Project Background
The World Bank Group’s Finance, Competitiveness & Innovation Global Practice (FCI) combines expertise in the financial sector with expertise in private sector development to foster private-sector-led growth and help create markets in client countries. Through this work, FCI strengthens the World Bank Group’s evolving approach to development finance: to maximize finance for development and to leverage private sector investments for sustainable and inclusive growth. Globally, FCI leads the institution’s dialogue on financial sector policies and private sector development, as well as engagement with various standard-setting bodies, such as the G20, Financial Stability Board, the UN, etc.

Within countries, FCI works with governments to create an enabling environment where financial stability, access to finance and risk management provide a foundation to crowd-in private sector investment, create capital markets, and accelerate equitable growth. At the same time, the practice is focused on identifying firm- and industry-level constraints to deliver reforms that can drive growth and accelerate job creation (including access to finance, innovation, special economic zones, industry solutions, entrepreneurship, etc.). Boosting firm-level efficiency and productivity centers on adopting better technologies, including digital ones.

FCI is supporting the Government of Croatia (GoC) in business licensing reform. In particular, the objective of the Croatia Business Environment II Program (BER II) is to provide analysis and recommendations that will assist the Government of Croatia (GoC) in simplifying ex-ante authorizations to start or operate a business as well as in integrating them in an online platform.

In order to achieve the outcome “Simplified entry procedures (beyond business registration) for business activities in selected priority sectors”, the World Bank shall reach the outputs hereunder by performing the following activities:

I. Activity 1: Conducting a mapping exercise of licenses/ex-ante authorizations required to start a business activity, which will include consultations with the private sector to validate the mapping.

II. Activity 2: Conducting an analysis and preparing recommendations for streamlining of ex-ante authorizations for business activities and professions in priority sectors, selected in consultation with MoEEC (Ministry of Economy, Entrepreneurship, and Crafts).

III. Activity 3: Conducting an assessment of Information and Communications Technology (“ICT”) readiness (design) for integrating the ex-ante authorizations with the business registration platform, including, inter alia, overview of technology solutions currently implemented in Croatia for automation of the selected authorization processes; identifying registries of such authorizations maintained by the issuing agencies; and potential for application of innovative technologies (such as artificial intelligence) in the processes of issuing ex-ante authorizations.

Objectives
The World Bank is seeking to engage a Short-Term Consultant (STC) with an understanding of business process analysis and information technology solutions to support the delivery of BER II. The objectives of this assignment are as follows:

(I) Support the team in the mapping of “ex-ante” business authorizations and business process analysis of the selected business activities for possible streamlining, simplification, and preparation for the digitalization; and
Conduct an ICT assessment of the e-Government and regulators for the digitalization of business authorizations.

Scope of Work
The Consultant will provide the following tasks and deliverables:

1. **Task 1: Support the team in making an inventory of administrative procedures/business authorizations**, including:
   a. Data management tasks (such as data quality checks, migration, and similar);
   b. Technical support in using Google Cloud services for the mapping;
   c. Perform any needed automated data manipulation tasks to produce the final dataset that will be delivered to the Client;
   d. Provide any support to the validation of the mapping with businesses and relevant authorities; and
   e. Support the team in the development of the framework on how to make the mapping sustainable, i.e., to develop a mechanism and procedure to keep the mapping updated when the legal changes occur.

   The deliverables of Task 1 are:
   Deliverable 1.1: Consolidated dataset with the mapping of the business authorizations; and
   Deliverable 1.2: Inputs to the framework on management of the mapping.

2. **Task 2: Support the team and stakeholders in business process analysis for streamlining, simplification, and preparation for the digitalization of the administrative procedures** in the selected business activities, including:
   a. Identification of “AS-IS” processes following the BPMN methodology;
   b. Support the analysis and recommendations, and develop the “TO-BE” process design;
   c. Identification of input and output data and documents;
   d. Communicating the results of the business process analysis and redesign to the government stakeholders. The TO-BE design shall be used as a basis to digitalize the administrative procedures following the Business Process Management methodology.

   The deliverables of Task 2 are:
   Deliverable 2.1: Identification of AS-IS process for at least six business activities (such as procedures to open a restaurant, winery, brewery among other business activities), and analysis with recommendations for simplification and improvements. The analysis will include input and output data and documents.
   Deliverable 2.2: TO-BE process design of at least six business activities, including identification of involved registries, information systems, input and output data, and documents.

3. **Develop a comprehensive ICT assessment of the e-Government and regulators for the digitalization of the administrative procedures**, including:
   a. Evaluation of the foundational e-Government systems and services, such as PKI/e-ID, e-Payment, interoperability, cloud hosting, e-Government portal (gateway), laws and regulations on e-transactions, and capture planned/on-going initiatives and projects;
   b. Assessment of specific information systems and registries in the selected domains/business activities, including data governance and interoperability.
The deliverables of Task 3 are:

Deliverable 3.1: Comprehensive ICT assessment with recommendations on improvements to enable the digitalization of administrative procedures.

4. Perform any other task as directed by the TTL.

Deliverables
The timeline of the deliverables is as follows:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Deliverable 1.1: Consolidated dataset with the mapping of the business authorizations</td>
<td>March 2020</td>
</tr>
<tr>
<td>Deliverable 2.1: Identification of AS-IS process for at least six business activities and analysis with recommendations for simplification and improvements</td>
<td>April 2020</td>
</tr>
<tr>
<td>Deliverable 3.1: Comprehensive ICT assessment with recommendations on improvements</td>
<td>April 2020</td>
</tr>
<tr>
<td>Deliverable 2.2: TO-BE process design of at least 5 business activities</td>
<td>2 business processes in May 2020, and remaining in June 2020</td>
</tr>
<tr>
<td>Deliverable 1.2: Inputs to the framework on management of the mapping</td>
<td>June 2020</td>
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The expected level of effort for this assignment is 30 days, with a possibility of renewal based on performance and business needs. The assignment is expected to start from March 1st, 2020, and complete by the end of June 2020. The location of the assignment is Zagreb, Croatia. The Consultant will work as part of the local project team in Zagreb and will participate in missions and meetings to provide the above tasks and deliverables. The Consultant will report to the project’s Task Team Leader (TTL) and will support the World Bank team.

Specific Inputs to Be Provided by the WBG

The WBG will provide the following inputs to the Consultant:
- Background information and material;
- Support in organizing, and guidance during the meetings; and
- Overall support and guidance.

Special Terms & Conditions / Specific Criteria

The required qualifications are as follows:
- Master’s degree in a relevant discipline (e.g., business administration, technology management), and preferably three years of relevant professional experience, or equivalent combination of education and experience;
- Experience in the business processes reengineering according to the BPMN standard;
- Experience in the use of free open-source business process mapping software, such as Bizagi Modeler or Adonis Community Edition;
- Experience in design, deployment, and management of web-based information systems;
- Knowledge of IT standards in Croatian and EU context;
- Skills and experience in e-Government and Enterprise Architecture (EA) will be considered as an advantage;
- Previous experience in business process analysis and/or design of information systems in the public administration domain in Croatia will be considered as an advantage;
- Previous World Bank work or consulting experience will be considered as an advantage;
- Oral and writing fluency in Croatian and English; and ability to synthesize relevant concepts into language understandable by non-technical staff;
- Solid research, and oral presentation skills;
- Good interpersonal skills and ability to work effectively with internal and external partners in a multicultural environment; and
- Proven ability to work collaboratively with others by demonstrating flexibility and openness to diverse approaches.

Confidentiality and intellectual property rights

All data and information received from the World Bank Group for this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference.

All intellectual property rights arising from the execution of these Terms of Reference are assigned to the IFC. The contents of the written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of the IFC.

Other terms and conditions

- All deliverables will be delivered in Croatian and English.
- All deliverables must be provided in electronic format only, Microsoft Word or Excel 2003 or higher, or in BPMN format for business process maps.
- The Consultant will work closely with the WBG Project team, experts, and international staff as well as WBG government counterparts.
- All deliverables must be reviewed and approved by WBG; acceptance of deliverables will be based on satisfactory completion of all required deliverables as described in the TOR.

Candidates should forward their CVs, including their qualifications and experience to perform the job to: aaugust@worldbank.org