

Table 4. Initial Procurement	Description of Assignment/Activity	Component No.	Category	Procurement method	Bank's Review (Prior/Post)	Estimated Overall Cost (USD)
1	International document management expert	1	CS (IC)	Open Competition	Post	105,600
2	Consulting services for profit shifting, base erosion, tax law, information exchange and EU information exchange	1	CS (Firm)	QCBS	Post	638,000
Sub-total for Component 1: Legal Environment and Tax Policy Reform						743,600
3	Consulting services for (i) HR Strategy, (ii) Gap Analysis between current and strategy, (iii) tax organization expert organizational structure, and (iv) training	2	CS (Firm)	QCBS	Post	743,600
4	Consulting services to implement HRMIS enhancements and training	2	CS (Firm)	QCBS	Post	431,200
5	Consulting services to develop specifications for equipment for the centers	2	CS (IC)	Open Competition	Post	22,000
6	Video Conference link between HQ, 4 training centers	2	Goods	RFB	Post	275,000
7	Projector and fax machines		Goods	RFQ	Post	14,600
8	Consulting services for survey and analysis (1 per year)	2	CS (Firm)	CQS	Post	154,000
9	Consulting services for Business Process Re-engineering of tax operations, including training of trainers to introduce the new functions to STA operational units	2	CS (Firm)	QCBS	Prior	2,050,400
10	Consulting services for Tax Police business redesign and introduce changes for	2	CS (Firm)	CQS	Post	193,600

	international best practices					
11	Consulting services to develop course and deliver classes in tax law and procedures for prosecutors and judiciary	2	CS (IC)	Open Competition	Post	22,000
12	International VAT gap expert	2	CS (IC)	Open Competition	Post	70,400
13	Local VAT gap expert	2	CS (IC)	Open Competition	Post	48,400
14	Tax audit PC equipment (encrypted laptop, multi-function printer)	2	Goods	RFB	Post	1,486,300
15	Business Process Re-engineering of taxpayer services.	2	CS (Firm)	QCBS	Post	404,800
16	Taxpayer survey	2	CS (Firm)	CQS	Post	154,000
17	Supply and installation of kiosk queue management equipment	2	Goods	RFB	Post	198,000
18	Call center software	2	Goods	RFB	Post	204,600
19	E-audit software for working papers and case management	2	Goods	RFB	Post	431,700
20	Database subscription for transfer pricing information	2	Goods	RFB	Post	440,000
21	Licence IBM i2 Analysts Notebook Software	2	Goods	RFQ	Post	70,400
22	Specialized analytical software (10% licensing per year) for revenue estimation	2	Goods	RFQ	Post	38,500
23	Public communication awareness campaign	2	CS (Firm)	LCS	Post	105,600
Sub-total for Component 2: STA Organization and Operations						7,559,100
24	Consulting services to provide ICT application, prepare gap analysis between BRP system and existing system (or	3	CS (Firm)	QCBS	Prior	827,200

	specifications for COTS system)					
25	ICT experts (multiple)	3	CS (IC)	IC	TBD	950,400
26	International ICT consulting firm for e-cash register (e-fiscalization)	3	CS (Firm)	CQS	Post	290,400
27	Security audit of IT systems	3	CS (firm)	CQS	Post	90,200
28	Procure IIS enhancements or new COTS product	3	Non-consulting services	RFB	Prior	16,764,000
29	Risk management software and integrate into IIS system	3	Goods	RFB	Post	605,000
30	Supply and installation of primary data center and disaster recovery data center equipment	3	Goods	RFB	Post	990,000
31	Procurement servers, network switches, storage, PC's and printers, etc) + new end-user requirements	3	Goods	RFB	Post	462,000
32	Data center automation software	3	Goods	RFB	Post	105,600
33	Integrator for e-fiscalization (software, hardware, and integration)	3	Non-consulting services	RFB	Prior	9,825,000
34	Consulting services for data exchange analysis, policy recommendations plus procedures to implement	3	CS (Firm)	CQS	Post	167,200
35	Consulting services for data mining assistance including training for risk management	3	CS (Firm)	CQS	Post	167,200
36	Additional servers and communication infrastructure for automated data exchange	3	Goods	RFB	Post	499,400

37	Consulting firm for records management and archiving pilots and full deployment within STA	3	CS (Firm)	QCBS	Prior	1,069,200
38	Establishment storage centers (setting up records centers or outsourcing contracts)	3	Goods	RFB	Prior	2,200,000
39	Consulting services for record disposition and transfer	3	CS (Firm)	QCBS	Prior	4,173,100
40	Document scanners	3	Goods	RFB	Post	990,000
41	EDRMS system improvement, upgrades, integration, development & digital continuity planning	3	CS (Firm)	CQS	Post	247,500
Sub-total for Component 3: ICT System Modernization and Records Management						40,423,400
42	Project Manager (local consultant)	4	CS (IC)	IC	Prior	264,000
43	Administrative assistant (local)	4	CS (IC)	IC	Post	66,000
44	International advisor to Project Manager	4	CS (IC)	IC	Prior	457,600
45	International contract manager specialist (all contracts including IT)	4	CS (IC)	IC	Post	211,200
46	Translation services	4	CS (IC)	IC	Post	79,200
47	Audit services	4	CS (Firm)	LCS	Post	55,000
48	International advisor on change management	4	CS (IC)	IC	Prior	739,200
49	Environmental Management Specialist	4	CS (IC)	IC	Post	37,400
50	Social Safeguards Specialist	4	CS (IC)	IC	Post	37,400
Sub-total for Component 4: Project Management and Change Management						1,947,000
51	Furniture	1,2,3,4	Goods	RFQ	Post	113,300
53	PC Equipment	1,2,3,4	Goods	RFB	Post	225,400
52	Training and Study Tours	1,2,3,4	N/A	N/A	N/A	743,400

52	Operating costs	1,2,3,4	N/A	NA	N/A	244,800
Grand Total for entire Project						52,000,000

PROCUREMENT PLAN Serbia : Tax Administration Modernization Project

General Information
 Country: Serbia Bank's Approval Date of the Original Procurement Plan: 2019-07-23
 Revised Plan Date(s): (comma delineated, leave blank if non 2021-08-23
 Project ID: P163673 GPN Date: 2019-08-06
 Project Name: Tax Administration Modernization Project
 Loan / Credit No: IBRD / 89360
 Executing Agency(ies) Central Fiduciary Unit

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Procurement Process	Prequalification (Y/N)	High SEA/SH Risk	Procurement Document Type	Actual Amount (US\$)	Process Status	Draft Pre-qualification Documents		Prequalification Evaluation Report		Draft Bidding Document / Justification		Specific Procurement Notice / Invitation		Bidding Documents as Issued		Proposal Submission / Opening / Minutes		Bid Evaluation Report and Recommendation for Award		Signed Contract		Contract Completion	
												Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Procurement Process	Prequalification (Y/N)	Actual Amount (US\$)	Process Status	Draft Pre-qualification Documents		Prequalification Evaluation Report		Draft Bidding Document / Justification		Specific Procurement Notice / Invitation		Bidding Documents as Issued		Proposal Submission / Opening / Minutes		Bid Evaluation Report and Recommendation for Award		Signed Contract		Contract Completion						
										Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual					
SER-TAMP-RFQ-G-20-07 / Supply of IT equipment for Project Implementation Unit	IBRD / 89360	STA Organization and Operations	Post	Request for Quotations	Limited	Single Stage - One Envelope		0.00	Canceled							2020-07-05	2020-07-01									2020-08-30	2020-09-30					
SER-TAMP-RFB-G-20-11 / Video Conference link	IBRD / 89360	STA Organization and Operations	Post	Request for Bids	Open - International	Single Stage - One Envelope		288,012.45	Signed							2020-08-07	2020-11-12	2020-08-21	2020-11-10							2020-10-20	2020-12-24	2020-12-04	2021-01-12	2021-01-08	2021-02-19	2021-04-08
SER-TAMP-RFQ-G-20-12 / Supply of IT equipment for Project Implementation Unit on TAMP Project	IBRD / 89360	STA Organization and Operations	Post	Request for Quotations	Open - National	Single Stage - One Envelope		13,177.20	Signed							2020-08-12											2020-10-14	2020-09-15	2020-12-13			
SER-TAMP-RFQ-G-20-13 / Furniture for PIU	IBRD / 89360	STA Organization and Operations	Post	Request for Quotations	Limited	Single Stage - One Envelope		1,276.55	Signed							2020-08-09	2020-08-07										2020-10-11	2020-09-10	2020-12-10			
SER-TAMP-RFQ-G-20-17 / Video Projectors for training centers	IBRD / 89360	STA Organization and Operations	Post	Request for Quotations	Limited	Single Stage - One Envelope		15,674.92	Signed							2020-09-25	2020-09-15										2020-12-11	2020-10-21	2021-03-31			
SER-TAMP-RFB-G-21-22 / Procurement of specialized printers for e-fiscalization personalization	IBRD / 89360	ICT System and Records Management Modernization	Post	Request for Bids	Open - National	Single Stage - One Envelope		0.00	Pending Implementation							2021-09-06	2021-09-27										2021-11-26	2021-12-26	2022-01-30	2022-07-29		

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Procurement Process	Prequalification (Y/N)	Actual Amount (US\$)	Process Status	Draft Pre-qualification Documents		Prequalification Evaluation Report		Draft Bidding Document / Justification		Specific Procurement Notice / Invitation		Bidding Documents as Issued		Proposal Submission / Opening / Minutes		Bid Evaluation Report and Recommendation for Award		Signed Contract		Contract Completion						
										Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual					
SER-TAMP-RFB-NCS-20-18 / Integrator for e-fiscalization	IBRD / 89360	ICT System and Records Management Modernization	Prior	Request for Bids	Open - International	Single Stage - One Envelope		0.00	Canceled							2020-12-11	2021-01-05	2020-12-16	2021-01-11								2021-01-27	2021-03-05	2021-03-10	2021-05-07	2021-03-31	2022-12-31

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Contract Type	Actual Amount (US\$)	Process Status	Terms of Reference		Expression of Interest Notice		Short List and Draft Request for Proposals		Request for Proposals as Issued		Opening of Technical Proposals / Minutes		Evaluation of Technical Proposal		Combined Evaluation Report and Draft Negotiated Contract		Signed Contract		Contract Completion							
									Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual						
SER-AUDIT-QCBS-CS-20-07 / TAMP / Audit of the Tax Administration Modernization Project (TAMP), for the year 2020-first period, 2021-second period, 2022-third period, 2023-fourth period, 2024-fifth period and 2025 (Closing date 31.2024 plus 4 months)-sixth period.	IBRD / 89360	Project Management and Change Management	Prior	Quality And Cost-Based Selection	Open - National		36,968.49	Signed	2020-01-24	2020-01-16	2020-02-28																					
SER-TAMP-QCBS-CS-20-08 / Business Process Re-engineering of tax operations and tax payer services, including training of trainers	IBRD / 89360	STA Organization and Operations	Prior	Quality And Cost-Based Selection	Open - International		2,330,688.22	Signed	2020-07-21	2020-08-17	2020-08-20	2020-09-11	2020-10-18	2020-11-21																		
SER-TAMP-CQG-CS-20-09 / Security audit of IT systems	IBRD / 89360	ICT System and Records Management Modernization	Post	Consultant Qualification Selection	Open - International		0.00	Canceled	2020-07-21	2020-09-09	2020-08-20																					
SER-TAMP-CQ-CS-20-19 / Consulting services to provide technical specifications for COTS system	IBRD / 89360	ICT System and Records Management Modernization	Post	Consultant Qualification Selection	Open - International		0.00	Under Implementation	2020-12-21	2021-07-27	2021-02-01	2021-07-28	2021-03-17																			
SER-TAMP-QCBS-CS-20-20 / Consulting services for HR Strategy, gap analysis, tax organizational structure, and training.	IBRD / 89360	STA Organization and Operations	Post	Quality And Cost-Based Selection	Open - International		0.00	Under Implementation	2021-01-18	2021-08-13	2021-03-01																					

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Contract Type	Actual Amount (US\$)	Process Status	Teams of Reference		Invitation to Identified/Selected Consultant		Draft Negotiated Contract		Signed Contract		Contract Completion	
									Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual

SER-TAMP-IC-CS-19-01 / Project Manager	IBRD / 89360	Project Management and Change Management	Prior	Individual Consultant Selection	Open	0.00	Canceled	2019-07-31	2019-08-14	2019-09-11		2019-09-20		2019-09-30		2024-10-31	
SER-TAMP-IC-CS-19-02 / Project Assistant	IBRD / 89360	Project Management and Change Management	Post	Individual Consultant Selection	Open	0.00	Canceled	2019-07-31	2019-07-24	2019-09-11	2020-01-15	2019-09-20		2019-09-30		2024-10-31	
SER-TAMP-IC-CS-20-03 / Project Manager – full time local consultant	IBRD / 89360	Project Management and Change Management	Prior	Individual Consultant Selection	Open	205,911.36	Signed	2020-02-14	2020-02-06	2020-04-13	2020-04-23	2020-04-22	2020-04-29	2020-05-02	2020-05-05	2024-10-31	
SER-TAMP-IC-CS-20-04 / Administrative assistant –full time local consultant	IBRD / 89360	Project Management and Change Management	Post	Individual Consultant Selection	Open	73,428.77	Signed	2020-02-14	2020-02-06	2020-04-13	2020-04-23	2020-04-22	2020-04-29	2020-05-02	2020-05-05	2024-10-31	
SER-TAMP-IC-CS-20-05 / Legal Expert for eFiscalization	IBRD / 89360	ICT System and Records Management Modernization	Post	Individual Consultant Selection	Open	42,855.30	Signed	2020-04-08	2020-04-02	2020-06-03	2020-05-19	2020-06-17	2020-06-03	2020-07-01	2020-06-04	2021-03-01	
SER-TAMP-IC-CS-20-06 / Technical Expert for eFiscalization	IBRD / 89360	ICT System and Records Management Modernization	Post	Individual Consultant Selection	Open	89,622.29	Signed	2020-04-08	2020-04-02	2020-06-03	2020-05-19	2020-06-17	2020-06-10	2020-07-01	2020-06-15	2022-06-30	
SER-TAMP-IC-CS-20-10 / Environmental Management and Social Safeguards Specialist	IBRD / 89360	Project Management and Change Management	Post	Individual Consultant Selection	Open	0.00	Canceled	2020-07-21	2020-07-23	2020-09-24		2020-10-15		2020-11-19		2022-12-30	
SER-TAMP-IC-CS-20-14 / Environmental Specialist	IBRD / 89360	Project Management and Change Management	Post	Individual Consultant Selection	Open	21,403.80	Signed	2020-10-01	2020-10-22	2020-12-20	2021-02-26	2021-01-10	2021-03-03	2021-02-14	2021-03-08	2023-02-04	
SER-TAMP-IC-CS-20-15 / Social Specialist	IBRD / 89360	Project Management and Change Management	Post	Individual Consultant Selection	Open	0.00	Canceled	2020-10-01	2020-11-30	2021-01-05		2021-01-26		2021-03-02		2023-02-20	
SER-TAMP-IC-CS-20-16 / Translation services	IBRD / 89360	Project Management and Change Management	Post	Individual Consultant Selection	Open	0.00	Canceled	2020-09-11	2020-09-08	2020-11-30		2020-12-21		2021-01-25		2024-10-31	
SER-TAMP-IC-CS-20-16-2 / Translation Services	IBRD / 89360	Project Management and Change Management	Post	Individual Consultant Selection	Open	74,318.75	Signed	2020-12-07	2020-12-07	2021-02-25	2021-02-26	2021-03-18	2021-03-10	2021-04-22	2021-03-15	2024-10-31	
SER-TAMP-IC-CS-20-15-2 / Social Specialist	IBRD / 89360	Project Management and Change Management	Post	Individual Consultant Selection	Open	24,233.22	Signed	2021-03-19	2021-03-30	2021-06-23	2021-05-11	2021-07-14	2021-05-17	2021-08-18	2021-05-24	2023-08-08	
SER-TAMP-IC-CS-21-21 / Legal Expert for Document Management	IBRD / 89360	Legal Environment	Post	Individual Consultant Selection	Open	0.00	Under Implementation	2021-09-01	2021-08-17	2021-10-29		2021-11-19		2021-12-24		2022-12-26	