

LETTER OF INVITATION

to participate in

“Revenue Management System (RMS) Discovery Workshop”

Organized by

THE NATIONAL AGENCY FOR FISCAL ADMINISTRATION OF ROMANIA

The new Strategy of National Agency for Fiscal Administration (NAFA) established as a strategic goal the increasing of tax collection efficiency and embarked the Agency on a five year modernization program.

To make many productive advances and achieve an internationally recognized high level of performance, NAFA has decided that next reforms will focus on: (1) improving voluntary compliance; (2) fighting tax evasion; along with the (3) increasing collection efficiency. Specific initiatives to simplify procedures, to improve service, and to deal with non-compliance in both filing and payment will be specific areas of focus.

The Ministry of Public Finance (MOPF) requested support for a comprehensive NAFA modernization program to improve efficiency and effectiveness and to facilitate voluntary compliance. The restructuring of NAFA and the reengineering of business processes are vital to the MOPF's objective to increase revenue as a share of GDP.

NAFA is now examining the most appropriate possibilities to pass from “in house” IT built system to Commercial Off The Shelf (COTS) based solution as the principle driver and enabler of best practice and enhanced business process reengineering (BPR). NAFA will analyze the presented COTS, in order to absorb the extant best practice BPR already embodied in mature tax software and will try in better comprehending best practice extant in the COTS package, applying best practice during the period of customization and implementation of the COTS package in a concerted effort to minimize wherever possible, any customization that might detract from established best practice.

In order to provide National Agency for Fiscal Administration (NAFA) a better understanding of currently-available COTS integrated tax administration information systems, NAFA has scheduled an **Revenue Management System (RMS) Discovery Workshop** whereby potential RMS COTS Software Development firms (hereinafter refer to as “the vendor”) would visit Bucharest to meet with NAFA officials in one-on-one (NAFA and a single vendor) workshop sessions. Each vendor will have a maximum duration of four hours to provide an overview of their solution and explain about its conformability with requirements provided by NAFA.

Invitation to Participate in an RMS Discovery Workshop

NAFA invites eligible RMS COTS vendors to indicate their interest in participating in the RMS Discovery Workshop. Interested vendors must provide the information requested using the attached *Expression of Interest for Participating in the RMS Discovery Workshop Form* and fill in the required information in the *RMS Requirements Table* to demonstrate that they are qualified to provide such a potential RMS COTS solution.

It should be noted that:

1) The RMS Discover Workshop is not part of the World Bank and Romania bidding process for RMS, as part of Revenue Administration Modernization Project (RAMP),

2) Any contact with any vendor at any time, in any manner outside of the actual demonstration is not permitted,

3) Participation in the RMS Discovery workshop is voluntary and will not prevent a vendor from participating in the later procurement of RMS.

4) Participation or non participation in the RMS Discovery Workshop and information provided as part of the RMS Discovery Workshop as solely for the purpose of the Discovery Workshop and will not be considered nor will influence the procurement of the RMS in any manner.

Purpose and Objectives of Discovery Workshop

The primary purpose of the discovery workshop is to improve NAFA's understanding of the RMS COTS solution market by providing an opportunity for NAFA to identify and study potential RMS solutions that are configurable commercial-off-the-shelf solutions.

The specific objectives of the workshop are to:

1. Provide NAFA with the opportunity to identify and understand the power, configurability and robustness of potential RMS solutions currently available;
2. Provide vendors of potential RMS solutions an opportunity to:
 - a. Demonstrate the "out of the box" tax administration functionality including, but not limited to, that required for the following business processes: taxpayer registration, online services for taxpayers, returns processing, taxpayer accounting, collection, enforcement, audits and appeals, risk analysis, interoperability with other tax agencies, management of taxes and contributions, including social contributions;
 - b. Demonstrate and explain the revenue accounting capabilities that are included in the solution and provide information on how revenue accounting has been supported in other agencies;
 - c. Demonstrate how the overarching capability of case management is provided in the solution, with particular attention to the configurability of business rules for case management;
 - d. Demonstrate and explain the Management Information System capabilities that are included in the solution and provide information about the most common reports and capabilities to customize and/or configure new reports;
 - e. Demonstrate how the Security Management and the Identity (users) Management are implemented at different levels;
 - f. Present information about the successful implementation of the solution in other tax administrations around the world;
 - g. Demonstrate the RMS solution has abilities not only in data processing at a central site, but also in supporting tax administration operations and the production of reports in external tax offices (i.e., regional and local tax offices);
 - h. Demonstrate the RMS solution can process data of taxpayers having taxes payable in different locations (i.e., these taxpayers are managed by different local tax office) comprehensively and consistently;
 - i. Present information about the architecture of the solution, developing tools, technical infrastructure (hardware and software) supporting the solution, what databases are supported, capabilities for integration with existing systems, data migration etc.

Limitation of Participants to RMS COTS Software Development Firms

It should be noted that the discovery workshop is specifically for vendors who developed and support a given commercial-off-the shelf integrated revenue management system (possibly marketed and implemented by a third party system integrator). The fundamental purpose of the workshop is for NAFA to gain an understanding of the existing core features and configurability of each COTS

solution, not for integrators demonstrating customization approaches (via significant software changes or enhancements).

Thus, there is to be only one (1) workshop session of four hours for each COTS solution. While it is recognized that a number of available solutions are implemented by system integrators who partner with the vendors on large integrated tax system projects, vendors must understand that the workshop is not intended for system integrators of these solutions. However, a given vendor may choose to include staff from one or more system integrators in their presentations and demonstrations, but must make it clear who on their presentation team are not their employees. Participating vendors may present an overview of integrators that partner with them in the implementation of their solution if they so choose. NAFA recognizes that some system integrators are partners for multiple integrated tax solution vendors.

Expenses to Participate in the RMS Discovery Workshop

COTS solution vendors participating in the workshop voluntarily will bear all necessary transportation, accommodation and logistics expenses required for their demonstration in the Workshop. NAFA will support and provide conditions for RMS vendors to demonstrate their solutions in four hours by providing conference room, facilities (projector, screen) and materials and English - Romanian interpreter in the Workshop.

In case where the vendors participating in the Workshop use other languages to demonstrate other than English or Romanian, they must have their own interpreter.

Proposed Timeline of the Workshop

RMS Discovery Workshop is proposed to be organized during November, 18 – 22, with maximum four hour period for each RMS vendor. The RMS solution vendor shall propose their demonstration time in the Expression of Interest attached to this letter. The final demonstration time will be decided by NAFA and informed to each vendor after their registration.

Participating Conditions

RMS vendor will be only invited to participate in the Discovery Workshop if they complete the Expression of Interest Form (Annex of this Letter of Invitation) and provide information about their COTS solution of RMS.

Protection of Vendor Information

NAFA give ensure that all information of vendor who participate in Workshop will be only used for workshop's purpose and must not be transferred to third parties.

Expressions of interest must be delivered to the address below no later than October 21, 2013:

National Agency for Fiscal Administration
RAMP Project Management Unit
To the attention of Mrs. Daniela Manoli, Project manager
17, Apolodor Street
050741, Sector 5, Bucharest
Romania
Tel: +4021 387 11 42
Fax: +4021 319 96 71
E-mail: ramp.anaf@mfinante.ro

National Agency for Fiscal Administration expresses its gratitude and looks forward to receiving the expressions of interests in participating in the Workshop.

Expression of Interest Form for Vendors participating in the RMS Discovery Workshop

Vendors interested in participating in the RMS Discovery Workshop must complete this form and submit it to the National Agency for Fiscal Administration at the following address:

National Agency for Fiscal Administration
RAMP Project Management Unit
To the attention of Mrs. Daniela Manoli, Project manager
17, Apolodor Street
050741, Sector 5, Bucharest
Romania
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Fax: +4021 319 96 71
E-mail: ramp.anaf@mfinante.ro

by 4 p.m., local time, on October 21, 2013.

I. General Information of Company and RMS solutions

1. Company Name - Full name - Abbreviated name or contact name	
2. Company Address: - Headquarters' address - Contact phone number - FAX number - Website (if any)	
3. Designated representative to receive feedbacks from NAFA of Romania - Name - Phone number - Email	
4. Name of other companies in the consortium of RMS solution (if any)	
5. Name of the proposed RMS COTS solution to be presented at the Workshop	

II. Workshop logistics

Number, name and titles of company staffs that will attend and participate in workshop session	
List of names and affiliations of attendees on your presentation team that are NOT employees of your company	
Preferred Date available for participation in the workshop	
List equipments are needed to be prepared with NAFA assistance	
Presentation schedule at the Workshop	

III. Supporting documents to be attached

- A. Company profile
- B. "White Paper", if any, with brief description of the COTS, its relevance to Revenue Management System, and deployment methodology in countries similar to Romania
- C. Draft presentations.