

Terms of Reference
Online monitoring tool for Business Environment enabling policies
Donor Trust Fund – Serbia Digitalization for Business Environment
(P174555)

Background

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).

Implemented within the framework of the Action Programme for the Republic of Serbia, adopted by the European Commission on November 28, 2019 and confirmed by the Financial Agreement with the European Commission, which was signed by the Republic of Serbia on February 6, 2020, the Project refers to the Result 1 of the said Action Programme: Improvement of the coordination of reforms in the field of business environment and optimization of the regulatory environment for economic entities. It enables digitization of 20 business episodes and accompanying registers and records, which will in turn create conditions for the Public Policy Secretariat (PPS) of the Government of the Republic of Serbia to further support improvements of the business environment.

The Project also entails management and improving the unified Registry of Administrative Procedures (hereinafter: RAP) and its publicly accessible portal. Digitization of administrative procedures would directly contribute to the reduction of the administrative burden to businesses, through savings resources, increased transparency, predictability and stability of business environment.

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.

Public Policy Secretariat (PPS) will carry out the Project in collaboration with the Office for Information Technologies and e-Government - government agency, tasked with implementing various digitalization and e-Government initiatives (hereinafter: ITE).

Background for the assignment

The Unified Information System for public policy planning, monitoring, coordination, and reporting (UIS) is Serbia's national electronic platform that supports public policy processes in accordance with the Law on the Planning System of Serbia. Managed by the Government through the Public Policy Secretariat, the UIS enables participants to input public policy documents and medium-term plans, and to perform reporting functions. Operational since 2021, the UIS links public policy content with the medium-term and financial plans of beneficiaries responsible for implementing these policies.

The UIS facilitates data entry, reporting, and coordination of public policy measures with financial plans, and supports timely reporting on objectives and monitoring of performance indicators. This ensures effective implementation and evaluation of public policies. The system has also been used for preparing and publishing key reports, such as the annual monitoring reports for the Public Administration Reform (PAR) Strategy on the Ministry of Public Administration and Local Self-Government (MPALSG) website.

Per Article 47, the UIS is managed by linking policy content, medium-term plans, and financial plans of responsible budget beneficiaries. The Government is responsible for defining the content, management, data entry methods, and digital formats for documents within the system, ensuring controlled access to data. According to Article 48, documents and reports must be published in an open digital format on official websites and the e-Government portal, ensuring transparency and accessibility of public policy information.

The current Unified Information System (UIS) lacks functionality to explicitly define the connections between public policy documents (PPDs) and government priorities, particularly in establishing clear links between policy goals and their impact on the business environment. The system does not support a structured approach for specifying how policy goals impact the business environment, and there is no functionality to categorize impacts such as those on running businesses, investments, productivity, or market access. Additionally, the system does not allow for the association of these impacts with proposals and recommendations, nor does it support a hierarchical structure for managing these elements.

There is also an absence of administration tools for managing the entry and maintenance of recommendations, proposals, and related questionnaires, which limits the ability to provide a comprehensive overview of business environment impacts. Current reporting features are not sufficient to reflect the impact on the business environment, as they do not incorporate the statuses of activities or the financial data associated with these impacts. Furthermore, the existing calculation mechanisms and data models do not account for business environment-related dimensions or metrics, such as specific categories of impact or the details of proposals and recommendations, which restricts in-depth analysis.

Moreover, the system lacks an advanced search functionality to efficiently filter and export mapped measures and activities related to the business environment within PPDs. There is also no capability to export key data on measures and activities in a format that facilitates marking impacts on the business environment for existing PPDs. These gaps prevent the UIS from fully supporting a comprehensive and integrated planning system that aligns with broader government priorities and policy impacts on the business environment.

Objectives of the assignment

The objective of the assignment as described in this Terms of Reference is to establish an online monitoring tool as an addition to the existing Unified Information System (UIS) for the planning of public policies. For this purpose, the PPS will work with the selected Consultant to enable public overview of all the activities (measures, specific goals) contained in the public policy documents that hold relevance for an enabling business environment. It should provide a comprehensive overview of the government priorities, defined by public policy documents and ensure their matching with priorities that the business community in Serbia identifies with.

Therefore, the main objectives of this assignment aim to provide a clear and comprehensive framework for the Consultant) to develop an effective online monitoring tool that supports the goals of the "Serbia Digitalization for Business Environment" project.

The main assignments for the Consultant are as follows:

1. Define Functional Requirements: clearly outline the functional specifications and requirements of the online monitoring tool, ensuring that these requirements cover both the integration and upgrade of the Unified Information System (UIS) and the development of a monitoring tool.
2. Integrate with Unified Information System (UIS) and enhance its capabilities: ensure seamless integration of the monitoring tool with the existing UIS and enhance the capabilities of the UIS by integrating advanced monitoring and reporting functionalities specific to business environment policies.
3. Enable Transparent Policy Overview: develop a user-friendly interface that allows for transparent and accessible monitoring of government priorities and measures defined by public policy documents.

Description of the Current System

UIS (unique information system for planning and monitoring the implementation of public policies of the Public Policy Secretariat - PPS) includes three functional modules:

- **The public policy planning module** is a dedicated web application implemented on .NET platform. Microsoft SQL Database is used for data storage. Microsoft BI package component - SQL Server Reporting Services (SSRS) is used for production tabular displays of entered public policy documents. The public policy planning module also uses the IBM Content Foundation Manager component to store public policy documents and their attachments.
- **Module for monitoring the implementation of public policies** - Data entered in the public policy planning module are transferred to an IBM solution (IBM Cognos TM1 Application) using IBM TurboIntegrator and written into an analytical cube. The IBM solution, in addition to the analytical cube, also contains tools for modeling cubes, as well as an application for entering data on the implementation of action and medium-term plans.
- **Reporting module** - IBM Cognos Analytics is also available to users for generating reports on planned and realized values of indicators of public policy documents and medium-term plans, the degree of implementation of measures and activities and the financial resources spent in relation to the provided resources. Integration with Active Directory is also enabled.

IBM rebranded the product name to Planning Analytics. Currently, TM1 is still used to define IBM Planning Analytics core component—the TM1 Server. TM1 is a multidimensional, in-memory OLAP database with a cell-orientated structure—like spreadsheets—that allows users to create sophisticated financial models and perform advanced calculations while benefiting from control and governance.

TM1 is an example of a class of software products which implement the principles of the functional database model. The functional database model was developed from the need to perform “spreadsheet” analysis to large volumes of multidimensional data. This is done by applying database security and governance to overcome the data volume and complexity limitations of the spreadsheet. In TM1, data is stored as multidimensional arrays or "cubes," which can be easily manipulated and analyzed in real-time.

Cell-orientation is a key aspect of TM1. Data is stored and processed at the level of individual cells, rather than in pre-defined structures such as tables or columns. This allows for a high degree of flexibility in modeling and analyzing data, as cells can be

easily manipulated and combined to create new views and analyses. Additionally, because cells can be easily linked to other cells or data sources, cell-oriented databases are highly dynamic and can be updated in real-time as new information becomes available.

The structure of public policy documents as outlined in the "Law on the Planning System of the Republic of Serbia" is defined in a layered manner, including the following elements:

1. **Public Policy Document (PPD):** Refers to the broad category of planning documents that set or elaborate public policies, such as strategies, programs, policy concept papers, and action plans.
2. **Action Plan (AP):** An action plan is a detailed public policy document that elaborates a strategy or program. It outlines specific measures, activities, responsible institutions, timeframes, and resources required for the implementation of public policy objectives.
3. **Goals:** The goals in public policy documents generally refer to the desired long-term outcomes at the societal level, which are defined in strategic documents such as the Development Plan, strategies, or programs.
4. **Objectives:** These are more specific than goals and are defined in relation to particular subjects or relations within the field of policy action. Objectives are aimed at creating conditions necessary for achieving broader goals and are often specified in both strategies and action plans.
5. **Measures:** Public policy measures are sets of key and related activities undertaken to achieve specific objectives. They can include regulatory measures, incentive measures, information and educational measures, and institutional or organizational measures.
6. **Activities:** Activities are the most granular level of detail in public policy planning and are outlined in action plans. They refer to specific actions required to implement measures, achieve objectives, and fulfill the broader goals set out in public policy documents.

UIS provided link between content of public policies, medium-term plans of the budget beneficiaries competent for the implementation of public policy measures, and their financial plans, and currently includes **three basic business units:**

- Strategies, programs and their action plans
- Medium-term plans
- Action plan for the implementation of the Government Program

The system contains the **additional elements** that enable the implementation of various functionalities related to the broader planning system, such as:

- Entry of other planning documents (related to reform processes), such as:
 - Program of economic reforms
 - National priorities for international aid

- Goals of sustainable development
- Reporting on entered planning documents
- Generation of tabular views in Word and Excel format
- Code book administration
- Storage of attachments related to planning documents
- Periodic loading of the budget received from the Ministry of Finance

Scope of Work

The selected Consultant will provide support to PPS by implementing the following tasks. This procurement involves the development of custom software, and the source code of the developed software will be included as a deliverable to PPS.

- **Define Functional Requirements**

Collaborate with PPS to clearly outline detailed functional specifications and requirements of the online monitoring tool. Specify the features needed to provide a comprehensive overview of public policy activities relevant to the business environment.

- **Enhance UIS Capabilities**

Enhance the capabilities of the UIS by integrating advanced monitoring and reporting functionalities specific to business environment policies.

- **Integrate with Unified Information System (UIS)**

Ensure seamless integration of the monitoring tool (web portal) with the existing UIS for planning public policies. Facilitate data exchange and interoperability to leverage UIS functionalities.

- **Enable Transparent Policy Overview**

Develop a user-friendly interface (web portal) that allows for transparent and accessible monitoring of government priorities and measures defined by public policy documents. Enable easy navigation and understanding of policy goals and their impact on the business community. Support Business Community Engagement: facilitate engagement and feedback from the business community by providing tools for matching government priorities with business needs. Implement features that enable interaction and collaboration between policymakers and business stakeholders.

- **Provide Technical Documentation and Training**

Deliver comprehensive technical documentation for the developed tool, including source code documentation. Ensure knowledge transfer through training sessions for project stakeholders on tool usage and maintenance.

Deliverables

This procurement involves the development of custom software tailored to the specific needs of the Public Policy Secretariat (PPS). It does not involve the purchase or customization of Commercial Off-The-Shelf (COTS) software. The source code of the developed software will be included as part of the deliverables, ensuring full transparency and allowing PPS to maintain and further develop the system as needed.

All documents and reports must be in both PDF and Word formats. Documents should be provided in English language, except training materials which should be provided in Serbian language to accommodate local staff. Documents should be prepared in digital (soft copy) format, with the option to produce hard copies if required by the Client.

1 Product backlog

Deliverable 1: Product Backlog deliverable should include the following elements:

- **Detailed Functional Requirements:** Functional specifications for the online monitoring tool, including requirements for the integration and upgrades of the Unified Information System (UIS). Specifications for advanced monitoring and reporting functionalities specific to business environment policies.
- **Prioritization:** A prioritized list of features and tasks, indicating which elements are critical for initial implementation based on project goals and stakeholder needs.
- **Integration Requirements:** Specific requirements for integrating the new tool with existing UIS functionalities, including data exchange and interoperability. Technical specifications for APIs or other integration mechanisms.
- **Technical Specifications:** Initial technical design considerations, including the proposed technology stack, data models, and architecture for new components. Include a plan for source code management, detailing coding standards, version control systems to be used (e.g., Git).
- **Risk Assessment:** Identification of potential risks related to development and deployment. Proposed mitigation strategies for each risk.
- **Stakeholder Feedback:** Compilation of input and feedback from stakeholders during initial discussions and workshops.

2 UIS Functional Upgrade

Deliverable 2: UIS functionally upgraded with features:

- a) that enable UIS users to define how public policy documents support government priorities by establishing connections between policy goals and their impact on the business environment
- b) that enable PPS users to enforce structured approach to specifying policy goals impact on business environment

The source code for all developed modules enhancing UIS functionalities will be delivered to PPS, accompanied by detailed code documentation.

2.1 Planning component

Improve the planning component of the UIS to fulfill the functional requirements specified in the backlog and to integrate additional needs identified through analysis, and discussions, conducted with the Public Policy Secretariat (PPS), as detailed in sections 2.1 to 2.6.

The structure of public policy documents is layered in the following way:

As the first step, the user should mark if action plan (AP) for public policy document (PPD) has linkage with business environment (BE), i.e. if there are any measures/activities within AP that have impact on business environment, in „yes/no“ form. If AP has linkages with BE, then the user should proceed and mark BE impact of relevant measures/activities. In that case the user cannot finalize AP entry without marking at least one measure/activity as BE. When marking linkage of AP with BE, the user should have access to pop up window with explanation of BE definition and categories.

Impact on BE can be marked both at the level of measure and the level of activity in AP. If it is marked at the level of measure, it means that all activities within that measure contribute to BE and selected BE category. Impact on BE can also be marked for one or more activities within the measure, but that does not imply that the whole measure has impact on BE.

Impact on BE at the level of measure/activity should be more specific:

1. Impact should be related to a specific category:

- Running business
- Investments
- Productivity
- Access to the market

For each category, user should be provided through a pop up, with a set of questions that will help him to select the adequate BE category.

2. Recommendations and proposals (by legal entities, non-government institutions and other subjects)

- Impact may be associated with proposals and recommendation
- Proposals and recommendations should be grouped into related sets (for example, as (FIC White Book, Naled Gray Book and similar)
- Each group should be designed so to support multiple levels (i.e. it should have hierarchical structure).

For marking BE impact at the level of measure/activity a new interface (window) should be developed, within the interface for entering details of measure/activity. Entry (saving) of other details of measure/activity should not depend on marking BE impact (as is the case with information on other reform processes).

2.2 Administrations

In order above relations to be enabled, administration tool for PPS administrators should be provided, so they can:

- Enter and maintain recommendations and proposals
- Enter and maintain questionnaires for each business environment aspect category

2.3 Reporting

Within UIS, reporting system has been already established where users can report on:

- Activity statuses
- Used financial funds

Activity statuses and used financial funds should be reflected to business environment impact associated to activities.

2.4 Calculations

Within UIS there are plenty of calculation mechanisms based on analytical cubes, and users may create reports such as planned vs actual, statistics related to activity statuses, progress towards goal achievement over time, and other trends.

In order to provide calculations related to activities with an impact to business environment, data models and analytical cubes must be upgraded and new calculations should be implemented:

- Additional dimensions should be added such as:
 - business environment category,
 - group of proposals and recommendations
 - individual proposal and recommendation
- Additional metric should be calculated, such as:
 - Activity statuses per business environment category
 - Activity statuses per group of proposals and recommendations
 - Activity statuses per individual proposal and recommendation
 - Planned and used financial funds per business environment category
 - Planned and used financial funds per group of proposals and recommendations
 - Planned and used financial funds individual proposal and recommendation

2.5 Advanced search of PPD

A new functionality as part of advanced search of PPD should be developed, enabling search, enlisting, and export to Excel of mapped BE measures/activities, according to AP, institution, BE categories, policy planning areas, group of proposals and recommendations, source of funding etc.

2.6 Export of measures and activities for marking BE impact within existing PPDs

For the purpose of marking impact of measures and activities within existing PPDs, they should be exported in unformatted Excel files, with key data on measures/activities (to be determined by the PPS).

3 Integration component

Deliverable 3: UIS upgraded with integration components enabling data export to Public portal that provides a comprehensive overview of public policy activities relevant to the business environment

The aim of Integration Component is to upgrade the Unified Information System (UIS) with integration features that enable seamless data export to the BE Public Portal, allowing overview of public policy activities related to the business environment. This component should ensure the transfer of relevant data from UIS to the portal, including information on public policy documents, action plans, and activities, along with financial details and the impact on the business environment. Additionally, it should support daily updates to the portal for the most current data and enables the import of up to 14 indicators showing the current state of the business environment. These upgrades will improve data sharing, transparency, and access, facilitating better public policy monitoring and decision-making.

Integration component should be implemented that enables:

- Data export from UIS to BE Public Portal
- BE Public Portal data import from UIS
- Data import for preselected up to 14 indicators showing current state of business environment

All source code related to the integration components will be provided to PPS, along with comprehensive technical documentation.

3.1 Data export from UIS to BE Public Portal

The UIS needs to be upgraded to support data export for items affecting the business environment. The exported data should include all necessary information for visualization, filtering, and downloading. Since activity status updates will occur continuously, the export dataset should include an automated data exchange mechanism using an API to automatically update the data accessible through the BE Public Portal.

Data group	Details
Public Policy Document (PPD) information	<ul style="list-style-type: none"> • PPD Name • PPD Period • PPD Proposer (Institution) • PPD Coordinator (Institution) • PPD Planning Area • PPD Type (strategy or program)
Action Plan (AP) information	<ul style="list-style-type: none"> • AP Name • AP Period
Action Plan Items (goals, objectives, measures, activities)	<ul style="list-style-type: none"> • AP Item Name • AP Item Type • AP Item Period • AP Item Responsible Institution • AP Item relation to negotiation chapters
Activity status	<p>For each year within activity period:</p> <ul style="list-style-type: none"> • Activity status, having one of following values: <ul style="list-style-type: none"> ○ Planned ○ Not started ○ In progress ○ Completed

	<ul style="list-style-type: none"> ○ Canceled ● Progress in activity implementation ● Future steps
Business Environment Category	For each activity having impact to business environment, list of business environment categories
Proposal and recommendations	For each activity having impact to business environment, list of proposals and recommendations, including their groups
Planned Finance Sources	For each financial source planned for the realization of activity having impact to business environment: <ul style="list-style-type: none"> ● Finance Source Type ● Finance Source Provider ● Finance Source Name (budget program name or donor project /program name or similar)
Finance Amounts	For each finance source and each year: <ul style="list-style-type: none"> ● Amounts planned ● Amounts used

3.2 BE Public Portal data Import from UIS

Data exported from UIS should be imported to BE Public Portal and, if needed, rearranged so to be suitable for visualizations and download.

Data imported from UIS should be updated once a day.

3.3 Data import related to indicators showing current state of business environment

PPS will prepare export for up to 14 indicators showing current state of business environment. Imported data will be updated as required, with the data related to indicators expected to be refreshed annually. Indicator values are available at the level of self-government units (municipalities) and at the level of Republic of Serbia in database owned by PPS.

For each indicator, following data will be provided:

- Indicator code and name
- Indicator value per year and local self-government unit
- List of self-government units

4 BE Public Portal

Deliverable 4: BE Public portal delivered to provide a comprehensive overview of public policy activities relevant to the business environment and a functional entry point for user feedback.

The overall goal of the BE Public Portal is to enhance transparency regarding public policies affecting the business environment by providing easy access to comprehensive data and tools. As discussed in several meetings, the portal will be accessible to the general public, private sector, and other stakeholders, facilitating informed dialogue and engagement. It will enable users to

monitor public policy activities, provide feedback, and contribute to discussions, thereby fostering a more collaborative and participatory policy-making process.

The portal will include mechanisms for user interaction and feedback, such as a suggestion box or policy recommendation feature, allowing users to submit comments, suggestions, and policy recommendations directly through the portal.

The source code for the BE Public Portal, including all front-end and back-end components, will be delivered to PPS with detailed code documentation.

4.1 Organization of portal pages

Public portal should be implemented with the aim to present key indicators related to impact of public policy documents to business environment. SEO - Search Engine Optimization of the public portal should be enabled. Public portal should be consisted of:

- Home page that contains global business environment indicators and visualizations, as well as navigations to other pages
- One or more pages showing government efforts to improve business environment
- One or more pages showing government results related to improvement of business environments

4.2 Data sources

Data presented on the public portal should be obtained from two sources:

- Unified Information System (UIS) for the planning of public policies
- Local self-government analytical database containing indicators measured at local government level, from which a specific set of business environment indicators preselected by PPS will be imported to the portal

4.3 Data showing government efforts to improve business environment

4.3.1 Metrics

Portal should be implemented so to visualize following metrics that reflect business environment efforts planned within public policy documents, such as but not limited to:

- Number of public policy documents in which impact to business environment is present
- Number of measures within public policy documents that may have impact to business environment
- Number of activities within public policy documents that are marked as activities having impact to business environment
- Amounts of finance funds planned for realization of activities having impact on business environment

4.3.2 Dimensions

Each above listed metric may be presented per one or more of following dimensions, including but not limited to:

- Business environment category
- Group of recommendations and proposals
- Individual recommendation or proposal
- Planning area

- Institution

Additionally, amounts of finance funds planned for realization of activities may be presented per:

- Type of financial source (budget, donor funds, grants, credits)

4.3.3 Time dimension

Where appropriate, total values may be shown, as well as values per year, progress to achievement.

4.4 Data showing government results to improve business environment

4.4.1 Metrics

Portal should be implemented so to visualize following metrics that reflect business environment status:

- Statuses of activities within public policy documents that are marked as activities having impact to business environment
- Amounts of finance funds used for realization of activities having impact on business environment, including share of committed financial resources per measure/activity
- Values of preselected local self-government indicators

4.4.2 Dimensions

Each above listed metric may be presented per one or more of following dimensions:

- Business environment category
- Group of recommendations and proposals
- Individual recommendation or proposal
- Planning area
- Institution
- Local self-government unit

Additionally, finance funds used for realization of activities may be presented by:

- Type of financial sources (budget, donor funds, credits)

4.4.3 Time dimension

Where appropriate, total values may be shown, as well as values per year.

4.5 Visualizations

All above listed metrics should be visualized in the most appropriate way, using tables, lists, graphics, matrices, maps, trends and other visualizations depending on the type and level of information presented.

4.6 Filtering

Portal users should be able to apply filters, selecting one item from each of the following lists:

- Business environment category

- Planning area
- Institution
- Group of recommendations and proposals
- Year

Also, public policy document elements (measures and activities) may also be filtered by parent items (public policy document and / or measure).

4.7 Navigation to details

Portal users should be able to view list of items that is relevant for the context. As the actual work begins and the functional specifications are developed, these items may be further refined and improved. The table below is indicative and will be finalized in accordance with the functional specification (Deliverable 1):

List name	List item details
Public policy documents	<ul style="list-style-type: none"> • Public policy document name • Responsible institution • Period • Number of measures having impact to business environment • Number of activities having impact to business environment • Amount of financial funds planned or used for realization of measures and activities having impact to business environment
Measures	<ul style="list-style-type: none"> • Public policy document name to which measure belongs to • Measure full name (showing entire path to the public policy document) • Institution responsible for the measure • Measure period • Number of activities having impact to business environment • Amount of financial funds planned or used for realization of activities that belong to the measure • Funding source (s) • BE category • Linkage with Recommendations and proposals (by legal entities, non-government institutions and other subjects)
Activities	<ul style="list-style-type: none"> • Public policy document name to which activity belongs to • Activity full name (showing entire path to the public policy document) • Activity period • Institution responsible for the activity • Amount of financial funds planned or used for realization of the activity • Funding source (s) • BE category • Linkage with Recommendations and proposals (by legal entities, non-government institutions and other subjects)
Finance sources	<ul style="list-style-type: none"> • Finance source type (budget, donor funds, credit)

	<ul style="list-style-type: none"> • Finance source institution name (government institution, donor, creditor) • Finance source program or project name • Amount (spent to date, total amount committed)
Recommendations and proposals (by legal entities, non-government institutions and other subjects)	<ul style="list-style-type: none"> • FIC White Book, Naled Gray Book and similar • Structure (set of recommendations)

Portal users should be able to download any of above listed lists in the form of excel file.

4.7.1 Activity details

For each activity displayed in the list, user should be able to view activity details:

- Public policy document name to which activity belongs to
 - Activity full name (showing entire path to the public policy document)
 - Institution responsible for the activity
 - Activity statuses per year
 - Business environment categories impacted by activity
- Proposals and recommendations business environment impact is associated with Amount of financial funds planned or used for realization of the activity

5 Technical Documentation

Deliverable 5: Technical and user documentation delivered specifying details on usage and maintenance of each upgraded and/or newly implemented component

For each upgraded or newly implemented component adequate and sufficient technical documentation should be delivered including source code documentation detailing the structure, algorithms, and dependencies of the code:

- Specifications of data models and analytical cubes that are added or updated
- Specification of data export structures and mechanisms
- Instructions how to monitor data exports
- Technical details related to the BE Public Portal such as underlying data structures
- Source Code Documentation with the explanations of classes, APIs, and any third-party libraries used.

User manual for UIS should be also updated, with updates in Serbian language:

- providing enough instructions for users how to mark activity as activity having impact to business environment
- providing enough instructions for administrators how to enter and maintain list of proposals and recommendations, as well as business environment categories

6 Training

Deliverable 6: Training on upgraded/newly developed components usage and maintenance delivered to PPS users in charge

Training should be delivered to PPS administrators in Serbian, covering:

- Monitoring data exports
- BE Public Portal underlying data structures
- Administration of business environment categories, as well as recommendations and proposals

A 3 days training should be delivered to minimum 3 PPS administrators.

7 Technical support in stabilization period

Technical support should be provided during the two-month stabilization period to ensure smooth operation and address any issues that arise. During the stabilization period, the following support activities must be provided:

- Continuous monitoring of system performance and stability.
- Prompt identification and resolution of technical issues, bugs, or defects.
- Assisting PPS administrators and key users with any difficulties encountered in using the system.
- Updating technical and user documentation to reflect any changes or enhancements made during the stabilization period.

8 Warranty

Technical support provided during the six-month warranty period to ensure the system's ongoing functionality and to address any defects or issues that may arise. During the warranty period, the following support activities shall be provided:

- Prompt identification and resolution of any defects or issues reported by users.
- Assisting PPS administrators with any technical challenges that arise during daily operations.
- Making necessary adjustments to enhance system efficiency and user experience.
- Regular monitoring of the system to ensure continued stability and performance.
- Submission of reports summarizing the system's performance, issues encountered, actions taken, and any proposed improvements.

Time schedule

Reports shall be submitted as detailed in the table here in below:

The Contract will be the Standard World Bank Lump Sum Contract.

The methodology for conducting the project is a hybrid approach that combines Agile principles with a Business Analysis (BA) phase to define the Product Backlog.

Deliverables	Due dates	Format
Deliverable 1: Product backlog (based on preliminary business analysis of implemented processes and functionalities)	30 days after signing the contract	PDF and Word documents in English language
Deliverable 2: Incremental and iterative design, development, testing, acceptance, and deployment of UIS Functional Upgrade	140 days after signing the contract	System Deployed on client's approved servers
Deliverable 3: Incremental and iterative design, development, testing, acceptance, and deployment of Integration Component	140 days after signing the contract	System Deployed on client's approved servers
Deliverable 4: Incremental and iterative design, development, testing, acceptance, and deployment of BE Public Portal	160 days after signing the contract	System Deployed on client's approved servers
Deliverable 5: Technical Documentation	180 days after signing the contract	PDF and Word documents in English language
Deliverable 6: User Training	180 days after signing the contract	Workshop, and User Manual in PDF and Word documents in English language
Deliverable 7 Technical support in stabilization period	240 days after signing the contract	Online support
Deliverable 8 Report on interventions in the warranty period	360 days after the signing the contracts	PDF and Word documents in English language

Reporting obligations

The Consultant will work under the authority of the Client's representative and will report to the PIU Operations Coordinator on a regular basis regarding the pace of the Project implementation. Reports should be submitted on time with all necessary information and provide predictive analysis for specific issue. Report and deliverables will be submitted: Reports in English in PDF and Word should be sent via email All reports shall be approved by Client's representative.

The Consultant is required to report to the Client's representative and submit reports at each milestone aligned with the deliverables' due dates. All reports must be delivered electronically in both PDF and Word formats via email. Reports should be concise and clear.

Each report should include:

- A summary of work completed
- Status updates on each deliverable, detailing progress, any issues encountered, and actions taken
- Any deviations from the initial plan, with explanations and proposed corrective actions

Ownership and Intellectual Property Rights

All intellectual property rights for the developed software, including the source code, documentation, and related materials, will be transferred to PPS upon project completion. PPS will have full ownership and rights to use, modify, and distribute the software as needed.

The Consultant/Firm is to meet the following requirements:

Consulting firm:

- Implementation, maintenance, and upgrade of at least 2 (two) projects for data warehouse solution and reporting system in the state authority;
- Experience in implementation, maintenance, and upgrade of at least 2 (two) projects of applicative solution for policy implementation / monitoring tools in the state authority;
- Technical expertise in developing and integrating IT systems within existing client's infrastructures is considered as an advantage
- Certifications or partnerships with major technology providers (e.g., Microsoft, IBM) to demonstrate technical capability and expertise.
- Experience working with Serbian state authorities is considered as an advantage;

The Consultant/Firm shall provide a team of experts covering the following requirements:

Key Expert 1 - Project Manager:

- University degree in the field of computer science, informatics, ICT engineering or equivalent technical field;
- Possesses an internationally recognized certificate in the field of project management such as PMP, CSM, PMI-ACP or equivalent;
- Has at least one year of experience in managing at least one similar project of implementing an integrated information system;
- Excellent written and spoken skills in English and Serbian language;

- Has at least 2 years of experience on projects in Serbian government administration bodies (experience will be considered an asset).

Key Expert 2 - Business Process Analyst

- University degree in the field of programming or informatics or a technical field;
- Possesses an internationally recognized certificate in the field of business process analysis - "CBAP" or equivalent;
- Has at least 10 years of experience as a business process analyst;
- Participates as a business process analyst in at least five information systems implementation projects;
- Has at least 2 years of experience in process analysis for Serbian government administration bodies (experience will be considered an asset).
- Preferably has at least 3 years of experience working with Agile methodologies;
- Excellent written and spoken skills in English and Serbian language with a B-level or equivalent proficiency in both languages.

Key Expert 3 - Lead Custom Software Specialist

- University degree in IT or technical sciences;
- Has at least 5 years of experience in the field of software development and experience in leading development teams of minimum 3 members;
- Participation in at least three projects for Web applications development on Microsoft technology, in the last five years;
- Preferably has a "Microsoft .NET" certificate, MCTS: .NET Framework 4, Web Applications or equivalent;
- Preferably has at least three years of experience working with Agile methodologies
- Preferably has experience on development projects in Serbian government administration bodies;

Key Expert 4 – Lead Data Analytics Architect

- Academic degree in computer science, ICT engineering or equivalent
- At least 7 years in data analytics
- Data architect role in at least 2 (two) project implementations based on IBM Planning Analytics technology.
- Preferably has at least 3 years of experience working with Agile methodologies
- Preferably has at least three years of experience on development projects in Serbian government administration bodies .

Key Expert 5 - Data Analytics Administrator

- Academic degree in computer science, ICT engineering or equivalent
- Proven experience IBM Cognos Analytics, on at least two projects
- IBM Cognos Analytics Administrator certificate is mandatory
- Preferable has at least 1 year of experience in IBM Planning Analytics Administration
- Preferably has at least 3 years of experience working with Agile methodologies
- Preferably has at least 1 year of experience on development projects in Serbian government administration bodies;

Language

Official language of the contract is English. However, the Consultant shall maintain written and oral correspondence with the RSJP other stakeholders in Serbian language.

Location and timing

Location: The Consultant is expected to work from their own home office and to provide all necessary equipment to perform the services, while all meetings and events must be carried out in the Republic of Serbia. Only local travel is expected for meetings and workshops with RSJP (Office in Belgrade), and associated cost should be covered by the Consultant.

Implementation Period: The contract will be implemented over a period of 8 months from the date of signing.

Input by the Client

The PPS appoint the Client's representative to provide all of the necessary input and will make available the meeting rooms and basic technical equipment (beam projector, etc.) of the Client for the meetings, as well as interviews, as needed during the assignment. The PPS's support and involvement in certain work steps, and participation in the workshops planned will be fully provided.

Confidentiality

The Consultant undertakes to maintain confidentiality on all information that is not in the public domain and shall not be involved in another assignment that represents a conflict of interest to the prevailing assignment.

Selection

The Consultant will be selected in accordance with CQS method set out in the World Bank's Procurement Regulations for IPF Borrowers (July 2016, revised November 2017, August 2018. and November 2020).

Expressions of interest will be evaluated based on the following criteria:

General experience in the field of assignment	50 points
Consultant's specific experience related to the assignment	50 points
TOTAL:	100 POINTS