

NATIONAL AGENCY FOR FISCAL ADMINISTRATION, ROMANIA

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

Country: ROMANIA

Name of the Project: Revenue Administration Modernization Project (RAMP)

Project ID: P130202

Loan No: 8261 - RO

Assignment Title: Project definition, integration and implementation

Reference No. (as per Procurement Plan): RAMP/CS/1

The Romanian National Agency for Fiscal Administration (NAFA) has applied for financing from the World Bank toward the cost of the Revenue Administration Modernization Project, and intends to apply part of the proceeds for consulting services aimed at definition, integration and implementation of the Revenue Management System, based on the reengineering of NAFA business processes.

The primary objective of this Consultancy is to advise and assist the Beneficiary in the most substantive part of the RAMP, specifically the acquisition, customization and implementation of the Revenue Management System (RMS), based on the reengineering of NAFA business processes thorough BPR approach starting with identification and analysis of the existing situation in NAFA (As-Is Analysis) and of the proposals for the expected outcome (To-Be Analysis), incorporating best practices generally supported.

During its entire activity, the Consultant will act taking into account the fact that Romania is a European Union Member State and, in this position, present and future inter-operability with the other tax administrations is a must. Efforts will be focused on European good practices, embedded in standards, strategies, recommendations, guidelines etc. In business areas where such European best practices are not identified, international best practices will be used. The reasons for this approach are to prepare the Romanian Fiscal Administration for further integration with the other tax administration, avoiding latter supplementary costs to reengineering the processes and/or to adapt the implemented Commercial Off The Shelf (COTS).

The Consultant will additionally define the new overall ICT architecture, assist NAFA in selection of specific software and middleware (open source will be taken into consideration) to provide near term and long term integration with existing systems and to support where necessary software required under other RAMP subcomponents. RMS is based on a COTS system, a generic hardware platform, database management systems, and data migration from the existing systems.

The consulting services (“the Services”) are mainly required in order to:

- Re-engineer NAFA business processes and workflows for enabling the administration to reach the efficiency and effectiveness targets.

- Develop the Enterprise Architecture to document business vision and strategy and translate them formally into the key business processes and IT capabilities being implemented under the project to ensure integration and standardization of requirements.
- Inventory existing ICT systems within NAFA, design and advise NAFA on the overall ICT architecture that will be achieved as the result of the project, design and advise NAFA on the transitional architectures, design and advise NAFA on the timing, resources, and methodology that will be used to progressively achieve the overall output of the RAMP project.
- Assist NAFA in selection of appropriate open source software, interfaces, middleware and management and development tools.
- Prepare, together with the IT Procurement Expert (Individual consultant under RAMP/CS/21) the Bidding Document Packages under World Bank guidelines for all ICT hardware and software, and for all ICT services, including but not limited to COTS RMS project, Data Migration project, etc. in a manner that will receive No Objection from the World Bank.
- Assist NAFA, both in the submission and approval process of the Bidding Document packages to the World Bank (including but not limited to Terms of References and Technical Specifications) and in the evaluation, selection, negotiations processes of the offers for large projects in a manner that the results will receive No Objection from the World Bank.
- Assist NAFA to organize and supervise the delivery, installation and commissioning of the required material or services. Carry out performance and acceptance tests to assess the functioning of the COTS RMS and related subsystems and perform every necessary test in order to ascertain the fact that the RMS is meeting all the requirements and specifications as set out in the contract with the vendors.
- Organize training directly related to the ICT components, more specifically as described in the relevant project documents, including but not limited to generic hardware architecture, open source software, business process re-engineering and ICT related change management.
- Provide guidance and technical assistance in the area of change management, respectively for organizing the NAFA Change Management Team and to further assist and coordinate with the NAFA Change Management Team the management and integration of the changes induced by a various subcomponent implementation teams in Project.
- Perform or provide change management training programs for the NAFA Change Management Team to make available the necessary tools and methods to ensure a successful management of Project implementation, as designed.

The indicative duration of subcomponent RAMP/CS/1 – Project definition, integration and implementation is of 5 years, starting of 2014.

The National Agency for Fiscal Administration (NAFA) now invites eligible consulting firms (“Consultants”) 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 Consultant has to be a specialized consulting firm with extensive experience in providing consultancy services for defining Enterprise Architecture, performing business process reengineering to prepare the enterprise for complex ICT projects, managing the integration of solutions from different providers.

The Consultant has to demonstrate solid experience in the design and implementation of complex enterprise level ICT projects using high availability, fault tolerant, generic hardware server systems, extensive and distributive virtualization, open source operating systems and implementing commercial off the shelf software solutions.

As NAFA has made a forward commitment to generic hardware platforms, the Consultant must NOT have long-term legal business cooperation, as affiliate, which conduct to directly or indirectly controls, controlled by, or under common control with an ICT hardware or software manufacture (such as being the consulting division of an ICT hardware or software manufacturer, or a firm owned in part or whole by ICT hardware or software manufacturer or an authorized reseller of a specific hardware or software brand).

The short listing criteria are as follows:

Evaluation criteria for REOI - Project definition, integration and implementation			
No.	Criteria for short-listing	Maximum mark	
1	Qualification and experience of the Consultant	80	<ul style="list-style-type: none"> • Strong experience in the implementation of complex Enterprise and ICT Architecture, integrating solutions from different providers, proven by projects that addressed areas as: <ul style="list-style-type: none"> • Complex information system architecture design, development, implementation and administration for hardware, software and communications; • Usage of methods and tools for design, develop, implement and administrate applications; methods to manage life cycle of applications (Eclipse/RUP preferred); • Migration towards new solutions: proposals, implementation; • Previous implementation of commercial off the shelf solutions will be an advantage; <p style="text-align: center;">30 marks</p> <ul style="list-style-type: none"> • Strong experience as Consultant in business process reengineering delivered for Revenue / Tax Administration: <ul style="list-style-type: none"> • Proven experience in at least one project for a central Revenue/Tax Administration; • Proven experience in fields similar to the Tax Administration environment (Customs, EU /

			<p>International organizations acting in the Tax field etc) will be an advantage;</p> <p style="text-align: center;">20 marks</p> <ul style="list-style-type: none"> • Strong experience in conducting the change in a large organization, during an important, major reorganization process, similar to the one prepared by RAMP for NAFA. <p style="text-align: center;">20 marks</p> <ul style="list-style-type: none"> • Strong experience and technical capacity, proven by projects, in providing solutions for: <ul style="list-style-type: none"> • Define new database technical architecture, especially centralized architecture to be used by remote end-users, through Internet technologies; • Use Relational Database Management Systems and accompanying CASE and tools; • Define and implement complex high availability fault tolerant blade server platforms and complex high availability fault tolerant storage area networks; <p style="text-align: center;">10 marks</p>
2	Personnel	20	<ul style="list-style-type: none"> • The Consultant has to demonstrate that it has the appropriate staff to cover the estimated needs for this project: <ul style="list-style-type: none"> • the total number of own personnel with suitable experience; • previous involvement of its own personnel in projects in the last years, against the total number of personnel assigned for the respective projects. <p style="text-align: center;">20 marks</p>
		100	

The attention of interested Consultants is drawn to paragraph 1.9 of the *World Bank's Guidelines: Selection and Employment of Consultant under IBRD Loans and IDA Credits & Grant by World Bank Borrowers*, from January 2011 ("Consultant Guidelines"), 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 sub consultancy to enhance their qualifications. The Consulting Firm should indicate whether the EOI is being submitted as a Joint Venture or otherwise.

A Consultant will be selected in accordance with the Quality and Cost-Based Selection method (QCBS) set out in the Consultant Guidelines.

Consultants must provide all information indicating that they are qualified to perform the services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc)

Expressions of Interest must be delivered in a written form to the address below, superscripted with “Expression of Interest for **Project definition, integration and implementation – RAMP/CS/1**” due by **14:00 hrs on January 10, 2014**.

National Agency for Fiscal Administration

RAMP Project Management Unit

To the attention of Mrs. Daniela Manoli, Project Manager

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