including but not limited to: user role management and security, transaction audit trails and logging, taxpayer registration, returns processing, accounting, payment processing, collections and enforcement, objections and appeals, audit, risk assessment, management reporting, case work flow, data warehouse and business intelligence tools, a document management system and a portal interface. The ITMS will provide for electronic interaction with the taxpayers and enable further taxpayer self-service through the web portal. It will be supported by an integrated data management system, include all required hardware, network improvements, and software to support the ITMS and data warehouse, and establish a business continuity recovery system.

STS undertakes actions of modernizing the existing information system by developing new components as well as by adjusting and integrating the existing components in order to develop its functionality and make it more efficient. Thus, the developing the information system involves the procurement of software and hardware solution for new components, as well as modernizing and integrating the existing ones.

At the moment, the infrastructure of IS of STS is a complex architecture of software and hardware solutions, information and communications networks, digital services, data computing and storage resources, technical components of protection and cyber security. The system provides capabilities for digitization of tax administration processes for tax officials and electronic services for taxpayers. The current IS architecture is divided into 10 interconnected levels. The existing architecture imbeds a centralized logging solution, group policy management and authentication solution, and user access to system components. STS users have a portal to access electronic tax

solutions for domestic business. The portal also has tools for planning working sessions, training of tax officials, storage of corporate documents and legislative documents, and notification of tax staff through the digital news service. Taxpayers also have a single access point for electronic tax services. It provides the possibility to register, authenticate and access which allows taxpayers to submit their declarations, verify their current account, pay and refund the financial means, etc. The IS databases are developed on multiple Database platforms. Technological DB and central DB have implemented tools for indexing and tracking data operations.

The network infrastructure is provided by a complex of equipment that ensures the interconnection of LAN and WAN networks, computers, peripheral devices, security solutions from regional departments of tax service and territorial general departments of tax administration with data centers and telecommunication operators. Access to the governmental network and Internet services is ensured by the telecommunication infrastructure of Moldtelecom National Operator, and the operator of the special telecommunication network P.I. "Information Technology and Cyber Security Service". IS security is provided by complex antivirus solutions for servers, computers, e-mail, databases, as well as monitoring of printing and scanning equipment, video surveillance, etc. Subsystems and IT solutions are connected to the Government of Moldova, E-Governance Agency EGA service infrastructure to ensure the authentication, signing and processing of taxes and fees payment or exchange of data with other State Public Institutions. Detailed description of the existing IS of the STS is presented in a Feasibility Study (FS) that was carried out in 2018. The FS (that will be shared to interested consultants upon request) defines the development objectives and embeds a comparative analysis of the STS IS applicable implementation strategies for modernization of IS.

In order to achieve the TAMP's objective on ITMS implementation segment, the STS is going to contract through a competitive selection a highly qualified and experienced consulting company (Consultant) to support STS in preparing detailed technical specifications and requirements, as well as a tender documentation for further procurement and implementation of the ITMS.

### **Parties involved**

The Consulting Company (Consultant) is responsible for execution of this assignment in the process of interacting with the following stakeholders (through STS) in order to achieve the objectives set forth in this document, including:

- the STS – the client and the effective beneficiary of ITMS implementation. The STS will approve / accept the deliverables from consulting firms.
- the Ministry of Finance – the hierarchically superior institution of the State Tax Service - beneficiary of project implementation.
- P.I. Center for Information Technologies in Finance (CTIF) - Administrator of the tax information system.

### **Duration of the assignment**

It is expected, that the services on preparation of the bidding document for supply and installation of ITMS will be provided within four months from the contract signing date, estimated period is October 2019- January 2020.

## 1. SCOPE OF SERVICES

### Objective

The objective of the services is to draw up and provide the detailed technical specifications and bidding document for supply and installation of the Integrated Tax Management System, based on the Development Strategy of the STS, IT Strategy for STS, Business Process Catalog of STS and Feasibility Study (all documents will be provided to the Consultant) and in accordance with the World Bank's procurement rules and procedures.

Within the service delivery, the existing technical solutions, data, technologies, and infrastructure will be taken into account, so that the provided results (deliverables) allow for the achievement of TAMP's expected objectives on the ITMS implementation segment.

### Activities

The Consultant is responsible for providing the expected deliverables and results under the conditions set forth in this document. To this aim, the Consultant's activities will include, but will not be limited to, the following:

1. The analysis of the documentation provided by the STS, including:
  - a. The Feasibility Study, including the attachments;
  - b. The existing technical documentation (as required by the commitment);
  - c. The development strategy and IT strategy of the State Tax Service;
  - d. The Catalog of the STS' business processes;
  - e. Government or agency orders and procedures relevant to the commitment and its outcomes;
  - f. World Bank Guidelines on procurement procedures and consultancy services.
2. Preparation of the detailed technical (minimal requirements for the technical specification structure and content are presented in Chapter 2.3.2 below) requirements for information system, including identification of functional and non-functional requirements of the ITMS components.
3. Preparation of Bidding Documents for Supply and Installation of ITMS as per the Bank's Standard Bidding Documents (single stage bidding procedure).  
<http://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-policies-and-guidance>.

### Deliverables and reporting

2.3.1. Based on the objectives and activities of the project, the Consultant will deliver the following deliverables:

ID	Deliverable	Description	Delivery term
1	Initial report (ro and eng)	<ul style="list-style-type: none"><li>▪ Analysis of the available documentation.</li><li>▪ Identification and documentation of project requirements by stakeholders.</li><li>▪ Detailed description of the specific activities, approval of the detailed plan of the project.</li><li>▪ Defining the responsible people and responsibilities within the project.</li></ul>	I*+2w

ID	Deliverable	Description	Delivery term
		<ul style="list-style-type: none"> <li>▪ Identification of project risks, approval of tackling measures for the former.</li> <li>▪ Criteria for accepting / completing activities and deliverables;</li> <li>▪ Approval of guidelines and communication methods;</li> </ul>	
2	Interim Reports (ro and eng)	<ul style="list-style-type: none"> <li>▪ Monthly reports on the progress, problems and intermediate results;</li> <li>▪ Will include a reference to the changes in the project implementation plan and other important changes with impact on the commitment;</li> </ul>	I+4w+10d I+8w+10d
3	Initial Diagnosis Report (related to technical specification) (ro and eng)	<ul style="list-style-type: none"> <li>▪ Based on the results of the activity from point 1;</li> <li>▪ ITMS modernization scenarios and models, selecting the optimal version and validating the available options with the stakeholders;</li> </ul>	I+6w
4	Draft of technical Specifications for the procurement and implementation (ro and eng)	<ul style="list-style-type: none"> <li>▪ Information on the current situation of the IT environment of the STS and description of the context (Draft);</li> <li>▪ ITMS development strategy (Draft) including inter alia, the general implementation approach: Systems that remain unchanged but integrated, Systems that shall be adjusted and integrated, Systems that will be implemented;</li> <li>▪ Functional requirements for ITMS (Draft);</li> <li>▪ Non-functional requirements for ITMS (Draft);</li> <li>▪ Technical requirements for ITMS components (Draft);</li> <li>▪ Conditions and requirements for potential ITMS suppliers(Draft);</li> </ul>	I+12w
5	Recommendations on managing the implementation process (related to the technical specifications and bidding documents) (ro and eng)	<ul style="list-style-type: none"> <li>▪ Recommendations for evaluation methodology of the proposals;</li> <li>▪ Recommendations on how to manage the implementation project;</li> <li>▪ Recommendations on the quality assurance process;</li> <li>▪ Recommendations on the SLA with the supplier for the post-implementation period;</li> <li>▪ Recommendations on the management of the transition period;</li> <li>▪ Recommendations on the migration and / or modernization process;</li> <li>▪ Recommendations on the use of eGov platform services (MConnect, MCloud, MSign, MPass, MNotify, MPay etc.);</li> <li>▪ A brief information on the progress of the commitment, the problems encountered and the risks.</li> </ul>	I+12w
6	Final report (related to bidding documents) (ro and eng)	<ul style="list-style-type: none"> <li>▪ ITMS development strategy;</li> <li>▪ Functional requirements to ITMS;</li> <li>▪ Non-functional requirements to ITMS;</li> <li>▪ Technical requirements to ITMS components;</li> <li>▪ Conditions and requirements for potential ITMS suppliers;</li> <li>▪ Bidding Documents for Supply and Installation of ITMS</li> <li>▪ Evaluation methodology for ITMS Supplier selection</li> </ul> <p>Detailed technical specifications to the system</p>	I+14w

ID	Deliverable	Description	Delivery term
		<ul style="list-style-type: none"> <li>▪ Lessons Learned / Recommendations, including.</li> </ul>	

*\* I - the moment of initiation of the process, launched from the date of signing the contract by the parties.*

2.3.2 The Consultant shall prepare technical requirements to the ITMS as per Section VI Technical requirements for the World Bank`s standard bidding documents for Supply and Installation of the Information Systems (according to the structure and content of the document agreed between the consultant and the STS). Minimal requirements for the technical specification structure and content shall include but not limit to the following:

- Background information (including inter alia, objectives, area of implementation and benefits of the system; general overview of the system, parties concerned and user roles);
- Functional model /performance requirements of the system;
- Non-functional requirements for the system and for the target (hardware/network) infrastructure;
- Technical specifications (including inter alia, software specifications; service specifications ( such as ITMS integration aspects with existing systems; minimum requirements for the Supplier`s technical team); data conversion, migration services, security specifications etc);
- Acceptance requirements and tests;
- Post implementation requirements (warranty services/user support/post-warranty maintenance services);
- Project management and governance and Procurement requirements and rules.

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

2.3.4. 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.

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

2.3.6. Consultant will deliver the Report for acceptance and STS will review the Report internally (and prepare the list of comments) or accepts the document, if the Beneficiary has no comments.

2.3.7. Based on working comments (issued by the STS project team), STS prepares a consolidated list of comments.

2.3.8. STS will deliver to Consultant the consolidated list of comments within 10 days after receipt of the Consultant`s Report.

2.3.9. Consultant will review the list of comments and modify/complete the report within 5 days after receipt.

### 3. QUALIFICATIONS

#### 3.1 Requirements to Consultant

In order to demonstrate the ability to achieve the commitment under these Terms of Reference, the Consultant will provide a comprehensive description of its experience. The Consultant must meet the minimum requirements below. Additional experience in relation to the proposed methodological approach will be considered.

The Consultant will provide conclusive evidence of the ability to deliver the project under the indicated conditions and terms, taking into account the identified possible risks. The Consultant will provide at least the following information (to be used for the evaluation):

- a general description of the company's ability to deliver projects of similar complexity;
- the description of the sustainability policy of the human resource development within the company;
- management systems, standards and the best practices applicable for efficient project management;
- the company's policy and commitment to non-discrimination and equal rights.

#### Minimum qualifications:

Category	Minimum requirements:
Minimum experience (conclusive evidence to be provided)	<ul style="list-style-type: none"> <li>- Minimum 3 projects with similar objectives and complexity: feasibility studies on IS implementation, quality assurance for complex IS implementation, Business Process documentation and automation level assessment, etc., with international or national funding authorities.</li> <li>- Minimum 3 complex consulting projects that will include commitment segments (Infrastructure, IS, Data, Security, Business Processes).</li> <li>- Existence of local experts.</li> </ul>
The quality of the provided services	Demonstrating the existence of quality assurance practices in providing consultancy services. The possession of relevant certificates in the field will be considered a significant advantage, including: <ul style="list-style-type: none"> <li>- ISO 27001, and/or</li> <li>- ISO 9001, and/or</li> <li>- ISO 20700 and/or other relevant certificates.</li> </ul>

#### 3.2 Requirements for key experts

The Consulting Firm should have personnel with sufficient skills and experience to accomplish the purpose of the consultancy services and terms of execution.

For the given assignment, at least the following key experts are recommended:

**3.2.1 Project Manager** - proven experience in managing similar-size projects, project management experience at the state level, and international experience. Relevant certifications in the field of consultancy and ICT. The project manager will be the person responsible for organizing the activities within the commitment and for communicating with stakeholders.

#### Minimum qualifications:

Category	Minimum requirements:
Qualifications, experience and skills	<ul style="list-style-type: none"> <li>- Bachelor and / or master degree in ICT.</li> <li>- Experience in automation, digitization, implementation of complex automation solutions and similar-to-the-engagement solutions of minimum 10 years.</li> </ul>



(conclusive evidence to be provided)	<ul style="list-style-type: none"> <li>- Engagement-relevant certifications (TOGAF, ITIL, CMC, PMP). Other evidence of qualification will be considered an advantage.</li> <li>- Experience in similar projects in the field of tax reform or public financial management.</li> <li>- Knowledge of the process of evaluation, implementation and operation of CRM, ERP, CMS, BI, EDI-type solutions.</li> <li>- Good understanding of SDLC processes / information security issues, risks.</li> <li>- Fluency in English.</li> <li>- Fluency in Romanian or Russian.</li> </ul>
--------------------------------------	---

**3.2.2 Tax Administration expert** - expert in general tax administration processes and procedures and capable of establishing and documenting the necessary general and specific requirements for organizing and conducting the digitization and implementation of tax services based on legislation and Business Processes Catalog of STS.

**Minimum qualifications:**

Category	Minimum requirements:
Qualifications, experience and skills (conclusive evidence to be provided)	<ul style="list-style-type: none"> <li>- Bachelor and master degree in: in economics or public finance, or other relevant field.</li> <li>- Minimum 5 years' experience in the tax administration fields, experience in taxpayer's services development, in change management or tax administration reform in the Moldova.</li> <li>- Experience in national tax process management development.</li> <li>- Fluency in English.</li> <li>- Fluency in Romanian or Russian.</li> </ul>

**3.2.3 Expert in analyzing, documenting and mapping business processes** - extensive experience in analyzing, documenting, mapping, reengineering and automating business processes in the governmental field.

**Minimum qualifications:**

Category	Minimum requirements:
Mandatory qualifications, experience and skills (conclusive evidence to be provided)	<ul style="list-style-type: none"> <li>- Bachelor degree in the financial, legal or IT field.</li> <li>- Minimum 5 years' experience in business process analysis, documentation, automation and optimization projects.</li> <li>- Advanced knowledge of UML and BPMN and of modelling tools based on this language.</li> <li>- Possessing working skills with automated business process design, modelling and documentation tools.</li> <li>- Experience in at least 5 complex projects in the process analysis and the documentation of functional specifications and process and roles rules.</li> <li>- Fluency in English.</li> <li>- Fluency in Romanian or Russian.</li> </ul>

**3.2.4 Networks and ICT Infrastructure Expert** - expert with relevant knowledge in IT support and communication architectures. Relevant certifications and experience in projects of similar size, especially within state institutions. He/she will be responsible for analyzing, evaluating current ICT infrastructure and developing general and specific requirements for the target version, in line with the commitment objectives.

**Minimum qualifications:**

Category	Minimum requirements:
Qualifications, experience and skills	<ul style="list-style-type: none"> <li>- Bachelor and / or master degree in ICT.</li> <li>- Possession of internationally recognized certificates attesting the experience (e.g. CCNP)</li> <li>- Minimum 10 years' experience in evaluating and / or managing complex ICT infrastructures.</li> </ul>

(conclusive evidence to be provided)	<ul style="list-style-type: none"> <li>- Minimum 5 years' experience in the design and configuration of complex computing networks (LAN and WAN), complex communication services.</li> <li>- Experience in evaluating, designing, implementing and managing virtualization environments (Microsoft Hyper-V and VMware).</li> <li>- Experience in at least 3 similar projects within state institutions.</li> <li>- Experience in the implementation and use of and/or good knowledge of the functioning of the governmental services, including platform of integrating API, and web services locally and across the Internet.</li> <li>- Experience in implementing and using "cloud" service.</li> <li>- Fluency in English.</li> <li>- Fluency in Romanian or Russian.</li> </ul>
--------------------------------------	--

**3.2.5. Data Architect** - proven experience in ETL and DWH. International experience in the field. Relevant projects within public institutions of similar size and specificity. Experience in the use, implementation and management of various technologies and architectures related to data architecture. Will be responsible for analyzing, evaluating and developing the requirements for data architecture.

**Minimum qualifications:**

Category	Minimum requirements:
Qualifications, experience and skills (conclusive evidence to be provided)	<ul style="list-style-type: none"> <li>- Bachelor (preferably master) degree in ICT.</li> <li>- Possession of internationally recognized certifications in relevant fields, such as DBA, DB Developer, DB Architect, Data Warehouse, Data Analyst.</li> <li>- Experience in the following areas: <ul style="list-style-type: none"> <li>- BD programming;</li> <li>- BI and ETL;</li> <li>- DWH;</li> <li>- Web applications.</li> </ul> </li> <li>- Cumulative experience in areas and projects relevant to the commitment of at least 10 years.</li> <li>- Experience in implementing complex ICT solutions.</li> <li>- Fluency in English.</li> <li>- Fluency in Romanian or Russian.</li> </ul>

**3.2.6. Security expert** – experience in the field of information security, evaluation, development and implementation of security measures. Responsible for assessing and applying security requirements based on applicable standards and legislation. He/she will develop the general and specific requirements, as well as ensure their compliance within the project deliverables.

**Minimum qualifications:**

Category	Minimum requirements:
Qualifications, experience and skills (conclusive evidence to be provided)	<ul style="list-style-type: none"> <li>- Bachelor (preferably master) degree in ICT.</li> <li>- Possession of internationally recognized certificates in areas relevant to the responsibilities, such as CISM / CISSP.</li> <li>- Experience in similar projects within state institutions.</li> <li>- Minimum 5 years' experience in evaluating, developing and implementing security measures.</li> <li>- Knowledge in applying international standards and good practices proven through relevant projects in the following areas: <ul style="list-style-type: none"> <li>- Information security;</li> <li>- Business continuity;</li> <li>- Management of ICT services;</li> <li>- Risk management;</li> </ul> </li> <li>- Fluency in English.</li> <li>- Fluency in Romanian or Russian.</li> </ul>

**3.2.7. Procurement expert** – an expert to prepare bidding documents for supply and installation of the Integrated Tax Management System based on the World Bank`s standard bidding documents for Supply and Installation of Information Systems (Single-Stage bidding) <http://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-policies-and-guidance>. In preparing the bidding document the expert shall use inputs on technical requirements to be provided by Consultant`s other team members.

**Minimum qualifications:**

Category	Minimum requirements:
Qualifications, experience and skills (conclusive evidence to be provided)	<ul style="list-style-type: none"> <li>- University degree in: public finance/economics/ public administration/ management/IT and similar;</li> <li>- Minimum 5 years of practical experience in procurements.</li> <li>- Experience in risk management specific to public procurement.</li> <li>- Experience in organizing and conducting procurement in internationally funded projects (experience in procurements under the World Bank funded projects would be a strong asset).</li> <li>- Experience in conducting procurements of IS of similar complexity would be a strong asset.</li> <li>- Advanced level of computer skills;</li> <li>- Fluency in English</li> <li>- Fluency in Romanian or Russian.</li> </ul>

**4. CLIENT’S INPUT**

The STS will provide support for the meeting space, meeting agenda and logistics. In order to enable the Consultant to achieve the objective of the consultancy, the STS will provide the Consultant with the i) access to Client`s premises and systems and ii) all relevant documentation, including but not limited to the following documents:

1. Development Strategy of the State Tax Service;
2. IT Strategy for State Tax Service 2016-2020;
3. Business Process Catalog of STS, 2018 edition;
4. Feasibility study (with annexes - 41);
5. Review of Feasibility Study Report.
6. The existing technical documentation (as will be required for the assignment);
7. Government or STS orders and procedures relevant to the commitment and its outcomes.

**5. WORKING ARRANGEMENTS**

The Consultant shall be responsible for all logistics and accommodations that will be required to perform the assignment, as well as interpretation and translation services.

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 (mentioned in above chapter

2.3 above) English will be used for the communication with the World Bank representatives and for the provision of reports (periodical or on request) whenever necessary.

The Consultant shall demonstrate a high-level professional behavior in its working relationships with STS, P.I. Center for Information Technologies in Finance and all relevant stakeholders in performing this assignment.