

## **DEADLINE EXTENSION**

**from January 11, 2022, to January 18, 2022**

## **REQUEST FOR EXPRESSIONS OF INTEREST**

**Republic of Serbia**

### **TAX ADMINISTRATION MODERNIZATION PROJECT (TAMP)**

Project ID No. **P163673**

**Assignment Title:**

### **CONSULTING SERVICES FOR THE INSTITUTIONAL DEVELOPMENT OF THE SERBIAN TAX ADMINISTRATION'S HUMAN RESOURCES FUNCTION**

#### **Reference No. SER-TAMP-QCBS-CS-20-20**

The Republic of Serbia has received financing in the amount of US\$ 52,000,000 equivalent from the World Bank toward the cost of the Tax Administration Modernization Project (TAMP), and it intends to apply part of the proceeds to payments for consulting services to be procured under this project.

#### **Scope of Work**

The Consultant will perform the following:

#### **Overall Organizational Structure and Functions**

- (a) Analysis of the overall institutional governance structure and functions of the STA with focus on identifying deviation of the existing situation vis-à-vis good international practice for a modern, efficient, and effective tax administration (gap analysis of the current situation and good international practice to identify negative and positive sides of the existing situation).
- (b) Present at least three examples of the best international practice of efficient human resources function in tax administrations—evaluating various options for an organizational structure. Following the gap analysis, recommendations are to be identified, including potential reorganization and consolidation of the tax administration based on a functional rationalization of personnel and systems.
- (c) Business process reengineering of the human resources function. This implies optimization of existing and introduction of new business processes, design, and implementation of a new, improved organizational structure of the Human Resources Sector following the good international practice.

#### **HR Development, Policies, and Management Practices**

- (d) Review of HR policies regarding human resources management, particularly as they relate to STA core functions, including recruitment/selection of staff members, as well as putting in place a rotation system for tax officials (i.e.: (i) strategic workforce planning, (ii) career management from recruitment through retirement, including the rotation system, (iii) performance management, and (iv) training system);
- (e) Review of HR practices (within STA and the national framework – through the analysis of the existing federal and institutional legislation and best international practice governing the field of human resource management) to identify gaps between the current and future Human Resource

Strategy, together with practical recommendations on ways of removing or managing those gaps. Special attention will be paid to the employment process in the STA (recruitment, selection, induction) and establish integrated performance management of employees through coordination of top managers, human resources managers, and direct managers who will support qualitative changes within the Tax Administration.

- (f) Improve strategic Human Resource planning in terms of the number of employees, structure, competencies of employees needed to achieve organizational goals and procedures that ensure quality planning. Develop a new four-year staffing plan for all key employee groups. The human resources plan must contain quantitative, qualitative, and timeframe components. The planning process must be based on two critical sub processes: needs and supply forecasting;
- (g) Perform a systematic analysis of work in the Tax Administration, standardization of work by the existing situation. Create a typology of jobs (typical jobs for all STA functions) through making a catalog of all jobs in the STA with a proposal for a future typology that simplifies business procedures;
- (h) Develop comprehensive Human Resource strategy, including suggested options for increasing flexibility to address inefficient staff deployment within the STA, development of a workforce planning and strategy aiming at rationalization of the organizational structure taking into account the need for new staff and deployment of more staff for audit and collection. To the extent possible and information is available, this strategy should incorporate findings (and likely conclusions) from the ongoing Business Process Reengineering BPR consultancy (adopted General Business Model of the STA) that is underway at the same time as this Assignment. This strategy will also address HR planning, career management, performance, and HR management.
- (i) Draft an Action Plan for the adopted Strategy Implementation
- (j) Develop a plan for progressive personnel replacement as part of the modernization process;
- (k) Develop a methodology for monitoring of the tax authorities' performance efficiency and effectiveness (note: there are two performance aspects: one at the institutional level and another for individuals);
- (l) Review and prepare recommendations on strengthening ethics policies, integrity, and anti-corruption programs for the STA, including investigative techniques, and revising, if needed, the Code of Ethics;
- (m) Establish employee performance management and employee development system designed and implanted following EU framework of tax competencies, defining clear criteria in terms of education, skills, work experience, and evaluation of previous work, based on selection and promotion of STA staff will be performed.

#### **Enhancements to HR-MIS IT system**

- (n) Undertake a general review of the STA's current HR-MIS IT system with the insight of the situation in this field, to include the activities already undertaken by the Government of Serbia and the Ministry of Finance;
- (o) Develop functional specifications for the enhancement of the existing HR Management Information System (HR-MIS), which has the goal of centralizing and automating all business processes of the HR function;
- (p) Specifications must be in a format defined by the STA working team.

#### **Training**

- (q) Undertake training needs assessment and development of a training strategy;
- (r) Undertake training needs assessment for urgent training and develop a training plan for employees;
- (s) Training of trainers that will train the STA's staff in Human Resource Management. To achieve the objective, the Consultant shall:
  - i. prepare a plan of training of trainers, objectives, timing, examples, practical exercises, training materials, and a testing system to evaluate the trainers' knowledge and the effectiveness of the train the trainers program;
  - ii. develop training programs to be delivered by the trained trainers to the STA's staff;
  - iii. Undertake Train the Trainers event, the number, and frequency to be consistent with the establishment of a training capacity;

- iv. Together with the trained trainers, carry out pilot training events for new STA employees (new employees or reassigned) in numerous modules/courses for the appropriate number of employees per module to be defined by the STA;
  - (t) Training and other materials shall be prepared in Serbian for all trainees as needed;
  - (u) Training for tax officials in the area of gender sensitivity.

**Support to the implementation of the adopted HR Strategy**

- (v) Support to the STA in implementing the HR Action Plan concerning institutional development.

Contract duration: 24 months.

The detailed Terms of Reference for the above referenced consulting services is posted on the website of the Serbian Tax Authority <https://www.purs.gov.rs/en.html>

The Central Fiduciary Unit (CFU) of the Ministry of Finance now invites eligible 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.

In order to be shortlisted, the Consulting firm must fulfill, at the minimum, the following requirements:

- a) must be a legal entity;
- b) must have proven public sector experience in the area of human resources reform and development of at least one European country, and has to prove its experience with a list of successfully finished projects in the last five years (2016-2020):
  - a) at least two successfully completed projects, with a minimum value of 400,000 EUR each, where the assignment, or a part thereof, was dedicated to the development of human resource strategy, the definition of HR structure or development of human resource policies; and
  - b) at least one successfully completed project with a minimum value of 400,000 EUR, where the assignment, or a part thereof, was dedicated to the development of training curriculum and execution of training with a vast number of trainees.
- c) The Consultant must have a minimum of 20 employees with relevant experience in the field and conducted similar assignments in the last five years (2016-2020). Proof: submit the contract/certificates of employees on the engagement on subject projects;

As proof, the Consultant must prepare the table with the following data: project title or the relevant assignment, description of conducted works, year in which the project was implemented, country/region, contact person by the client's side (name, email, telephone number), contract value, as well as signed certificates of the ordering sides which prove the reliability of the data shown in the table.

The attention of interested Consultants is drawn to paragraphs 3.14, 3.16 and 3.17 of the ***World Bank's Procurement Regulations for IPF Borrowers – Procurement in Investment Project Financing Goods, Works, Non-Consulting and Consulting Services (July 2016, revised November 2017 and August 2018)*** ("the Regulations") setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture (JV) and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected. Furthermore, Expressions of interest of JVs will be evaluated based on the composition of JV submitted, whereas the experience of other firms not included in the JV will not be considered in the evaluation. The experience of any proposed sub-consultancy shall not be included in the evaluation. Key Experts' CV are not required and will not be evaluated at the shortlisting stage.

A Consultant will be selected in accordance with the *Quality and Cost-Based Selection* as set out in the Regulations.

Further information can be obtained at the address below during office hours 09:00 to 15:00 hours.

Expressions of interest in **English language** must be delivered in a written form to the **email** below, by **January 18, 2022, 12:00 hours, noon, local time**.

Contact:	E-mail:	Address:
To:	<a href="mailto:zorica.petrovic@mfin.gov.rs">zorica.petrovic@mfin.gov.rs</a> Ms. Zorica Petrović Procurement Specialist	Ministry of Finance Central Fiduciary Unit 3-5 Sremska St
Cc:	<a href="mailto:ljiljana.dzuver@mfin.gov.rs">ljiljana.dzuver@mfin.gov.rs</a> <a href="mailto:dusan.glisic@purs.gov.rs">dusan.glisic@purs.gov.rs</a>	11000 Belgrade, Serbia Tel/Fax: (+381 11) 765 2587