

ROMANIA
NATIONAL AGENCY FOR FISCAL ADMINISTRATION
REVENUE ADMINISTRATION MODERNIZATION PROJECT

Procurement of an Integrated Revenue Management System (RMS)

IFB: RAMP/5

MINUTES OF SITE VISIT DISCUSSIONS – Fast Enterprises LLC
Bucharest; March 18th, 2016

Background

According to the provisions of Clause 8 of Section I. *Instructions to Bidders* in the Bidding Documents dated November 18th, 2015, prospective bidders may request a site visit that would help in obtaining information necessary for the preparation of bids.

Such requests were received from several prospective bidders and the Purchaser (NAFA) invited representatives of those bidders to attend meetings with the relevant parties responsible with specific business functions described in the bidding documents.

Proceedings

The meeting started at 10.00 hours on March 18th, 2016 in the presence of representatives of NAFA and Fast Enterprises LLC as per the attached Register of Attendance.

Questions and Answers:

1. Regarding the IVR system – where is the information about the interaction with the tax payer recorded – in the IVR or in the Revenue Management System? Which is going to be the repository?

Answer:

The Customer Relationship Management and Interactive Voice Recognition (CRM-IVR) software infrastructure element must provide information to the ANAF taxpayer support staff. Today the staff is offering through the Contact Centre just general information in the fiscal field, general topics using the information from the knowledge database (supported today with the applications ANAFI, LEX and other applications).

Current legal constraints regarding the personal data protection restrict the use of the personal/fiscal confidential data over the phone, because of the risks associated to vocal taxpayer identity check. Presently, the taxpayer identity check can only be done in person over the counter, or on-line via certified secure access (qualified digital certificate and/or user name and one-time password).

The reference for ANAF's interactions on fiscal matters with the taxpayer is in the operational systems (Registers, Revenue Management databases) and not in the CRM-IVR.

The existing ANAF's Taxpayer Assistance Contact Center system (described in the Informational Annex 4) store the reason, the notes and the resolution of the call, together with other data (origin of the call, duration of the call, user id of the respondent agent, etc.) used for statistics.

2. Is this system going to be changed in order to allow for phone authentication?

Answer:

This is not completely ruled out, but the legislation (both Romanian and EU) currently does not allow this. Nevertheless, the Bidding Documents mention, among other things, that the System:

"MUST integrate with the tax payer register, to check the identity of caller versus the existing information about the respective taxpayer. [...] MUST provide interactive functions to handle the calls of the taxpayers, including taxpayer identity, taxpayer incoming phone number (caller ID), taxpayer verification (password, PIN, and other security information) via voice or dual tone multi frequency signal (DTMF)."

3. IVR – is there any test environment foreseen?

Answer:

The testing platform is described in Annex 3 in the RAMP/5 Bidding Documents. The current IVR has been working for the last 8 years. The Avaya equipment is configured with Call Pilot, which may allocate a port for tests.

4. What are the available functionalities in the current IVR?

Answer:

ANAF's Taxpayer Assistance Contact Center is in production since 2008. Regional offices and 4 County offices have been integrated in a single point of contact for taxpayers (individuals and businesses). The inbound calls are taken by the responding agents (general information) and the calls may be routed to other specialized respondents (tax officers).

A number of 20 licenses for the responding agents are currently available, in use. The calls may be routed to a larger number of respondents via the phone switchboard system.

The current platform has a significant number of capabilities which have not been developed and used due to lack of funding and manpower.

Web collaboration and connection with email are implemented (Intranet Portal on IBM WebSphere ® and IBM Lotus Notes/Domino ®).

Once a call is received (at the first level – 20 operators), it gets distributed to the appropriate specialists. The intention is to expand the call center and maintain the existing single phone number.

5. Online auction system – how does NAFA currently handle seized items?

Answer:

Seizing is currently done through a judicial process, while auctions are organized internally within NAFA at the level of each region/district using traditional channels for the auction publicity (posting announcements on NAFA's website and in the local, national and specialized press, both printed and online) and for the conventional auction interaction (public sessions, with staff and bidders in person, paper based documentation, etc.).

A basic automation is available for the revenue enforcement workflows (enforcement database) and the legal workflows (case management) for the staff involved in the process, implemented on top of the existing document management system (IBM Lotus Notes/Domino databases with the cases and the case history, active forms, integration with e-mail, and external web-interfaces and file transfer interfaces with the specialized registers and databases (i.e. Trade Registry, Electronic Mortgages Database, Cadaster Register, the Insolvency Bulletin)).

6. Is NAFA open to having the online auction functionality released at a later stage?

Answer:

The bidders are free to propose their own schedule within the main milestones defined in the Bidding Document.

The Implementation Schedule presents a high-level minimal milestones/deliverables scheme to support the service specifications and the payment scheme specified in the SCC.

The Purchaser expects the Bidders to propose its own detailed implementation methodology and, as a consequence, to propose more detailed milestones/deliverables that are consistent with its methodology – as well as the high-level scheme in the Implementation Schedule.

7. Project staff and logistics – is there a senior person designated as project leader/project sponsor? A successful implementation also requires, besides from the project sponsor a senior business lead on the project, a senior IT responsible and business analyst(s). We expect the project to require an overall team of at around 100 people in the organization. Other projects have staff dedicated exclusively to testing and training within the functional areas teams – NAFA to consider these. Are training rooms available with all necessary equipment?

Answer:

RAMP has a Project Management Unit, which is managing the entire modernization program. A project team will be nominated for the RAMP/5 – RMS implementation.

The process of designating the senior project team is now ongoing at NAFA top-management level. In order to facilitate project implementation NAFA has prepared a dedicated team of business analysts. There is also external consultancy actively involved which will assist NAFA during the process of implementation. NAFA will make its best efforts to ensure the proper human resources and skilled staff for the successful implementation of the RAMP/5 project.

Regarding the office space, NAFA acknowledged the need for the dedicated office space for the RAMP/5 implementation team(s) and the issue is currently under the top-management's attention.

Training/conference rooms are available; training is expected to be both classroom-based and distance learning. The training must implement a train-the-trainers model, according to the Technical Requirement 6.16.

The bidders should make, in their technical bids, suggestions on the counterparts and logistic arrangements needed, based on their expertise and previous implementation experience.

8. Is there a change management process in place for this project?

Answer:

Yes, there a change management team within the PMU. A change management strategy is already in place, as well as training program/HR capacity building plan.

The bidders are expected to include, in their technical bids, the best approach for change management and training preparation and implementation, based on their expertise and previous implementation experience.

9. In the bidding documents we noticed the existing Web-Moodle e-learning platform, in the Retained Application group. Moodle e-learning is available?

Answer:

YES, the current e-learning Moodle platform is retained and could be used for RAMP/5 – RMS distance learning activities, based on its availability and capacity.

The Bidder should present its best technical solution for the Distance Learning software architecture component, compliant with the Technical Requirement 3.4.8.

10. Does NAFA have a preference on what taxes should be approached first?

Answer:

The bidders should propose their own approach to phasing/sequencing, based on their experience. There is no restriction on the sequencing of roll-outs.

See also the answers to the clarification questions no. 82, 200 and 208.

The meeting was adjourned at 11.00 hours.

Register of Attendance

Participants from NAFA:

Representatives of the General Directorate for Tax Claims Collection Regulation

- Dana Ciric, DGRCCB
- Marinela Melniciuc, DGRCCB
- Razvan Zamfir, DGRCCB

Representatives of General Directorate for Taxpayers Services

- Mihaela Drăgulin, DGAC
- Florian George, DGAC

Representatives of General Directorate for Information System

- Paul Vasilescu, DGTI

Representatives of RAMP Project Management Unit

- Emil Aron Tătaru - DGSRI PMU
- Leonard Teiușanu - DGSRI PMU
- Domenico Candido - DGSRI PMU
- Victor Voicu - Consultant PMU
- Theodor Stănescu - Consultant PMU

Participants from Fast Enterprises LLC:

- Jim Goatcher (Fast Enterprises LLC)
- Denisa Albu, (Fast Enterprises LLC)
- Horia Cerchez (iQuest)