DRAFT TERMS OF REFERENCE

FOR

BUSINESS PROCESS REENGINEERING (BPR) AND INFORMATION TECHNOLOGY ARCHITECTURE PLAN (ITAP)

OF

TAX ADMINISTRATION OPERATIONS

OF

SELECTED MEMBER STATES OF SOMALIA

1. BACKGROUND:

Somalia has been undergoing significant financial and economic reform efforts recently aimed at rebuilding the country's economy and institutions following decades of conflict and instability. The country adopted a federal system with three three-level governance structures: federal government (FGS), federal member states (FMS), and local government (LGs). However, the tax administration system is emerging characterized by weak institutions and limited legal and regulatoryframeworks in addition to fragmentation of the current tax administration regimes, pointing to a need for increased harmonization of tax administration operations.

In the efforts toward effective public resource management, the Federal Republic of Somalia has received financing from The World Bank for implementing the Somalia Enhancing Public Resource Management Project (SERP) to support Somalia in strengthening accountability, transparency, and institutional capacity in public resource management across participating entities.

Component 2 of the project intends to support domestic revenue mobilization (DRM) of the Federal Government of Somalia (FGS), Federal Member States (FMSs), and Somaliland (SL) to strengthen their inland revenue systems and capacity and contribute to harmonizing tax administration in FGS and FMSs. Specifically, the project will support:

i. Improvements in tax policy capacity, including (a) Deepening of tax policy reforms in FGS and PSS, by strengthening the already functioning tax policy units (TPUs) that have been established through the DRM & PFM Project; (b) Research and analysis capacity building for evidence-based tax policy in JSS, GSS, SWSS, and HSS; (c) Review of harmonized legal or regulatory frameworks for access to taxpayer and other data; (d) Preparation of quarterly and annual revenue performance reports by FGS and FMSs, which are annually consolidated by the FGS and disclosed online; (e) Review of FMSs tax laws; (f) FGS and FMSs dialogue and consensus-building on alignment and harmonization of tax policy; (g) Implementation of the Medium-Term Revenue Strategy (MTRS) and Transition Plan (2022-2026) that the FGS, PSS, and JSS are preparing; and (h) Recording of tax expenditures to prepare annual reports for submission to their respective legislatures along with annual budget documents. The customs-related support will build on the reforms supported by the PREMIS II Project.

ii. Improvements in and harmonization of inland revenue and selected customs administration systems and capacity, including (a) modernizing and automation through a "fit for purpose" Integrated Tax Administration System (ITAS); and (b) capacity building and scholarships.

iii. Taxpayer education and facilitation to promote voluntary compliance.

To support reengineering the tax authorities and revenue departments and build improved taxpayer tax system functionalities and operational effectiveness, the Ministries of Finance of Galmudug, Hirshabelle, Southwest, and Jubbaland, will hire a consulting firm (hereinafter referred to as the "Firm"). It is expected that the Firm will propose, after reviewing existing processes, an enhanced set of processes and plan for their automation based on global good practices, that can be implemented through the FGS ITAS and serve as model business processes for FMS.

2. OBJECTIVES

The main objective of the consulting services is to conduct an in-depth business process reengineering to redesign, modernize, automate, and where possible harmonize with FGS the key tax administration business processes of four Somalia FMS jurisdictions: (a) Southwest State, (b) Galmudug State, (c) Hirshabelle State, and (d) Jubbaland State, to raise the business efficiency and effectiveness of these administrations while reducing the administrative burden imposed on taxpayers.

The current business processes of the four states are quite similar and supported by similar automation infrastructure. To promote harmonization of tax collection the Government proposes to re-engineer the tax administration of the Southwest State first and then apply the defined reformed business processes in the other three states with minor adaptations where needed.

It is expected that the adoption of more harmonized business processes and improvements in and automation of tax administration business processes will reduce taxpayer compliance costs, promote increased voluntary compliance and hence tax revenues.

It is expected that the consultancy services will be executed in five consecutive phases, as follows:

(i) Phase I: Documentation and validation of the current business processes used in the Southwest State. The Firm will, in cooperation with the authorities of the Southwest State jurisdiction, document and map the selected business processes defined in the Scope of these Terms of Reference. The as-is documentation should include the review, analysis, and description of the existing business processes across the jurisdiction validated with the state authorities. It should include the organizational structure, functions, and operations, for the tax instruments and functions defined in the Scope of the assignment. It is expected that in-depth documentation would be provided at least for the following key functions that may require significant change management to implement re-engineered functionality: (a) taxpayer registration; (b) declaration and filing; (c) payment and collection; and (d) Issuance of compliance certificates.

(ii) Phase II: Analysis and discovery of inefficiencies, process gaps, and disconnects in the Southwest State. This phase must include an analysis of the legal, regulatory, and institutional environment, identifying differences between the Southwest State tax administration and FGS, as well as gaps between the current operations in the jurisdiction, the country's legal and regulatory framework, and international best practices.

(iii) Phase III: Propose policy and procedural improvements and design a significantly improved future-state business process model. The firm will develop a new business model for the tax authority of the Southwest State considering at the same time the objectives of (a) optimizing existing processes and implement new ones in line with international best practices, and (b) deploying those business processes to the three other target federal member states. In addition, the model will need to take into account the current development and plans for business-process reengineering and automation at the FGS level that is being implemented in parallel and identify opportunities for harmonized business-processes across FGS and FMS. While the focus of the assignment is on FMS level taxation, the model should take into account fiscal federalism aspects, and specifically revenue assignments at the FGS, FMS, and local government levels. The re-engineering and creation of new business processes are to be conducted across various areas, including Taxpayer Registration, Tax Calendar, Tax Returns Processing, Payment Processing, Tax Accounting, Collection Management, Audit Control, Case Management, Analysis and

Prognosis, Tax Enforcement, International Information Exchange, and Taxpayer Services. The Firm will need to support FMS authorities in clearly delineating the responsibilities between the FMS and local governments over each tax instrument identified in the scope of work and make recommendations across each tax administration area Dependency on investments in information technology will be highlighted when needed to enable proposed new business processes. The extent to which taxpayers are affected by the proposed change will be discussed for every proposed change. Policy, regulatory, and procedural changes needed to enable the future-state business model will be clearly indicated. Detailed documentation, including graphical representations and measurable indicators of performance (KPIs), will be recommended. The Firm will propose and finalize an Implementation Plan for the new business model, including a roadmap, implementation schedules, and knowledge transfer mechanisms to establish local BPR capacity.

(iv) Phase IV: Adjust the proposed design of the improved future-state business process model to the requirements of the other three Somalia FMS jurisdictions: (a) Galmudug State, (b) Hirshabelle State , and (c) Jubbaland State. The Firm will present, explain, and discuss in detail the proposed future-state business process model with the tax authorities of the three other jurisdictions and obtain their agreement to proceed. As needed the Firm will identify the need for adjustments to satisfy requirements of each jurisdiction. The Firm must document any differences among the business processes of the tax administrations of the four targeted jurisdictions and between them and FGS, with particular attention to differences that affect harmonization as perceived by taxpayers. At the end of this phase the Firm will deliver an improved future-state business process model specific to each of the three additional jurisdictions as done for the Southwest jurisdiction.

(v) Phase V: Information Technology Architecture Plan (ITAP) including the delivery of approved bidding documents and training strategy for its implementation. The firm will develop the Information Architecture Plan (ITAP), which will include required investments and bidding documents in four areas: i) software, b) hardware, c) organizational arrangements, and d) capacity building. The Firm will assist in the implementation of the new business process model, by considering the option of the FGS

ITAS[1] software system implementation in FMS as an infrastructure foundation. For this purpose, the firm will review the technical specifications of the FGS ITAS suggest required modifications, and estimate associated costs with the extension of FGS ITAS to FMS. The proposal for the implementation of the ITAS at the FMS level will need to include recommendations on the interoperability with FMS financial management information systems[2] and data sharing options between FGS and FMS. The firm will define the information technology (hardware) investments needed, if any, to implement the proposed business process model in each of the four jurisdictions, prepare the relevant bidding documents, and identify estimated costs[3]. The firm will also propose improvements in the organizational arrangements of the tax administrations of each state, which may be needed to support the implementation and establish a long-term capacity to manage the new business model. The arrangements must include the creation of the capacity to continuously monitor the KPIs and identify opportunities for further improvements of the tax administration services.

3. SCOPE OF ACTIVITY

The primary task is to design a fit-for-purpose modern tax operation system with business processes based on international good practice, including organizational arrangements, information systems, and ICT infrastructure necessary to support the execution of the defined future-state reformed business processes for the FMS states of Galmudug, Hirshabelle, Southwest, and Jubbaland. The table below describes key dimensions of the scope of the assignment.

[1] FGS ITAS is currently at the procurement stage. The FGS business-processes review has been completed and bidding documents for the ITAS are expected to be finalized in September/October 2024. The Firm will need to closely coordinate with FGS Revenue DG, FGS ITAS Quality Assurance Firm, and FGS ITAS Developer to ensure the alignment of its recommendations with the ongoing FGS ITAS development.

[2] All four FMS use BISAN system as an FMIS solution. SERP is financing an activity on the review of FMIS systems in FMS with a view of enhancing their operational capabilities and harmonization with FGS. Therefore, the Firm will need to closely coordinate with the Technical Group on FMIS review.

[3] SERP Component 2 has allocations to support hardware IT investments for FMS, however due to budget limitations, it may not be able to support investments at whole scale. Therefore, it will be important for the Firm to come up with a cost-efficient plan, whereby priority IT investments can be financed through SERP, part of IT investments can be undertaken using own FMS resources, and some investments conducted on a cost-sharing public-private partnership basis.

#Serial	Scope	Inland Revenue
1	Geographical jurisdictions	The Ministries of Finance and Economic Development of the following four federal member states: (1) Galmudug State; (2) Southwest State; (3) Hirshabelle State; and (4) Jubbaland State FGS Revenue Department will need to be consulted for the purposes of identifying harmonization opportunities.
2	Clients	The revenue administration authorities/departments of the target federal member states.
3	Tax instruments	At a minimum the new future-state reformed business processes should cover the following taxes and fees taking into account the National Consultative Council's (NCC) agreement on functional and revenue assignments across the federation: (I) Income tax (i.e., corporate, personal and rental income tax); (II) Stamp duties in the State level; (III) Property transfer tax; (IV) Telecommunications license fees at state level; (V) Sales and Turnover taxes at the state level; (VI) Registration fees/levies; (VII) Road tax at the state level; (VIII) Driver's license fees (IX) Passengers' fees (X) Excise duties (Tobacco and other harmful products) (XI) License fees for vehicle registration plates (plate numbers)
4	Business process functions	At a minimum the new future-state reformed business processes should cover the following functions of the revenue administrations of the four target federal member states: (I) Taxpayer registration; (II) Declaration and filing; (III) Assessment; (IV) Payment and collection; (V) Taxpayer accounting; (VI) Risk Management; (VII) Issuance of compliance certificates; (VIII) Arrears management; and (IX) Revenue accounting interface with FGS SFMIS, FGS ITAS, and FMS FMIS.

To achieve the objectives set forth above it is expected that the Firm will engage at a minimum on the following activities:

(i) **Conduct business process mapping and re-engineering of core business functions documenting the as-is and future-state reformed business processes that will be automated.** The Firm will carry out a process mapping and document analysis focusing on (a) linkages between business needs and digital tax system (DTS); (b) discover, analyze, and document functional gaps; and (c) prepare recommendations to improve and simplify processes, forms, and steps to mitigate functional gaps. Recommendations should compare current performance with potential or desired performance and indicate the estimated time and cost to implement the recommendation. At the end of phases I and II of the assignment, the Firm should prepare a business system architecture (BSA) for the inland revenue reflecting the recommendations agreed with the Clients. Specific deviations required by a jurisdiction, if any, should be documented accordingly. The firm will need to take into account any prior analysis conducted by third parties, including the DRM review conducted by PREMIS, which will be shared with the consultant upon contract signing. Consultations with the business communities and taxpayers will need to be conducted for each tax instrument and tax administration process.

(ii) **Establish baseline computing capacity and design an informational technology architecture plan**. Undertake a baseline assessment of information technology resources (hardware, software, access methods protocol, security, communication networks, etc.) currently used in the target federal member states, identify gaps, and recommend a befitting information technology architecture plan (ITAP) for use when implementing the “fit for purpose“ ITAS.

(iii) **Prepare a costing plan.** Prepare a realistic costing plan for implementing the “fit for purpose” ITAS based on recommendations in the BSA, ITAP, and user specification design.

(iv) **Define the infrastructure requirements required to run the “fit for purpose" system defined.** For each jurisdiction, the Firm must provide detailed specifications defining the technology, quantum, and quality of infrastructure including servers (or Cloud solution), computing networking and telecommunication equipment, customs port and border equipment, data center equipment, etc. needed by the ITAS.

(v) **Define reform implementation action plan**. Prepare implementation plans for each jurisdiction, in active consultation and engagement of all clients' key stakeholders. The plans are expected to include among others a 'responsibility matrix' with action; current status; timeline; responsibility; priority (1, 2, 3); do-ability, success indicators, costing, and sequencing implementation in accordance with priorities determined by the client. Each plan is expected to include:

a) Assist in planning the procurement of ICT equipment, and infrastructure, providing detailed specifications and breakdown of quantities, following review of existing hardware, and identifying gaps and shortcomings, if any, that may exist;

b) Develop and secure approval of bidding documents for use in acquiring in acquiring the "fit for purpose" system infrastructure;

c) Develop a change management and capacity-building strategy and action plan to facilitate the acceptance of the reformed tax administration system by tax administration staff and taxpayers in all jurisdictions;

d) Develop communication strategies and action plans to support change management in each jurisdiction;

e) Develop training strategies and action plans for both tax administration staff and taxpayers. It is suggested that implementation might start with the client's LTOs.

f) Develop information and communication technology (ICT) strategies and action plans for each jurisdiction with short (1 year), medium (2-3 years) and long-term (4-5 years) phasing. The ICT action plans are at the least expected to include; actions; responsibility, current status, timeline, and success indicators.

g) Establish the ICT competence center (ICT section) in the Inland Revenue Department (IRD). The establishment plan is expected to include the ICT competence center organizational structure, with job specifications for each staff position identified.

4. KEY OUTPUT. A FIT FOR PURPOSE SYSTEM DESIGN

a. Accepted Business System Architecture Plan including process organization, and how information will fit together in the "fit for purpose" system.
b. Accepted Information Technology Architecture Plan (ITAP) with list and cost of technology requirements.
c. Accepted User Requirements Specifications and System Design.
d. Accepted Costed Reform Implementation Action Plan.
e. Accepted bidding documents for use in procuring third-party service providers.
f. Implemented institutional capacity to manage and continuously improve the Digital Tax System (DTS) of each jurisdiction.

5. KEY DELIVERABLES, TIMELINES, ACCOUNTABILITIES

All key deliverables, such as reports, plans, and other objects, shall be reviewed and signed off by FMS DGs of Finance through the IGFF-TC for formal acceptance and submission to the project's PIU to continue to the next project phase. The project will result in the following deliverables and work products at a minimum, which must be made available both in agreed electronic (HTML, pdf, and doc) and printed forms:

(a) **Project Inception Report**, which must include a detailed Project Work Plan to carry out the assignment. The Project Work Plan must provide details on the project team, timelines, proposed approaches and methodologies, and a list of key stakeholders and their expected contributions to the project.

(b) **Monthly, and Quarterly Progress Reports**, which are regular reports on the progress vis-à-vis the agreed Project Work Plan. Monthly reports are expected to be short and concentrate on reporting the progress made and raising issues found that may require management intervention and mitigation. It will provide the basis for monthly discussion meetings to ensure the contract is implemented as agreed. Quarterly reports should provide a more comprehensive view of progress to date and, at a minimum cover agreed adjustments to the Project Work Plan, if any, presentations to the target clients, workshops-related reports, focus group discussion reports, minutes, records of technical discussions, presentations and discussions with taxpayers, and any other documentation that form part of the assignment. It should allow an objective evaluation of contract performance and achievements.

(c) **As-Is Business Process Report**, including stakeholder analysis, identification of tax instruments and business functions covered, and detailed process diagrams for the current business processes of the Southwest State jurisdiction.

(d) **As-is Analytical Report,** which must include the analysis of existing business processes accepted by the Southwest State Client, discovery of inefficiencies, process gaps, and disconnects. The report must also identify current threats to revenue collection, current bottlenecks, and possibilities for improvement.

(e) **Recommended Future-state Business Process Report**, which must include the design of significantly improved business processes and the proposed policy and organizational improvements to support the proposed reformed business processes model for the Southwest State jurisdiction. This model will also serve as the foundation for the modernization of the three other states: Galmudug, Hirshabelle, and Jubbaland. The proposals must be consolidated into a business system architecture (BSA) that can be adopted by all FMS jurisdictions in the future.

(f) **Document on Design of the Approved Future-state Business Processes**, which should provide detailed descriptions of all agreed future-state business processes. The Firm is expected to use an internationally widely used standard notation and templates, which include graphical symbols and diagrams to represent the flow of activities, events, decisions, and data. All inputs, outputs, and staff involvement should be detailed for each business process. The accuracy and feasibility of each business process should be discussed and agreed with key stakeholders.

(g) **Implementation Plan for the Future-state Business Model**, which will provide a detailed plan for implementation of the reformed business processes, including a roadmap defining implementation schedules, and knowledge transfer mechanisms to establish institutional capacity to continuously monitor and re-engineer to improve the tax administration business processes.

(h) **Information Technology Architecture Plan (ITAP)**, which must include at a minimum an organizational development model for information technology support, including the establishment of an ICT Competence Center, a definition of the information technology infrastructure needed to support tax operations under the future-state business processes, bidding documents for ITAS or revised technical specifications for FGS ITAS, bidding documents for the procurement of the infrastructure, costing plan to acquire and implement the infrastructure including the sources of financing, change management strategy to implement the new systems, and a strategy to build internal capacity to continuously manage and enhance the systems.

(i) **Project Completion Report**, covering, at a minimum, the following subjects: Executive Project Summary; Statement of Key Project Objectives and Achievements; Methods and Resources; Detailed Project Results (quantitative and qualitative results, with proper visualizations); Conclusions and Discussions (findings, challenges and limitations, possible future work directions, lessons learned); Taxpayer Outreach (describing the type of outreach that the project did, and expected efficiency gains for taxpayers).

For accountabilities across all activities, the following are expected, at a minimum, from the consulting firm.

(a) **Ownership of the client**. All software, including the source code, hardware, materials, and information directly or indirectly related to these DTS and custom systems should become the property of the client or should be licensed for the client in perpetuity with rights for enhancing the system indefinitely.[4]

(b) **Stakeholder consultation and responsiveness** to include full records of the names and designation of the core officials/team members who worked with and trained; final

[4] When licensing is perpetuity is not feasible for a very desirable solution, the issue should be highlighted for consideration of the purchaser either for alternative solutions or for a specific exception to this requirement to be granted.

presentation, reports, and evidence of materials incorporating and responding to client authority comments to achieve acceptance of deliverables. List of taxpayers and business communities consulted.

(c) **Training and skill development** to include (a) training materials; (b) pre- and post-training evaluation; (c) names and designation of the staff planned for training and actually trained with gender disaggregation; (d) identification of potential trainers for train the trainer follow up; (e) delivery of manuals for all automated processes; and (f) record of follow up on recommendations.

(d) **Reform implementation action plan** to include:

(i) Action categorized into (1) Policy and legal; (2) Regulatory system/processes; (3) Staff and human capacity development (skill, attitude and behavior);

(ii) Current status;

(ii) Timeline categorized into (1) Short term (1 year); (2) Midterm (2-3 years); and (3) Long-term (4-5 years);

(iv) Responsibility (exact office designation);

(v) Costs in USD$;

(vi) Priority categorized into 1, 2, 3, etc.;

(vii) Do-ability categorized as (1) Within client control; (2) Client can influence; (3) Client cannot control nor can influence; and

(viii) Success indicators.

6. QUALIFICATION/SHORTLISTING REQUIREMENTS OF THE FIRM

Qualification Requirements for the Firm

(a) The firm should have at least 10 years' experience in undertaking tax system needs assessment, development, and implementation for public sector institutions.

(b) The firm should have at least 5 years' experience in developing and implementing ICT systems of tax administration operations.

(c) The firm should have previous international work experience in developing countries and particularly in fragile conflict and violence (FCV) countries. In particular, working experience in Somalia will have added value.

(d) The technical and managerial organization of the firm. (Provide only the structure of the organization. Do not provide CVs of staff). Key experts will not be evaluated at the shortlisting stage.

i. Qualification Requirements for Key Experts

Key Experts required for the assignment:

Serial#	Position	Estimated Time effort
1	**K – 1: Project Manager (1 No)**	**03 months**
2	**K – 2: Tax / ITAS Expert (1 No.)**	**03 months**
3	**K – 3: IT System Development Expert (1 No.)**	**03 months**
4	**K – 4 & K – 5: Business Analysis / Process Expert (2 Nos.)**	**06 months for Southwest** **03 months for other states**
5	**K – 6: Quality Assurance Expert (1 No.)**	**01 months**

NOTES:

1. CVs of only key experts as mentioned above will be evaluated as part of the technical evaluation during the RFP stage.
2. Consultants may propose additional non-key experts and support staff for the successful completion of the assignment; however, their CVs will not be evaluated at the Technical Evaluation stage.

Key Experts should meet the respective minimum education and experience requirements as mentioned below:

(a) Project Manager (1)

- Advanced University degree in Taxation, Economics, Public Policy, Social Sciences or related discipline;

- A minimum of eight (8) years' experience in Project Management of Information Systems deployments. Specific experience of managing tax administration systems projects will be an added advantage;
- Excellent writing and communication skills in English;
- Strong interpersonal skills and the ability to communicate and work well with diverse cultures.

(b) Tax/ITAS Expert (1)

- Advanced University degree in Taxation, Economics, Public Policy, or related discipline;
- A minimum of eight (8) years' experience in tax administration or consulting tax authorities;
- At least 5 years of experience working in organizational development, capacity building in the specified area;
- Experience in the implementation/use of an integrated tax administration system;
- Excellent writing and communication skills in English;
- Knowledge of Somalia language will be an added advantage; and
- Strong interpersonal skills and the ability to communicate and work well with diverse cultures.

(c) IT System Development Expert (1)

- Advanced University degree in Computer Science, Information Technology, or related discipline;
- A minimum of five (5) years of experience in tax administration system development or FMIS development and implementation;
- At least 5 years of experience working with database development and use;
- Experience in the development, implementation, and support for the use of an integrated tax administration system is a plus;
- Excellent writing and communication skills in English;

- Strong interpersonal skills and the ability to communicate and work well with diverse cultures; and
- Knowledge of Somali language will be an added advantage.

(d) Business Analysis/Process Expert (2)

- Advanced University degree in Business Administration, Information Management, Computer Sciences, or related discipline;
- A minimum of five (5) years of experience in business process review and re-engineering, preferably in tax administration or public financial management;
- At least 5 years of experience working in organizational development, capacity building in tax administration or public financial management;
- Experience in the implementation or support of the use of integrated tax administration systems.
- Experience in mobile or e-payment systems will be an added advantage[5];
- Excellent writing and communication skills in English; and
- Strong interpersonal skills and the ability to communicate and work well with diverse cultures.

(e) Quality Assurance Expert

- Advanced University degree in software design, software engineering, or computer science.
- Software Testing Certifications from recognized institutes;
- A minimum of 5 years of international experience in the design, development, test processes, and deployment of tax administration information systems;
- A minimum of 5 years of experience in reviewing and analyzing the system design, development, and implementation, especially for tax or financial management systems;

[5] Including experience in developing schemes to match tax e-payments to tax liabilities ensuring that the flow of e-payments through the banking system enables such matching without imposing a further burden of proof of payment on taxpayers.

- A minimum of 3 years of software quality assurance/testing experience in the planning, organization, and control of Software Quality Procedures for complex information system development projects;
- Demonstrated experience with current and emerging information technology;
- Experience with testing modern-based applications in an informal to semi-formal testing environment;
- Experience with Quality Assurance methods, standards, and tools;
- Familiarity with the underlying architecture of a modern-based application for tax systems;
- Experience in using defect tracking and test management tools;
- Understanding of the information system development life cycle processes, and sufficient knowledge of the application of various information system development methods (e.g. waterfall, iterative);
- Solid troubleshooting and analysis skills with attention to detail and quality;
- Experience in developing countries and particularly in fragile conflict and violence (FCV) countries like Somalia will have added value;
- Excellent knowledge of the English language; and
- Ability to work independently as well as a member of a team.

7. ENVIRONMENTAL AND SOCIAL SAFEGUARD REQUIREMENTS

The Consulting Firm shall comply with the World Bank Environmental and Social Framework (ESF) and Environmental and Social Standards (ESSs) throughout the project, including preparing an Environmental and Social Management Plan (ESMP), ensuring fair employment practices and a grievance mechanism, adhering to Labor Management Procedures (LMP) to prevent labor risks, implementing a GBV/SEAH Prevention Plan, promoting citizen engagement and gender inclusion, addressing environmental impacts and data security, preserving cultural heritage, conducting stakeholder consultations, and establishing a taxpayer grievance mechanism

8. DURATION

The assignment is estimated to be completed within twelve months (12 months) from the date of signing the contract.

9. DELIVERABLES TIMELINES AND PAYMENT TERMS

Deliverable	Timeline	Payment Schedule
Project Inception Report	Week 3	10%
Phase I: As-Is Business Process Report for Southwest State Phase II: As-is Analytical Report for Southwest State	Week 10	15%
Phase III: Recommended Future-state Business Process Report for Southwest State and the target Business System Architecture (BSA)	Week 24	15%
Phase III: Document on Design of the Approved Future-state Business Processes for Southwest State with pertinent annexes	Week 30	15%
Phase III: Implementation Plan for the Future-state Business Model in the Southwest tax administration	Week 36	10%
Phase IV: Adjust the design and implement the improved future-state business process model in the other three Somalia FMS jurisdictions: Galmudug State, Hirshabelle State, and Jubbaland State	Week 42	10%
Phase V: Information Technology Architecture Plan (ITAP) including the delivery of approved bidding documents and training strategy for its implementation.	Week 48	15%
Project Completion Report	Week 52	10%

10. REPORTING AND COORDINATION

The Firm will report to the FGS DG of revenue and FMS DGs of Finance.

FMS DGs of Finance will make sure that all deliverables by the consultants are reviewed and appropriate decisions made in due time to ensure the timely completion of the assignment. Depending on the complexity of the assignment, the review time may vary from 10 (e.g. Phase I and Phase II) to a maximum of 20 business days (e.g. Phases III, IV, and V). FMS DGs of Finance should also make all efforts to facilitate internal and intergovernmental consultations as may need to be required to make appropriate decisions on the proposed reforms.

The firm will need to coordinate with other development partners (AfDB, FCDO financed PREMISII, etc.) and parallel SERP activities.

11. RESOURCES PROVIDED

The Consultant will be responsible for all arrangements related to office rental, logistics, and accommodation, as well as all translation and interpretation services necessary for the implementation of this assignment. Translation and interpretation must be of high quality. The relevant FMS MoF will provide an office for the Firm's team that can accommodate up to four staff.

The FMSs' MoF will provide access to the Ministry's building and subordinate organizations, as well as administrative support, a dedicated conference room, as well as available training materials, reports, legislative and methodological documents, and other necessary assistance with the implementation of this assignment. The FMSs' MoF will also provide a dedicated small meeting room that can take up to 10 individuals to be trained or consulted with key stakeholders, as well as internet access, and network resources, where necessary. The consultant will need to arrange his logistics in any case of holding consultations or bringing together larger teams from the stakeholders.