

## Terms of Reference

### Serbia

### Tax Administration Modernization Project (TAMP) PROJECT MANAGER

#### **Background**

The TAMP is a five year project starting in 2019, funded through a World Bank loan to the Government of Serbia, which has as its primary objective to contribute to the achievement of STA's future vision: to become an organization characterized by paperless operations, a taxpayer-friendly administration providing world-class services, equipped with sharp, ICT-enabled risk-based enforcement allowing the STA to effectively use its limited resources to optimize revenue mobilization for the Republic of Serbia

TAMP is conceived as an institutional reform project focusing on core tax administration functions and comprising four components: (1) Legal Environment; (2) STA Organization and Operations; (3) ICT Systems and Records Management Modernization; and (4) Project Management and Change Management. TAMP will finance technical assistance, training and capacity building, investments in IT systems and data management.

**Component 1: Legal Environment.** The component will ease the range of constraints in the overall legal and tax administration policy environment in which STA operates, helping to: plug loopholes; align Serbian legislation with EU standards; support a comprehensive approach to risk-based management; and improve tax compliance. The component will finance advisory support to remove impediments in the legal environment to ensure effective functioning of the STA and will focus on tax laws and regulations and information governance and exchange. It will include: an analysis of the national legal framework on recognition of digital documents for judicial purposes and of the legal framework on information governance (document retention and management); a review of the legal framework on information exchange between STA and other government agencies; and development of procedural framework for automatic exchange of information with EU Member States. In addition, it will also finance a comprehensive review of the legal framework, including revisions to align the existing Serbian laws with EU standards; options to strengthen legislation and administrative practice to counter risks of profit shifting and base erosion for the Serbian tax base; and recommendations for closing loopholes in tax laws and regulations and improving implementing regulations.

**Component 2: STA Organization and Operations.** The component will improve various functional areas identified as weak in the Serbia Tax Administration Diagnostic Assessment (TADAT): taxpayer registration; risk management; voluntary compliance; tax dispute resolution; and the overall operational effectiveness.

**Human Resource Environment and Capacity Building:** This sub-component will undertake business process reengineering of the Human Resource function resulting in streamlining the inefficient human resource support system, and development of the specifications for the enhancement of the existing HR Management Information System (HR-MIS) to evolve it into a full functioning HRMIS system.

**Tax Operations:** This sub-component will provide support for institutional, legal, procedural and other changes in the tax administration to achieve significant efficiency improvements through business process re-engineering. STA is undertaking a determination of how they will undertake BPR with two options under consideration (both of which the project will accommodate): (i) acquire an “off-the-shelf” tax administration system with minimal customization and adjust office procedures and required legal frameworks to meet the requirements of the software package or (ii) undertake BPR which will generate a gap analysis that STA will address through an evolution to the “to be” operations supported by either an enhanced IT system or a new “off-the-shelf” system with minor customization. Included in this sub-component is assistance to help implement an effective tax compliance management system, deliver high-quality taxpayer services, bring down the compliance burden for taxpayers and estimation of the VAT tax gap.

**Taxpayer Services:** This sub-component will support modernization of taxpayer services with a view to increasing understanding of revenue laws, procedures, as well as the rights and obligations of taxpayers and thus reduce the compliance burden for taxpayers in addition to providing comprehensive e-services for taxpayers.

**Component 3: ICT System and Records Management Modernization:** The component will improve and expand the services provided by the ICT system and address the STA’s serious records management issues including dealing with the significant paper records backlog.

**Records Management and Archiving:** This sub-component will include developing solutions to build records management capacity, clear paper records backlogs, and provide systematic solutions for future records management through an information governance model. The sub-component will be led by a working group consisting of key stakeholders in the MOF, STA, and the National Archives.

**Information Systems:** This sub-component will either: (i) acquire an “off-the-shelf” tax administration software package that will be used to redesign field operations and required legal framework to meet its processing requirements or (ii) use results of the BPR from Component 2 to conduct a gap analysis of the STA’s current ICT system (IIS) to identify what modifications should be made to accommodate the new STA processes or alternatively what the specifications are for a new tax ICT system. Depending on the results of that analysis, the project will initiate procurement to either modify and augment the current system or acquire and localize a new “off-the-shelf” system. In addition, this sub-component will support further development of the STA data warehouse by strengthening capacity of the STA staff to mine data effectively for risk assessment and other needs; include evaluation of needs for upgrade of the STA’s ICT infrastructure, and development of a taxpayer register enabling interface with other systems, e-registration for VAT and e-payments.

**Component 4: Project Management and Change Management.** Modernization of the Serbian Tax Administration requires a mix of business process and performance improvements and ICT solutions. In addition to a Project Implementation Unit (PIU), clear, flexible and targeted interventions are needed to ensure that coordination, implementation and learning challenges are addressed in a timely manner. This component will provide cross-cutting

support to activities in components 1-3 in three forms: establishment of a functional PIU; internal and external stakeholder communication; and change management support to implementation teams. External stakeholders include citizens and government agencies as well as an Advisory Committee. Internal targets include STA's PIU and its implementation teams. The component will finance: national and international consultants to support procurement, financial management and technical implementation; international advisors for ICT project management, training and change management; and operating costs associated with the project implementation including the functioning of the Steering and Advisory committees.

### **Objective**

The objective of the Project Manager position is to ensure that the project is implemented successfully and that it achieves its objective within the defined time frame and within the budget allocated to those components.

### **General responsibilities**

The Project Manager will report to the STA Director and designated Assistant Director who serves as Project Coordinator. The Project Manager will be responsible for the overall coordination and reporting of all technical aspects and implementation of the project.

S/he will manage the Project and liaise directly with designating officials in the STA, and Ministry of Finance, and in particular the Centralized Fiduciary Unit (CFU) of the Ministry of Finance.

### **Specific Tasks**

The Project Manager will perform the following tasks:

- Help to meet all conditions for effectiveness for the Project including coordination with other Government bodies and project stakeholders
- Manage project implementation
- Perform operational management of the PIU and coordination of project activities in close collaboration with the Project Coordinator, the Working Groups (WGs) responsible for implementation of components under the TAMP.
- Update the Plan of Action related to implementation of TAMP Agreement; ensure proper implementation and monitoring of key performance indicators, including compliance with legal conditions of the Agreement
- Participate in development of a Project Implementation Plan and Procurement Plan and project budget as per the activities stipulated in the Agreement
- Submit quarterly, annual reports and other additional documents reflecting the progress in implementation of the Agreement for review by the Project Coordinator and the World Bank; provide regular reports to the Government as requested.
- Participate and monitor preparation of the Terms of References (TORs) for selection of consultants and specifications for procurement of goods and services
- Prepare the monitoring and evaluation reports including all key results indicators
- Finalize and regularly update the Project's Operational Manual. The CFU will provide input on the fiduciary aspects of the Project.
- Help organize and coordinate committees to evaluate expressions of interest, technical proposals, and bids for goods, works and services to be procured under the Project

- Manage and supervise consultants, contractors and suppliers involved in the Project with assistance of the Task Team tasked with ensuring the contracted deliverables meet the TOR's. This includes preparation of TORs and identification of potential experts and firms to carry out such contracted work. Prepare quarterly reports on the status of Project execution for both the Government and the World Bank. The Project Manager will also prepare an end-of-assignment report, documenting activities, outputs and outcomes.
- Ensure that necessary World Bank clearance have been obtained on all Project activities that require World Bank clearance and ensure that such clearance is received before executing the related activities.
- Organize Project and Steering Committee meetings
- Organize workshops, seminars and training lessons intended for the Project activities, as well as, participate in the training if needed
- Ensure that the end users, in the course of contract implementation, take over the goods upon delivery and accept works upon completion. He/She shall hand over properly signed Letter of Acceptance to CFU for their record.
- Work with the Ministry of Finance, National Archives and other government agencies and authorities as needed to support the necessary collaboration for Project implementation
- Prepare for and facilitate World Bank Supervision Missions, including providing data, information and other inputs as requested
- Represent beneficiaries in the course of implementation of contracts with consultants
- All other activities necessary for the Project implementation

### **Institutional Arrangements**

The Project Manager will work under the authority of the STA and will report to the Project Coordinator on a regular basis regarding pace of the Project implementation. The project offices will be provided by the beneficiary, or paid from the Project funds, if necessary.

### **Duration**

The successful applicant will be recruited full time on a contractual basis for the life of the project with probation period of 12 months.

### **Qualifications**

#### **Qualification criteria:**

The Applicant for this position is expected to meet the following minimum qualification requirements:

- i. University degree in Economics, Public Administration, Business Administration, Public Policy, Information Technology or other relevant fields
- ii. Minimum of 10 years of total working experience
- iii. Not less than 5 years demonstrated experience in managing projects and staff
- iv. Experience working with or within both the public and private sector
- v. Not less than 2 years of relevant professional experience in the projects of international financial institutions or EU financed projects

- vi. Work experience in the field related to tax or public finance will be an advantage but it is not essential
- vii. Proficiency in using Microsoft Office standard package (Word, Excel, PowerPoint) and Internet skills
- viii. Fluency in Serbian and English languages
- ix. Strong communication skills and ability to work in a team

**Evaluation criteria**

- i. Previous experience with World Bank or EU projects will be an advantage
- ii. Possession of PMP (Project Manager Professional) or Prince2 - will be considered as an advantage