

Terms of Reference
Information Technology Consultant
RAMP/CS/26

Background information

The National Agency for Fiscal Administration (NAFA) was created in 2004 to provide a better institutional platform for the many needed operational reforms to promote improved revenue collection in Romania. NAFA is responsible for the collection of most of the country revenues including those related to social security contributions and customs activities. NAFA plays a pivotal role in mobilizing revenues that finance government initiatives in infrastructure and services that benefit all citizens. NAFA has a solid track record of implementing reforms that enhance both service to the taxpayer as well as audit and collections initiatives that are based on risk management and control. NAFA also recognizes that as a young institution it must endeavor to continuously improve itself towards becoming a modern and well-functioning revenue administration based on voluntary compliance – that is supporting and educating taxpayers who choose to meet their filing and payment obligations while targeting non-compliant taxpayers for proper enforcement action.

While much progress has been achieved since its creation, more remains to be done. Despite NAFA's best efforts, overall tax compliance in Romania remains lower than international norms. This implies a relatively high fiscal burden on compliant taxpayers and creates injustice and unfair competition in the internal market. The current system of fiscal administration requires multiple interactions between NAFA and the taxpayer in order to complete even the most basic functions.

With assistance from the World Bank and other development partners, NAFA is embarking 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; and (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 Revenue Administration Modernization Project (RAMP) is financed by the World Bank with the purpose to directly support these reform efforts.

Romania's economy is evolving rapidly with new challenges emerging continuously that must be addressed. Citizens and businesses increasingly see their time as a limited resource. They rightly demand that their interactions with public services deliver value and that issues are addressed through a single and efficient interaction. NAFA has made considerable progress over the last five years, introduced innovations, and attempted to keep pace with the service delivery demands of taxpayers but progress has been limited by existing technology, business processes, and organizational arrangements. RAMP supports a transformational strategy to take advantage technological advances to provide better public services for citizens and businesses and to do so at a lower cost to the taxpayer.

In the pursuance of this strategy, RAMP has launched a two-stage procurement for the supply and installation of a Revenue Management System (RMS), which would be the core procurement under RAMP. The RMS would be based on a Commercial Off The Shelf (COTS) system, a generic hardware platform, database management systems, and data migration from

the existing systems. The two-stage procurement process for the RMS is expected to be finalized by the end of 2016, while the system is expected to be implemented over 2.5 years.

In addition to the RMS, other IT-related procurements are planned under RAMP, mainly to complement the IT infrastructure needs of the Project (hardware and software for data centers, network infrastructure etc.)

Goal of the Assignment

Via in-depth technical expertise and experience, help achieve coherent among the Project, the project-financed consultants and suppliers, and the relevant business units of NAFA - especially, but not exclusively, the General Directorate of IT.

Scope of the Consultancy

The **Information Technology Consultant** shall provide IT expertise to support the Project Management Unit (PMU) of RAMP in planning, defining and implementing all IT-related activities within the Project. The IT Consultant shall also provide transfer of knowledge to RAMP and NAFA staff on areas of expertise that are relevant for the implementation of IT contracts. The IT Consultant will carry on the following indicative tasks in close coordination with the IT Procurement Expert (CS21):

- i) Support NAFA and the PMU in all technical aspects related to RAMP procurements that involve information technologies. To this end, the IT Consultant will perform, without limitation, the following activities:
 - Needs analysis in cooperation with relevant NAFA staff and RAMP consultants, to determine the most appropriate technical solutions suited to the particular needs and challenges of NAFA, aligned with the objectives of RAMP and in line with international best practices;
 - Prepare technical specifications, requirements or Terms of Reference (ToR), (or review and revise the existing ones, if already available) to be included in the appropriate procurement documents (bidding documents, Requests for Proposals etc.) according to World Bank principles, standards and procedures and in line with international best practices;
 - Support NAFA and PMU staff in providing technical clarifications in response to potential bidders' questions and prepare any modifications or amendments to the procurement documents, if necessary;
 - Support NAFA and PMU in formulating appropriate technical evaluation criteria (if applicable) to be included in the procurement documents and perform technical training for the members of the respective evaluation committees in order to ensure full understanding of these criteria;
 - Participate in the evaluation committees either in an advisory or formal capacity, if so appointed by the Client;
 - Support the members of the evaluation committees in the evaluation of technical responsiveness of bids/proposals, with due consideration of World Bank recommendations and practices applicable to the evaluation;

- Support the members of the evaluation committees in the formulation of requests for clarifications to bidders, if necessary;
 - Support NAFA and RAMP staff during the contract negotiation or finalization stage;
 - Support NAFA and RAMP staff in handling complaints, protests or bid challenges according to World Bank practices and procedures, if necessary;
- ii) Support NAFA and RAMP staff in the monitoring, administration and management of the contracts that involve information technologies. To this end, the IT Consultant will perform, without limitation, the following activities:
- Maintain liaison with NAFA and RAMP staff responsible for the monitoring and implementation of contracts (Project Manager, Purchaser's Representative etc.) and assist them in all technical aspects, in order to ensure a successful implementation of the respective contracts;
 - Support NAFA in managing the technical and functional integration of various systems;
 - Provide expert advice for the enhancement of the ICT architecture in line with the development objectives of NAFA;
 - Support NAFA in the implementation within NAFA of the ICT governance model;
 - If so requested by the Client, maintain liaison with the suppliers' staff responsible for the implementation of contracts and assist them in all technical aspects, as required for the proper performance of the suppliers' obligations under the respective contracts;
 - Provide expert opinion on the justification of change requests or contract amendments related to technical aspects of the contracts;
 - Assist the Client during the testing and validation of outcomes under the contracts that involve information technologies;
 - Support NAFA in the consolidation and transition to the new integrated revenue management system;
- iii) Ensure transfer of knowledge on technical issues to NAFA staff. To this end, the IT Consultant will perform, without limitation, the following activities:
- Provide on-the-job as well as formal training (if so requested by the Client) to designated NAFA staff on technical issues directly related to the RAMP contracts that involve information technologies;
 - Provide expert opinion and due technical justification for the choice of particular technologies, systems, brand names, software solutions etc.
- iv) Other project-related tasks related to information technologies that the Client and the Consultant may agree upon from time to time.

The above technical assistance shall be provided for all Project contracts related to information technologies. In all tasks the Consultant shall act, advise and make recommendations with due consideration of the following critical factors:

- RAMP timeline and procurement plan;
- World Bank guidelines, policies and procedures;
- Best international practices and best available technologies;
- Availability and performance levels of proposed technologies;
- All relevant functional, technical, integration and security requirements;
- The level of competition on the respective product market;
- Principles of efficiency and effectiveness in the use of public funds.

Deliverables and reporting

The main output of the IT Consultant will be the delivery of a wide range of technical advise, preparation of bidding documents, evaluation reports and other types of deliverables related to the effective operations of the PMU, particularly in the area of planning and supervision of procurement that involves information technologies.

The IT Consultant is required to deliver the following:

1. Monthly activity reports describing the activities performed during the past month as well as issues requiring management attention to ensure timeliness and quality of Project activities.

The IT Procurement Expert will submit the reports to the RAMP Project Manager, who shall approve the Activity Reports as a basis of payment. The reports (in English and Romanian) shall be submitted within 5 working days from the end of the month of reporting.

2. All reports, documents and correspondence prepared by the IT Consultant in the performance of the above tasks.

The IT Consultant will report to the RAMP Project Manager. The Consultant will carry out her/his work in full cooperation with designated NAFA technical team, RAMP staff and consultants/suppliers contracted under RAMP.

Schedule of Work

The IT Consultant shall perform the Services under the contract during the whole period of implementation of the project, continuing through 2018. It is expected that the Consultant should be available at RAMP offices on a part time basis as follows:

- year 2016 – approximately 50% of the time;

- years 2017 and 2018 – approximately 50% of the time.

The Consultant's actual presence at RAMP offices, as well as his/her availability to work remotely, shall be agreed with the RAMP Project Manager at least one month in advance.

Data, Services and Facilities to Be Provided by NAFA

NAFA will provide office space and will make available all data and project documentation that the Consultant needs for the successful performance of the Services.

Minimum Qualification Requirements

The IT Consultant shall meet the following criteria:

- University level degree in a relevant technical field (ICT / Engineering); higher degrees would be an advantage;
- Demonstrated experience in at least one established project management method, as PMBOK, PRINCE2, TEMPO or equivalent, applied in at least 2 (two) complex enterprise level ICT projects;
- Proven experience for at least 10 (ten) years working in the design or implementation of at least 3 (three) complex enterprise level ICT projects;
- Professional experience in architecting IT systems in the tax administration environment;
- Experience in COBIT® 5 governance implementation would be considered an advantage;
- Fluency in English (spoken and written).