REQUEST FOR EXPRESSIONS OF INTEREST

(CONSULTING SERVICES - FRAMEWORK AGREEMENT - FIRMS SELECTION)

**Republic of Serbia**

**Donor Trust Fund – Serbia Digitalization for Business Environment**

**Project ID No. P174555**

**Assignment Title:**

**-Digitalization of at least 20 “business episodes” and upgrading and improving of underlying registries**

**Assignment number: SER-GA-FA-QBS-CS-25-08**

International Bank for Reconstruction and Development (hereinafter: the World Bank), acting as administrator of the European Commission, on behalf of the European Union for the EC – World Bank Partnership Programme Part III for Europe and Central Asia Programmatic Single-Donor Trust Fund – Serbia Digitalization for Business Environment, extended a grant (hereinafter: Grant) to the Republic of Serbia to assist in the financing of the project “Serbia Digitalization for Business Environment” (hereinafter: Project).

The objective of the Project is to improve aspects of the business environment through the digitalization of selected government-to-business services in the prioritized sectors. The Project consists of the following parts:

***Part 1***. Upgrading the Registry of Administrative Procedures: Support the upgrading of RAP to enhance its functionality and usability.

*Part 2.* Identifying potential Business Episodes: Identify at least 20 government-to-business services that have potential to be simplified and digitized under a Business Episode format.

***Part 3*.** Digitization and piloting of Business Episodes: Digitization and piloting of at least 20 government-to-business administrative services, (a) selected by Public Policy Secretariat, in consultation with the Ministry of Economy of the Member Country, (b) in highly relevant sectors, (c) under the Business Episodes format, and (d) through a Member Country government portal (whether RAP or other portals operated by a Member Country government agency).

***Part 4****.* Enhance Data Registries: Support the upgrading of Data Registries, primarily those required for the digitalization of the 20 Business Episodes, including by (a) considering the most recent business regulations and any relevant reforms, and (b) designing a business-friendly online interface that allows for easy navigation and offers an integrated online feedback mechanism for businesses.

***Part 5*.** Implementation Support: Strengthen the Recipient staff’, and other government officials’, capacity through the organization of workshops and training on Business Episodes, and the provision of Operating Costs.

The objective of the assignment is digitalization of up to 20 “business episodes” and upgrading and improving of underlying registries. Business episodes are parts of Business Lifecycles. Namely, Business Lifecycle of a business entity includes all rights and obligations that the business entity has to perform for its business to be conducted in a legal and efficient manner from the moment of starting a business until the end of the activity and closing a business, Each Business Lifecycle consists of 5 Business Episodes, three general business episodes: Employment, Tax Obligations and Closing Business, and two specific business episodes: Starting Business and Running Business. In cases of some business activities, though, Business Episode: Closing Business includes specific administrative procedures and administrative requests specific to that business area, hence, this general Business Episode can be treated as a specific one.

Since these “episodes” tend to be highly heterogeneous depending on the sector and size of firms, the activity will focus on a few highly relevant sectors, which will be confirmed during the Project implementation. These should include, but will not be limited to, sectors defined by the Smart Specialization Strategy[[1]](#footnote-1) (e.g. food processing, machinery and equipment), transport and logistics as a cross-cutting sector impacting the entire economy (in particular, exporters), as well as other sectors that will be identified as a priority for intervention, during the consultations with business community.

Closer description of business episodes will be provided by the Client (PPS) and shared with the Consultant as part of the ToR for single call-off contracts (individual business episodes). The narratives will contain the identification and elaboration of the:

* Existing administrative procedures set out in the valid legislation of the Republic of Serbia relevant for the business episode;
* Existing administrative requests set out in the valid legislation of the Republic of Serbia relevant for the business episode, and
* Relevant institutions in charge of controlling the implementation of those administrative procedures and administrative requests.[[2]](#footnote-2)

Establishment, improvements or upgrading of the underlying data registries in different institutions is also objective of this assignment, primarily those registries relevant for the digitalization of the business services based on the business episode approach. Like this, full consistency and interoperability with other e-Government systems and platforms will be ensured. Experience from the initial implementation of the e-PAPER reform project has shown that one of the key impediments in digitalization of services is the heterogeneity and quality of the underlying data registries maintained by the different agencies and institutions. It is anticipated that up to 20 registries will be subject to these upgrades, but the final number might be adjusted once the specific episodes are identified. Registries may require digitalization even if they are not the direct result of the procedure being digitalized, provided the data they hold is essential to carrying out the administrative process within the business episode.

**Scope of Work**

Introduction

The scope of work for this assignment involves the digitalization of up to 20 business episodes (BEs) and the upgrading of associated registries within the framework of the EU4BE Project. This will include collaboration with key government stakeholders and delivering solutions that enhance the efficiency and accessibility of these services for businesses in Serbia.

The involved parties include:

1. **The Public Policy Secretariat (PPS)** – the Client - acting as the coordinator of the Project on behalf of the Government of the Republic of Serbia, PPS will guide the selection of business episodes, ensure coordination among governmental bodies, and oversee the overall project implementation.
2. **The Ministry of Economy** – a crucial partner in digitalization and in facilitating results.
3. **The Office for Information Technologies and e-Government (OITG)** – This agency will provide technical infrastructure and support for the digitalization of business episodes, ensuring compliance with existing e-government frameworks such as eID, Government Service Bus, and other critical components.
4. **Beneficiary Institutions** – The final beneficiaries of the digitalization efforts are the government institutions that will undergo digital transformation as part of the project. These institutions are critical in ensuring the long-term sustainability of the project outcomes and will be identified through ToRs for call-off contracts.

The Consultant's work will directly link to the following deliverables:

* The development of technical specifications for each digitalized business episode.
* Implementation of IT solutions and integration with the government’s existing e-Government platforms.
* Interoperability and upgrading of key registries supporting the digitized procedures.
* Training of government staff and developing guidelines to ensure effective use of the new systems.

During the execution of the FA, the Consultant will closely collaborate with the Public Policy Secretariat, the Ministry of Economy, and the Office for Information Technologies and e-Government.

Digitalization of business episodes will be procured through separate call-off contracts, or multiple episodes could be grouped to form a single call-off contract (especially in situations where the end beneficiary is the same).

Digitalization of Business Episodes

Each Business Episode (BE) comprises of administrative procedures and requests. The digitalization of a single procedure could be delivered on various platforms, including but not limited to:

* Infrastructure of the Office for Information Technologies and eGovernment - OITG
* Infrastructure of a specific institution (e.g. SBRA)
* IT system of institution in charge of the procedure - interventions including upgrades, development, and integrations (e.g. Ministry of construction, transport and infrastructure – MCTI; Road Traffic Safety Agency - RTSA)

Infrastructure of the Office for OITG

When delivering using this platform, the objective is to digitalize selected administrative procedures using the OITG infrastructure. The work involves the integration of various horizontal eGovernment components such as eID, Form Generator, Metaregister, Government Service Bus (GSB), eOffice, Counter Service, eDelivery, and ePayment.

The Consultant will be responsible for a range of tasks that are likely to include, but not limited to, the following tasks:

* Authentication Integration using e-Government eID component: Integrate the eID system to ensure secure user authentication through Single Sign-On (SSO), Two-Factor Authentication (2FA), and qualified electronic certificates.
* Form Creation and Management: Utilize the OITG Form Generator to create interactive and customizable forms for electronic submission; ensure forms include advanced verification and validation features to maintain data integrity, as well as dynamic form configurations.
* Case Management: Integrate the eOffice and Counter Service components to manage implement automatic case registration, assignment of unique identification codes, and tracking of case status’.
* Service Description and Standardization: Use the Metaregister to describe and standardize each digitalized administrative procedure.
* BPMN Integration: Integrate the OITG BPMN engine to facilitate the orchestration and execution of administrative processes. Optimize BPMN workflows to manage and automate administrative procedures governed by the relevant Serbian regulation. Leverage the existing integration of IBM BPMN with other eGovernment components like eID, Form Generator, ePayment, GSB, IoP, Metaregister, and eDelivery to streamline information exchange and coordinated functionality.
* Data Acquisition and Integration: Implement data exchange mechanisms using the interoperability framework of Government Service Bus (GSB).
* ePayment Integration: Integrate the ePayment system to facilitate secure electronic payments for government services.
* Secure Document Delivery: Utilize the eDelivery component for the secure transmission of official documents.

Infrastructure of a specific institution

When delivering using this platform, the objective is to digitalize selected administrative procedures using the infrastructure of a single agency, such as the Agency for Business Registers (SBRA). The work involves integrating various components from the agency combined with horizontal OITG e-Government infrastructure, like eID, Agency or OITG ePayment systems, Government Service Bus, eDelivery and other key components.

The Consultant will be responsible for a range of tasks that might include, but will not be limited to, the following tasks:

* Authentication Integration Using SSO: Integrate the Single Sign-On (SSO) system to ensure secure user authentication for both internal and external users. Implement user authentication mechanisms to manage user identities and control access.
* Data Acquisition and Integration: Implement industry standard data exchange mechanisms to ensure integration between various system components and external government systems. Use the Government Service Bus for efficient data acquisition and interoperability if needed.
* Document and Case Management: Implement automatic case registration, assignment of unique identification codes, and tracking of case statuses.
* Secure Document Delivery: Utilize secure transmission methods for official documents, ensuring authenticity and integrity. Implement electronic delivery systems for sending documents to users' unique electronic mailbox.
* ePayment Integration: Integrate the internal ePayment system to facilitate secure electronic payments for government services. Ensure the ePayment system supports both bank transfers and credit/debit card payments. Implement functionalities for generating unique transaction IDs, redirecting users to secure payment gateways, and processing payments; or implement government ePayment+ system and provide users with access to their payment transactions via the agency portal.

Interventions on the IT system of the institution in charge of the procedure, including upgrades, development, and integrations (e.g. MGSI, ABS)

When delivering using this platform, the objective is to upgrade or develop a new custom internal IT system for the agency to enable the digitalization of administrative procedures using interoperability and integration with horizontal e-government services like the form generator, ePayment, Government Service Bus (GSB), eOffice, counter service, and eDelivery.

The Consultant will be responsible for the following tasks:

* System Analysis and Requirement Gathering: Gather detailed requirements from stakeholders to understand the needs and specifications for the new or upgraded system; design a scalable and robust system architecture that supports the integration of horizontal e-government services.
* System Upgrade and Development: Upgrade the existing IT system or develop a new custom solution to support the digitalization of administrative procedures; emphasize the use of existing infrastructure and software as much as possible to optimize resources. If necessary, consider developing an applicative solution designed to handle administrative procedures, ensuring all required features and functionalities are in place for processing requests.
* Form Generator and integration: Utilize the form generator to create interactive electronic forms. Ensure the forms include all necessary fields, validation rules, and conditional logic to capture accurate and complete data; publish the generated forms on the e-Government Portal, making them accessible to users for submitting requests; develop and implement integration mechanisms to ensure that the submitted forms are automatically routed to the internal system for processing; use APIs or other integration tools to facilitate data exchange between the e-Government Portal and the internal system; ensure that the internal system can handle incoming data, trigger appropriate workflows, update process status and manage the processing of requests.
* ePayment Integration: Integrate the ePayment+ system to facilitate secure online payments for administrative services.
* Integrations: Use the GSB for efficient data exchange and interoperability with other government services. Alternatively, develop and implement data exchange mechanisms to ensure interoperability with external systems.
* eOffice and Counter Service Integration: Integrate with eOffice and counter service for managing electronic submissions, document processing, and case management; ensure automatic case registration, status tracking.
* eDelivery Integration: Integrate the eDelivery system for the secure transmission of official documents.

Digitalization of Registries Around Business Episodes

The digitalization of administrative procedures inherently leads to the digitalization of output registries, as the results and related data of these procedures must be stored in digital formats. These output registries are crucial for streamlining business processes and ensuring efficient access to information.

Moreover, registries that serve as necessary inputs for these procedures may also require digitalization, even if they are not the direct result of the procedure being digitalized within the business episode. Those registries will be identified through specific ToRs for each of the call-offs. By digitalizing both input and output registries, the overall effectiveness and efficiency of administrative processes are significantly enhanced.

An essential task for the selected Consultant will be to make these registries interoperable according to industry standards with the digitalized procedure and other potential procedures that might require access to the registry data. Ensuring interoperability is critical for seamless data exchange between systems, reducing redundancy, and facilitating integrated service delivery across different governmental platforms.

The digitalization and interoperability efforts apply regardless of the digitalization approach employed—whether it is:

* 2.1.1 Infrastructure of the Office for Information Technologies and eGovernment (OITG)
* 2.1.2 Infrastructure of a Specific Institution
* 2.1.3 Interventions on the IT System of the Institution in Charge of the Procedure.

The planned duration of the FA is one year, with a possibility to extend in accordance with the WB Procurement Regulations. It is estimated that the overall time needed for digitalization of all processes will be up to 300 days, whilst the duration for implementation of individual call-off contracts under this FA shall be defined under each of the secondary procurement processes. Based on the assessment, it is possible that there shall be several call-offs in simultaneous implementation

The detailed Terms of Reference (TOR) for the above referenced consulting services is posted on the website of the PPS:

<https://rsjp.gov.rs/sr/javni-pozivi/javni-poziv-za-dostavljanje-izjava-o-zainteresovanosti-serbia-digitalization-for-business-environment-consulting-services-framework-agreement-firms-selection/>

The Central Fiduciary Unit (hereinafter: CFU) of the Ministry of Finance now invites eligible firms (hereinafter: Consultants) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

In order to be shortlisted, the Consultants/Partner Company shall:

* Proven Experience in digitalization projects. Experience in digitalization within the public sector, and in particular with regards integrating horizontal eGovernment services, will be an advantage..
* Experience in working with government institutions, preferably with a track record of collaboration with central government agencies and municipalities.
* In-depth knowledge and hands-on experience in developing and integrating complex IT systems, including secure authentication, case management, data exchange, and payment processing systems.
* Proficiency in working with technologies required for backend development, frontend user interfaces, and database management systems (preferably the ones used in RAP or OITG components).
* Familiarity with Serbian laws and regulations, particularly the Law on General Administrative Procedure, data protection laws (GDPR), and national cybersecurity standards will be considered an advantage

Key Experts will not be evaluated at the shortlisting stage. The shortlist will contain up to eight companies.

The Shortlisting will be based on the following criteria:

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| --- | --- |
| Consultant’s general experience | 50 points |
| Consultant’s specific experience of relevance for the assignment | 50 points |
| Total | **100 POINTS** |

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.15, 3.16, and 3.17 of the World Bank’s Procurement Regulations for IPF Borrowers – Procurement in Investment Project Financing Goods, World, Non-Consulting and Consulting Services, July 2016, November 2017, August 2018 , revised November 2020 (“the Regulations”) setting forth the World Bank’s policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected. Furthermore, Expressions of interest of JVs will be evaluated solely based on the experience and qualifications of JV, whereas the experience of other firms not constituting formally the JV will not be considered in the evaluation.

Consultants will be selected in accordance with the Framework Agreement arrangements described in the Procurement Regulations and to be specifically set out in the Request for Proposals.

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

Expressions of interest, presenting fulfilment of shortlisting criteria, in English language must be delivered in a written form to the e-mail addresses below, by **March 11, 2025, 12:00 hours, noon, local time**.

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| --- | --- | --- |
| **Contact:** | **E–mail:** | **Address:** |
| To: | [djordje.perisic@mfin.gov.rs](mailto:djordje.perisic@mfin.gov.rs)  Mr Djordje Perisic  Procurement Specialist | Ministry of Finance  Central Fiduciary Unit  53 Balkanska St  11000 Belgrade, Serbia  Tel: (+381 11) 765 2565 |
| Cc: | [jelena.nesic@piu.rsjp.gov.rs](mailto:jelena.nesic@piu.rsjp.gov.rs)  [milan.popovic@rsjp.gov.rs](mailto:milan.popovic@rsjp.gov.rs)  [ljiljana.dzuver@mfin.gov.rs](mailto:ljiljana.dzuver@mfin.gov.rs) |

1. Smart Specialization Strategy of the Government of Serbia 2020-2027, available at <https://pametnaspecijalizacija.mpn.gov.rs/wp-content/uploads/2021/06/Strategija-pametne-specijalizacije_EN_WEB.pdf> [↑](#footnote-ref-1)
2. In the Annex of the document, there are details on the background and rationale of the „business episode“ concept and approach. [↑](#footnote-ref-2)