PROSPERA
Program Kemitraan Indonesia Australia untuk Perekonomian

Project and Change Management Consultancy Services to Support the Pre-Implementation Phase of the Core Tax Administration System Delivery

Prospera is seeking the services of a qualified Project and Change Management Consultant (hereinafter the "Consultant") to support the Directorate General of Taxes (DGT) in the preparation for a major implementation of a tax reform (change) program. The program will support the development and implementation of the proposed commercial off-the-shelf (COTS) based Core Tax Administration System (CTAS). The Consultant will support the strengthening and effectiveness of DGT's Project Management Office (PMO) and Change Management Unit (CMU) as well as improving the overall CTAS delivery model. The Consultant will support DGT in the pre-implementation change management activities, based on the initial Change Impact Assessment (CIA) in all twenty-one (21) tax administration functional areas[1] already prepared by DGT with support from an external consultant. It is expected that the proposed change program being developed by DGT will significantly transform the current operations of DGT and alter the required skills set, as well as organisation structure and culture. The change program is also expected to improve the taxpayers' experiences and behaviours when dealing with the tax authority.

To support the pre-implementation phase of CTAS, the Consultant will have deep knowledge and extensive practical experiences in institutional transformation practices and procedures in large public organisations in Indonesia and other developed and emerging countries. The Consultant shall have extensive experience in managing and/or providing technical advice related to ICT-based Business Process Transformation and Change Management in large public organisations. Experience in tax administration reform in developed and developing countries would be a strong advantage.

This Request for Tender (RFT) contains the following information:

1. Part One: Tender Particulars
2. Part Two: Overview
3. Part Three: Selection and Application
4. Part Four: Tender Response Forms (Technical Proposal, CVs, Organisational Structure, Financial Proposal and Tender's Declaration)
5. Part Five: The Terms of Reference
6. Part Six: Form of Contract

This RFT in no way obligates Prospera/Cardno to award a contract nor does it commit Cardno to pay any cost incurred in the preparation and submission of a proposal. Award of a Contract under this RFT is subject to availability of funds and other internal and Client approvals.

We request that we receive proposals by no later than 1 March 2019. Tender questions and all queries should be submitted directly to **procurement@prospera.or.id** before 22 February 2019.

Issuance Date:	1 February 2019
Questions Due:	22 February 2019
Closing Date:	1 March 2019
Closing Time:	05:00 pm (Indonesia Western Time) on 01/03/2019

[1] *The twenty-one functional areas include: Registration; Taxpayer Service; Payment; Return Processing; Extensification; Tax Supervisory; Taxpayer Account Management (TAM); Data Quality Management (DQM); Business Intelligence; Knowledge Management; Audit; Collection; Valuation; Operational Intelligence; Criminal Investigation; Objection and Appeal; Non-Objection; Exchange of Information; Third-Party Data Processing; Compliance Risk Management (CRM); and Document Management System (DMS).*

REQUEST FOR TENDER No. 001/19

Project and Change Management Consultancy Services to Support the Pre-Implementation Phase of the Core Tax Administration System Delivery

RELEASED
1 February 2019

PART 1 – PARTICULARS

1.1.

Project Name	**Project and Change Management Consultancy Services to Support the Pre-Implementation Phase of the Core Tax Administration System Delivery**
Closing time	05:00 pm (Indonesia Western Time) on 1 March 2019
Mode of submission	Electronically via: procurement@prospera.or.id
Contact person in Prospera	Jeane Anata T: +62 21 5082 3513 E: procurement@prospera.or.id
Tender Validity Period	Ninety (90) days from the closing date for applications

PART 2 – OVERVIEW

2.1. Background

Prospera is seeking the services of a qualified Project and Change Management Consultant (hereinafter the "Consultant) to support the Directorate General of Taxes (DGT) in the preparation for a major implementation of a tax reform (change) program. The program will support the development and implementation of the proposed commercial off-the-shelf (COTS) based Core Tax Administration System (CTAS). The Consultant will support the strengthening and effectiveness of DGT's Project Management Office (PMO) and Change Management Unit (CMU) as well as improving the overall CTAS delivery model. The Consultant will support DGT in the pre-implementation change management activities, based on the initial Change Impact Assessment (CIA) in all twenty-one (21) tax administration functional areas already prepared by DGT with support from an external consultant. It is expected that the proposed change program being developed by DGT will significantly transform the current operations of DGT and alter the required skills set, as well as organisation structure and culture. The change program is also expected to improve the taxpayers' experiences and behaviours when dealing with the tax authority.

2.2. Activity Description

The Consultant will support DGT in strengthening the capacity and governance structure of the PMO and Change Management Unit and assist the project and change management activities during the pre-implementation phase of the CTAS. The Consultant will support the PMO(s) to coordinate and integrate the activities of the three Tax Reform Working Groups 1. Organisation and Human Resources; 2. Business Process, ICT and Data; and 3. Administrative Regulations. The Consultant will follow the Project Management Body of Knowledge (PMBOK) guidelines, which has been adopted by DGT.

For full information on the Activity, please refer to **Part 5, Terms of Reference**.

PART 3 – SELECTION AND APPLICATION

3.1. Weighting Method

Cardno will evaluate tenders on the basis of technical and management expertise, methodology and demonstrated value for money. This will be based on the selection criteria outlined in Clause 3.3 below.

Cardno's weighting of the **Tender's Technical Score** will account for 80% of the overall score using the formula:

$$\frac{\text{Tenderers Technical Score (out of 100)}}{\text{Highest Technical Score (out of 100)}} \times 80$$

The Tender's Technical Score must be a minimum of 70 out of 100 to proceed for further evaluation.

The weighting of the **Financial Proposals** will account for 20% of the overall score using the formula:

$$\frac{\text{Bid price of lowest priced technically acceptable bid}}{\text{Tenderers Bid Price}} \times 20$$

3.2. Technical Proposal

To submit a conforming technical proposal, companies must provide:

(a) A narrative of no greater than 8 pages, that responds to the selection criteria as outlined in Section 3.3 below. This narrative should also include the available date of your nominated personnel to begin work;
(b) Annexes to the Technical Proposal as detailed in Section 3.4 below;
(c) Financial Proposal as per Part 4 – Annex B; and
(d) A signed Tenderer's Declaration as per Part B – Annex C.

All text shall be in Times New Roman 12-point font with 1.5 line spacing.

3.3. Selection Criteria

In reviewing all applications, Cardno will assess technical and financial proposals based on the following selection criteria:

	Selection Criteria	Weighting
1.	**Organisational Experience**	
A	Demonstrated experience in supporting a large-scale organisation manage the implementation of COTS-based ICT solutions, organisational change and digital transformation.	**20%**
B	Corporate knowledge and responsive capacity in managing successful implementation of large and complex tax administration reform projects in developed and/or developing countries.	**20%**
2.	**Approach**	
A	Suitability of the project and change management approach and methodology to deliver the outputs/deliverables over the two project phases	**15%**
B	Management and operational approach to implement the project, including team management and managing relationships with government and clients at senior levels	**5%**
C	Integrating gender equality and social inclusion in the approach to the delivery of the Services.	**5%**
3.	**Personnel**	
A	Project team composition that has suitable skills, qualification, experience and capability to deliver the Services.	**35%**
	TOTAL	**100%**

3.4. Annexes to the Technical Proposal

3.4.1. Annex 1: Curriculum Vitae (CV)

The Tenderer must provide **one CV for each candidate** for the proposed Personnel in the format shown in **Part 4 - Annex A** (maximum 3 A4 pages).

3.4.2. Annex 2: Experience Sheets

The Tenderer may provide **up to four (4) experience sheets** detailing relevant projects that the Tenderer has been engaged in that demonstrates the tenderer's experience and ability to manage the project and successfully fulfil its objectives. The experience sheets should incorporate: Activity Name; Activity Value; Activity Location; Activity Dates and Duration; Client; Tenderer's role in the activity; and, Key outcomes of the Activity. Each Experience Sheet shall be no more than 1 A4 page.

3.5. Financial Proposal

Tenderers need to **submit a financial proposal** as per the format of the financial proposal set out in **Part 4 - Annex B.**

3.6. Tender Submission Process

Tenders will **close at 5:00 pm** (Indonesia Western Time (WIB) on 1 March 2019.

For electronic submissions, companies must provide one PDF file.

Cardno will not consider tenders received after the above specified date and time. Tenders will be valid for a period of at least **90 days** after the closing time. Currency of the tender is the **Indonesian Rupiah**. Language of the tender must be in **English**.

By submitting a tender, companies agree to all conditions of this Request for Tender.

3.7. Details Relating to Applications

Cardno will treat all tenders as confidential, including any additional information tenderers provide. The following is the approximate timetable for tenders:

Activity	**Date**
Release of Documentation	1 February 2019
Closing date and time of Proposals	1 March 2019 (5pm WIB)
Review of tenders	7 March 2019
Interviews (if required)	By 7 March 2019
Contracting of selected firm	15 March 2019
Tentative intended commencement date of Project	1 April 2019

Cardno reserves the right to alter any of these dates. Direct all enquiries, including any questions, relating to this Request for Tender in writing only, to:

Jeane Anata – Procurement and Facility Services Manager
Email: procurement@prospera.or.id

Cardno will publish any enquiries that are relevant to all tenderers on the Prospera website: www.prospera.or.id at any time prior to the tender submission date (01/03/2019).

3.8. Cardno's Rights

At any time, Cardno reserves the right to:

(a) terminate this Request for Tender or cease to proceed with this procurement process;
(b) change the structure and timing of the procurement process;
(c) vary or extend any time or date in this Request for Tender;
(d) require additional information or clarification from any tenderer or provide additional information or clarification;
(e) negotiate with one or more tenderers;

(f) call for new tenders;
(g) reject any tender received after the closing time;
(h) reject any tender that does not comply with the requirements set out in this Request for Tenders; and
(i) terminate negotiations with any applicants at any time for any reason.

3.9. Conflict of Interest

Tenderers must provide details of any circumstances or relationships that constitute, or may constitute, a conflict or potential conflict of interest regarding this Tender, or any obligations under any formal agreement with Prospera or the Client/Donor.

3.10. Additional Information

3.10.1. Insurance

All Organisations must have appropriate insurance cover as a condition of submitting a response.

PART 4 – TENDER RESPONSE FORMS

Annex A – Curriculum Vitae

Tenderers must submit CVs containing the information required as set out below. A CV must not be greater than three (3) pages in length, including the Declaration and referees. The CV must be in Times New Roman 12 point font. Referees must be available to provide comment during the time of selection. Tenderers must ensure that referees are available or provide alternative referees if they are not available. Referees must be able to provide comments in English and must not have an actual or potential conflict of interest. Referees, therefore, must not be: an employee of, the holder of a current executive office within the organisation of, or have a business in association with the tenderer or a subsidiary organisation of the tenderer; included in the application as a proposed consultant; or be a Cardno or Client/Donor employee.

Name	
Specific area of expertise	
Nationality	
Home base	
Professional qualifications	
Languages spoken and proficiency	
Countries of previous relevant work	
Outline of relevant key skills	
Details of relevant experience	

"I, ***[insert name]***, declare that:

(a) The information provided in this CV is accurate and I hereby authorise Cardno to make whatsoever inquiries it may consider reasonable and necessary to undertake in the course of the Tender assessment in relation to the information I have provided in this CV, or any other matter which may relate to my suitability for the position for which I have been nominated; and

(b) I am available to participate with company (insert company name) in this program.

Signed [insert signature] date:

Nominated referees			
Name & position		**Name & position**	
Address		**Address**	
Email		**Email**	
Phone		**Phone**	

Annex B – Financial Proposal

The Project will be tendered on a 09-month contract basis.

Tenderers should populate the Financial Proposal Tables provided below. The information provided will form your financial proposal for your bid.

The Tenderer must adhere to the Adviser Remuneration Framework (ARF) with respect to the Technical Adviser's daily fee rate. Cardno will not consider any tenders that are not compliant with the DFAT ARF.

All amounts specified in the tables as part of your financial proposal must be exclusive of VAT/GST.

The basis of payments indicated below in Appendix 1 may be subject to changes at Cardno's discretion. Cardno will advise any Bidder/ Contractor of any changes if these occur.

The successful Tenderer will be contracted in accordance with the indicative Basis of Payments found in Appendix 1 of this Annex.

FINANCIAL PROPOSAL

Financial Proposal Summary Table

Table	Description	TOTALS
1	Management Fee	(A) IDR
2	Short Term Personnel	(B) IDR
3	Reimbursable Short Term Personnel Support Costs	(C) IDR
4	Operational Costs	(D) IDR
	TOTAL	**(E) IDR**

The value of Item (E) will be used for the assessment of the Tenderers Financial Proposal. Item (E) is to be inclusive of all relevant taxes, levies, leave allowances and insurances incurred by the firm/organisation.

The Tenderer is responsible for ensuring that all costs associated with the delivery of the Services have been captured within the Financial Proposal. The Tenderer must list detailed information on any assumptions used in preparing the price in the Financial Proposal.

Financial Proposal - Table 1: Management Fee Breakdown[2]

Item	Maximum Amount Payable (IDR)
Profits, including commercial margins and mark-up for personnel and project management;	
Costs of Contractor administrative and head office staff, including the cost of a Contractor Representative, if any;	
Any allowance for risks and contingencies;	
TOTAL	**(A) IDR_____**

Financial Proposal - Table 2: Short Term Personnel Costs[3]

Position	Name	Inputs Up To (Days)	Daily Base Fee Rate		Upper Limits Payable (IDR)
(Insert Position)	Please complete	xx	Fee		
	Please complete	xx	Fee		
	Please complete	xx	Fee		
TOTAL					**(B) IDR_____**

[2] The Management Fee is inclusive of all profit, overheads, administration or management fee, or any other mark-up/margins on the part of the firm/organisation.
[3] The remuneration must not exceed the DFAT Adviser Remuneration Framework (ARF) which can be found on the DFAT website https://dfat.gov.au/about-us/publications/Pages/adviser-remuneration-framework.aspx f

Financial Proposal - Table 3: Short Term Personnel Support Costs

No.	Item	Unit	No of units	Cost per unit (IDR)	Upper limits payable (IDR)
1	Per Diems (if travel required)				IDR
2	Other (please specify)				
				TOTALS	**(C) IDR_____**

Financial Proposal - Table 4: Operational Costs[4]

No.	Item	Unit	No of units	Cost per unit (IDR)	Upper limits payable (IDR)
1	Office Running Costs including internet, printer, ink, paper, stationary, mobile phone credit etc				IDR
2	Other (please specify)				
				TOTALS	**(C) IDR_____**

[4] All Operational Costs are subject to payment at cost, with substantiated evidence, for example, receipts. Operational Costs are not to include any profit, overhead costs or other margins or fees.

Annex C – Tenderer's Declaration

Deed of Declaration

I ***[insert name],*** on behalf of ***[insert Company Name]*** declare that:

[***Company name***] offer the services in the attached proposal at the prices quoted, upon and subject to the conditions of the Request for Tender.

Our offer remains open for acceptance by Cardno for a duration of ninety (90) days from the date of closure of tenders.

We have not prepared our application with the benefit of information obtained from a current or former employee of Cardno or the Client/Donor in circumstances that constitute a breach of confidentiality or fidelity on the part of that person; or with the benefit of information otherwise improperly obtained.

We are able to provide Technical Advisers as per our tender response for a full duration of 9 months, as per the Terms of Reference.

We have disclosed below (to the best of our knowledge) any matter that may materially affect our performance of the contract, including but not limited to: any security, probity or integrity issue, including current or pending investigations or enquiries by any government, law enforcement, or regulatory body; financial capacity and viability to perform the services.

Disclosure:

_____

_____

Signed:

Position:

Dated:

PART 5 – TERMS OF REFERENCE

Project and Change Management Consultancy Services to Support the Pre-Implementation Phase of the Core Tax Administration System Delivery

Counterparts:	Directorate General of Taxes (DGT), Ministry of Finance (MOF)
Work Location:	Jakarta, Indonesia
Reports to:	Prospera Lead Adviser (Revenue)
Duration of inputs:	Commencing 1 April 2019 for 9 months
Budget Source:	Revenue TA, Core Tax System Delivery (AP1)

Summary of Expertise Required

Prospera is seeking the services of a qualified Project and Change Management Consultant (hereinafter the "Consultant) to support the Directorate General of Taxes (DGT) in the preparation for a major implementation of a tax reform (change) program. The program will support the development and implementation of the proposed commercial off-the-shelf (COTS) based Core Tax Administration System (CTAS). The Consultant will support the strengthening and effectiveness of DGT's Project Management Office (PMO) and Change Management Unit (CMU) as well as improving the overall CTAS delivery model. The Consultant will support DGT in the pre-implementation change management activities, based on the initial Change Impact Assessment (CIA) in all twenty-one (21) tax administration functional areas[5] already prepared by DGT with support from an external consultant. It is expected that the proposed change program being developed by DGT will significantly transform the current operations of DGT and alter the required skills set, as well as organisation structure and culture. The change program is also expected to improve the taxpayers' experiences and behaviours when dealing with the tax authority.

To support the pre-implementation phase of CTAS, the Consultant will have deep knowledge and extensive practical experiences in institutional transformation practices and procedures in large public organisations in Indonesia and other developed and emerging countries. The Consultant shall have extensive experience in managing and/or providing technical advice related to ICT-based Business Process Transformation and Change Management in large public organisations. Experience in tax administration reform in developed and developing countries would be a strong advantage.

Scope of Services

The Consultant will support DGT in strengthening the capacity and governance structure of the PMO and Change Management Unit and assist the project and change management activities during the pre-implementation phase of the CTAS. The Consultant will support the PMO(s) to coordinate and integrate the activities of the three Tax Reform Working Groups (1. Organisation and Human Resources; 2. Business Process, ICT and Data; and 3. Administrative Regulations) following the Project Management Body of Knowledge (PMBOK) guidelines, which has been adopted by DGT.

During this pre-implementation phase, the Consultant will support DGT in the refinement and alignment of the future concept of operations in the twenty-one (21) tax administration functional areas covering business processes, organisation, human resources, administrative regulations, and ICT solutions. The Consultant shall support DGT in the alignment of the future organisation and human resources in line with the new information technology capabilities brought about by the new CTAS. The Consultant will also explore and implement innovative approaches to accelerate the readiness and pace of cultural and organisational change through a range of initiatives within DGT.

[5] The twenty-one functional areas include: Registration; Taxpayer Service; Payment; Return Processing; Extensification; Tax Supervisory; Taxpayer Account Management (TAM); Data Quality Management (DQM); Business Intelligence; Knowledge Management; Audit; Collection; Valuation; Operational Intelligence; Criminal Investigation; Objection and Appeal; Non-Objection; Exchange of Information; Third-Party Data Processing; Compliance Risk Management (CRM); and Document Management System (DMS).

The Consultant will support DGT in the development of strategy, management, and "how-to" implementation of the change program focusing on the twenty-one (21) tax administration functional areas during the pre-implementation phase until the System Integrator of CTAS is onboard by the end of 2019. In performing this assignment, the Consultant will ensure knowledge transfer and work in close collaboration with the MOF's Tax Reform Team, DGT's PMO and CMU, as well as Prospera's tax advisers. The Consultant will provide advice to the Prospera Lead Adviser (Revenue) in contributing to the program of work to assist the Government of Indonesia to achieve its goal of increasing revenue through the implementation of improved tax compliance programs.

More specifically, the Consultant tasks are clustered into three main services, and is required to provide, inter alia:

Project Management Services

- Support DGT management activities to initiate the Project Management Strategy under a clear implementation timeframe (including, but not limited to, planning, risk and issue management, business integration, quality assurance, and monitoring and evaluation) for the development and implementation of the Core Tax Administration System Reform. This will include providing inputs, as required by the Lead Adviser, to integrate the Project Management planning into overall DGT's strategic plan.
- Support DGT's PMO in the development of clear timeframes for the pre-implementation activities.
- Support DGT in the strengthening of the existing PMO governance structures and capacity to manage the tax reform program portfolio within DGT.
- Support DGT's PMO in the improvement of the Project Management Plan (PMP and Operations Manual (POM) which covers processes and procedures of all PMO functions following the PMBOK guidelines to facilitate decision making and establish and maintain a system of project implementation and ensure the resources will be used effectively.
- Support DGT's PMO in improving and rationalising the coordination among the various stakeholders and PMO structures to implement the tax reform program portfolio, particularly related to the design, development, integration, and implementation of business processes, organisation structure, human resources, administrative regulations and ICT solutions in the 21 functional areas of the Core Tax Administration System, and their integration.
- Support and work in close collaboration with DGT's PMO in the refinement and alignment of the future concept of operations in the 21 tax administration functional areas covering business processes, organisation, human resources, administrative regulations, and ICT solutions.
- Support and work in close collaboration with DGT's PMO in setting up regular checkpoint meetings with the Working Groups and prepare materials for Executive Leadership meetings to facilitate coordination, integration, and quick decision making.
- Support and work in close collaboration with DGT's PMO in the establishment of an effective Risk and Issue Management workstream into the work plan, including developing tools and procedures for identification and mitigation strategies.
- Support and work in close collaboration with DGT's PMO in the establishment of Quality Assurance (QA) work streams into the work plan, defining quality threshold, outcome definition, QA activities, tools, and procedures.
- Support and work in close collaboration with DGT's PMO in the establishment of an effective Configuration Management workstream into the work plan, including developing tools and procedures.
- Support and work in close collaboration with DGT's PMO in the development of a Monitoring and Evaluation Plan and create the project performance reporting/dashboard/tools.
- Assist DGT management to ensure all outputs maintain the highest standard of quality and that reports are clear, and objectives are based on comprehensive analysis.
- Support DGT to ensure the substantive work program and related activities are carried out in an efficient and timely manner.
- Assist DGT management to ensure all outputs maintain the highest standard of quality and that reports are clear, and objectives are based on comprehensive analysis.
- Deliver formal training/workshops, as required, to strengthen the capacity of DGT's PMO in all project management functional areas in accordance with the PMBOK guidelines.

- Coach relevant counterparts/task forces to be more efficient and agile.

Change Management Services

- Support DGT management activities to initiate the Change Management Strategy, including culture management, under a clear implementation timeframe (including, but not limited to, stakeholder management, communication, change impact, change readiness, organisation alignment, and training) for the development and implementation of the Core Tax Administration System Reform. This will include providing inputs, as required by the Lead Adviser, to integrate gender equality and social inclusion aspects in the Change Management planning as part of the DGT's overall strategic plan.
- Support DGT in the preparation to manage the change program roll out and provide clear guidance to DGT's CMU to deliver the large change activities required to effectively transition the organisation to the desired future state of digital transformation and big data exchange.
- Support DGT's CMU in the development of clear timeframes for the pre-implementation change management activities and the strengthening of the existing CMU governance structures and capacity to manage the change program within DGT.
- Support and work in collaboration with DGT's CMU in the execution of Stakeholder Analysis and Management to build a joint understanding on concerns and expectations of key stakeholders, including identifying and engaging key individuals and groups that are important to the success of, or are impacted by, the change program and to mitigate the CTAS Project risks.
- Support DGT's CMU in improving and rationalising the coordination among the various stakeholders and CMU structures to implement the tax reform program portfolio, particularly related to the design, development, integration, and implementation of business processes, organisation structure, human resources, administrative regulations and ICT solutions in the 21 functional areas of the Core Tax Administration System, and their integration.
- Support and work closely in collaboration with DGT's CMU in creating ownership or user adoption on the new systems, processes, procedures, and organisational change.
- Based on the existing Change Impact Assessment, support and work in close collaboration with DGT's CMU in the refinement and alignment of the future concept of operations in the 21 tax administration functional areas covering business processes, organisation, human resources, administrative regulations, and ICT solutions.
- Support and work in close collaboration with DGT's CMU to refine the Change Impact Assessment and execute a clear set of end-to-end change strategies and activities during the pre-implementation phase and prior to the arrival of the System Integrator of CTAS, including the preparation for organisation restructuring and amendment of administrative regulations.
- Support and work in collaboration with DGT's CMU to better describe the existing and to-be taxpayers' experience or journey maps when dealing with DGT. This will include informing the change required internally to deliver the experience.
- Support and work in collaboration with DGT's CMU in the delivery of structured and effective internal and external communication strategies by identifying the targeted gender inclusive audiences, clear key messages, the timing to deliver the messages, the right delivery channel and, if applicable, spokesperson with regular feedback mechanism.
- Support and work in close collaboration with DGT's CMU in the design, planning, and preparation of training required to implement new systems, processes, procedures, and organisational change, and by actively encouraging participants who are women and people of disability as appropriate.
- Provide recommendations and support the development of DGT management capacity in monitoring the implementation of new processes, procedures, systems, and organisational change, which are gender responsive.
- Support and work in collaboration with DGT's CMU to manage the execution of change management activities through resolving change management risks and issues.
- Deliver formal training/workshops to strengthen the capacity of DGT's CMU and other relevant stakeholders in systems development methodology, business process re-engineering, organisational transformation, and end-to-end change management processes.
- Provide knowledge, coach and mentor relevant counterparts/task forces to be more efficient and agile.

Organisation Alignment and Human Resource Planning

- Provide technical assistance and consultancy services to support DGT in the organisation and human resource alignment and planning, as well as the development strategies, to prepare DGT for digital transformation toward data-driven tax administration in line with the future concept of operations and implementation of the new CTAS, big data exchange and analytics.

Outputs/Deliverables

The Consultant is expected to deliver the following outputs jointly and in close collaboration with DGT counterparts over the term of the contract, and to the satisfaction of the designated DGT Senior Management and Prospera Lead Adviser (Revenue) in two phases and strictly in accordance with the following timeline:

PHASE I: MARCH - JUNE 2019:

- **Output 1**: **Inception Report** which contains proposed work plan, methodologies, and resource allocation for completing the assignment.
- **Output 2**: **Project and Change Management Training/Workshop**. This includes delivery of formal training/workshops to strengthen the capacity of DGT's PMO, CMU and other relevant internal stakeholders in project management, systems development methodology, business process re-engineering, organisational transformation, and end-to-end change management processes.
- **Output 3: Refined Project Management Plan (PMP) and Operations Manual (POM)**. This will refine the existing PMP, as necessary. These documents will include description about the Project Strategy, which is drawn from market research and customer needs to achieve the maximum benefits; as well as Project Definition and Scope, which provides details of the sponsors, objectives, team composition, tools, interface requirements, timelines, processes and procedures. The POM should also include Project Tools/Templates, which standardise the forms to be used during the project implementation, including for Change Control, Work Performance Evaluation, Quality Assurance, Risk Register, Risk Assessment Review, etc.
- **Output 4: Refined Change Impact Assessment**. This will refine the analysis on the impact of the proposed changes in the business processes of the 21 tax administration functional areas and the implementation of the new CTAS on taxpayer engagement, organisation, human resources, skills/knowledge, and administrative regulations/management policies.
- **Output 5: Stakeholder Analysis #1**. This will include analysis of all impacted stakeholder groups due to the implementation of the new CTAS to understand the profile, concerns and motivations. This will also include taxpayer's "as-is" and "to-be" journey maps when dealing with tax authorities.
- **Output 6: Change Readiness and Measurement**. This will inform key activities that DGT needs to perform to be ready for the upcoming changes and recommend measures and propose tracking changes based on DGT capabilities and dynamics using an extensive set of benchmarks.
- **Output 7: Draft Report on the Organisation Alignment and Human Resource Planning**. Initial recommendations for the development of future organisation and human resources based on international good practices and benchmarks for tax administration, particularly in large developing countries undergoing significant digital transformation.

PHASE II: JULY - DECEMBER 2019:

- **Output 8: Communication Management Framework and Plan**. This will include guidelines for identifying key messages for internal and external communication for an awareness campaign, understanding campaign, and adoption and commitment campaign.
- **Output 9: Quality Assurance Framework and Plan**. This will include the approach, processes and templates for conducting quality planning, assurance, and control in both functional and technical areas of the CTAS.
- **Output 10: Risk Management Framework and Plan**. This will include the approach, processes and templates for conducting risk management planning, identification, analysis, response, and controlling risk on the project.
- **Output 11: Configuration Management Framework and Plan**. This will include the approach, processes and templates for conducting configuration management planning, identification, control, status accounting, and verification/audit.

- **Output 12: Monitoring and Evaluation Framework and Plan**. This will include the governance, approach/methods, processes and templates for conducting monitoring and evaluation, including the evaluation of benefits realised.
- **Output 13: Training Plan and Delivery Approach**. This encompasses the approach to implement a blended learning approach that provides flexibility to enable users to be trained effectively and efficiently. This will cover, but not limited to, Training Needs Analysis, Training Curriculum, Channel Selection, Training Material Design, Training the Trainer Approach, Testing, and Delivery.
- **Output 14: Stakeholder Analysis #2**. This will update the analysis of all impacted stakeholder groups due to the implementation of the new CTAS and review the effectiveness of the intervention toward stakeholders' concerns and motivations.
- **Output 15: Final Report on the Organisation and Human Resource Alignment**. Based on the existing organisation and human resource development blueprint, provide detailed recommendations for the development and alignment of organisation and human resources with the future operations of the 21 business functional areas under the new CTAS following international good practices and benchmarks for tax administration undergoing significant digital transformation.
- **Output 16: Final Project Report**. The report shall consist of analysis findings, and recommendations of the current Project and Change Management Framework and activities for improving the delivery of CTAS. The final report will include comprehensive findings from Change Impact Analysis, change activities already implemented, and detailed change implementation roadmap and recommendations. The report will cover any identified risks of non-delivery or risks of failure to complete the role out of the program. The report should also describe the active engagement of all responsible and accountable parties and tracking the status of their deliverables. The report shall also provide proposals and actions to support the accountable parties in completing their tasks.

<u>BOTH PHASES (PHASE I AND II)</u>:

- **Output**: **Weekly Status Meetings** and inputs to the Revenue Thematic Area Weekly Progress Reports.
- **Output**: **Monthly Progress Reports** which contain activities in the previous month and important meetings, issues and constraints that may affect the progress of this assignment, and the planned activities for the following month.
- **Output**: **Presentation Materials**, **Templates, Analytical Tools/Paperwork**, as required, to effectively deliver the assignment stipulated under this TOR.

The Consultant shall include gender and social inclusion considerations in the delivery of the relevant outputs above as appropriate.

Based on the request from DGT, the Prospera Lead Adviser (Revenue) may request additional deliverables in accordance with the PMBOK guidelines and/or change management best practices. The Consultant is also required to submit an **Input Completion Report** (ICR), in Prospera format, upon completion of the assignment, to be endorsed by the Prospera Lead Adviser (Revenue).
The Consultant shall submit Monthly Reports and ICR in English. All other reports and recommendations must be presented in Bahasa Indonesia, with a summary in English, as required, unless stipulated otherwise. In addition to these formal deliverables, the Consultant is expected to regularly communicate with members of the Prospera Revenue Engagement Area on progress and seek input where required.

Qualifications and Experience

This assignment will be awarded to a reputable strategy and/or systems integration consulting firm, which can provide a highly qualified team and must be able to clearly demonstrate the following qualifications:

Qualifications and Experience of the Firm

- Extensive experience in providing consultancy services for large-scale organisation transformation, including a significant IT component, in high-profile organisations, preferably government institutions and/or state-owned enterprises in Indonesia. Experience in revenue administration in developed and developing countries would be an advantage.

- Capable of forming a strong team, which comprises of highly skilled international and national consultants with experience in tax administration, ICT, digital transformation, organisation development, and human resource management in the public sector or state-owned enterprises.
- The Consultant shall support DGT by providing unbiased choices and best in class advice exclusively in the interest of DGT on matters such as ICT solutions for the Core Tax Administration System. It is also important for the Tax Reform Team and DGT to have total confidence that the Consultant is acting solely in the interests of the Government of Indonesia.

Qualifications and Experience of the Project Team Members

The Consultant shall propose and form a strong Project Team with sufficient number of members having the combined experience and skills sets required to implement the project. The Consultant should propose a Project Team that is able to implement the Services and deliver all specified Outputs to a high quality and within the timeframes indicated. The Consultant, as a team, shall be capable to communicate with DGT staff primarily in Bahasa Indonesia to reduce language barriers.

The Consultant is to propose a Project Team that it determines is best suited to implement both Phases of the project. This could include a Project Team that comprises the following roles:

- **Project Manager/Team Leader**: Experience in managing large-scale process improvement and information technology systems development and implementation in a public organisation (or similar). Experience in revenue administration would be a strong advantage.
- **Change Management and Digital Transformation Specialist(s)**: Significant experience in change management of implementing business process re-engineering and development, and implementation of automated systems in a large organisation.
- **Organisational Development and Human Resource Management Specialist(s)**: Extensive knowledge across all areas of HR concepts, practices, processes, and benchmarking, preferably in a large public organisation in Indonesia. Strong analytical skills and capable of performing management advisory services in areas including strategic HR development, and HR processes, policies, and procedures. Experience in designing and developing HR information systems, particularly in a public organisation in Indonesia, would be desirable.
- **Tax Administration Specialist(s):** Extensive experience and technical skills in core tax administration functional areas. Experience in both developed and developing countries to provide world-class advice and bring tax administration international best practices. Deep understanding in all functional aspects of tax administration. Understanding of Indonesian tax environment would be an advantage.

In its proposal, the bidding firm/organisation is able to add, subtract and/or vary from the above roles, based on its determination of the Project Team best suited to deliver the Scope of Services for the Project.

Overview of Work Unit

Prospera's Revenue Engagement Area works largely with the Fiscal Policy Agency and Directorate General of Taxes, in the Ministry of Finance to support the Government of Indonesia's objective of increasing revenue through tax policy reform and a strong, credible and accountable tax administration. Prospera aligns this support around two activity streams: Revenue Policy and Revenue Administration. Both streams of work involve technical and analytical advice, institution strengthening, change management, and stakeholder engagement activities.

Relationship Management

The position will be required to work with officials in the Directorate General of Taxation and Fiscal Policy Office, in the Ministry of Finance as well as other government officials as needed. Close collaboration and support for the Government of Indonesia's Tax Reform Team will be critical to success. Engagement with external stakeholders, including the private sector, tax agents and financial advisers, will also be required to inform advice on revenue policy and administration. The position will be required to coordinate and consult with other development partners and stakeholders working in related areas.

Overview of PROSPERA

Prospera is a partnership facility between the Government of Australia (through the Department of Foreign Affairs and Trade) and the Government of Indonesia. It aims to foster strong, sustainable and inclusive economic growth in Indonesia. Commencing from 1 March 2018, Prospera is a planned five-year investment that draws together the former Government Partnership Fund (GPF) and Australia Indonesia Partnership for Economic Governance (AIPEG). Prospera will be responsive to the needs of a wide range of agencies in the Indonesian government, covering six engagement areas:

(i) Markets – improving product and factor market efficiency;
(ii) Finance – delivering financial stability and development;
(iii) Spending – improving the quality, delivery efficiency, and access to public services;
(iv) Revenue – mobilising revenues without unduly impeding private activity;
(v) Public Sector Reform – strengthening economic institutions; and
(vi) Economics & Inclusion – providing analysis to boost the evidence for economic policy.

The following standard requirements apply for all Prospera Sub-Consultants:

Confidentiality Due to the sensitivity of much of the information the Services will encounter, there is Sub-Consultant obligation, pursuant to the contract of engagement to maintain full confidentiality of information and to not disclose this to third parties without the express written approval of Prospera. In some cases, a separate confidentiality agreement may be required authorising the review of sensitive material.	**Conflict of Interest** The Sub-Consultant will use her/his best endeavours to ensure that a situation does not arise which may result in a conflict of interest. Where a conflict of interest or a potential conflict of interest arises in the performance of the obligations under this Terms of Reference, the Sub-Consultant must immediately notify the Prospera Chief of Operations.
Knowledge and Performance The Sub-Consultant will support Prospera's Knowledge and Performance team through reporting and communication products for knowledge capture and learning purposes. The Sub-Consultant will also support monitoring and evaluation through the supply of high quality data, participation in data collection methods and case studies that may arise from the inputs.	**Diversity and Inclusion** Prospera recognises the importance of embracing workplace diversity, specifically valuing the unique qualities, attributes, skills, and experience all employees bring to the workplace. Prospera is committed to supporting a positive work environment based on respect. These values should be reflected in the function and behaviour of the Sub-Consultant.
Code of Conduct The Sub-Consultant is to conduct themselves in a manner consistent with the *Public Service Act 1999* (Cth), (including the Australian Public Service Values and Employment Principles, and Code of Conduct) and Prospera's professional standards.	**Policy Compliance** The Sub-Consultant will work within Australian Department of Foreign Affairs and Trade policy and Prospera guidelines on gender, child protection, poverty, the environment, human rights, and governance.

PART 6 – FORM OF CONTRACT

Attached