

## Terms of Reference: Rebranding of the West African Tax Administration Forum (WATAF) Website

### 1. Introduction and Background

The West African Tax Administration Forum (WATAF) is an organization established to contribute to the efficacy of tax administration and improved public service delivery in support of the development of countries in West Africa. WATAF works to promote efficient and effective tax administration in its Member States. To further this mission and enhance its digital engagement, WATAF seeks to rebrand and upgrade its existing website. The goal is to create a dynamic, modern, and highly functional platform that facilitates knowledge sharing, provides robust tax data, offers training opportunities, and integrates innovative features for collaboration among its member states and partners.

### 2. Project Objectives

The primary objectives of this project are to:

- **Modernize Digital Presence:** Develop a dynamic and user-friendly website that reflects WATAF's mission and provides seamless navigation and access to information.
- **Establish Robust Tax Databank:** Create a comprehensive data platform to capture, store, analyze, and visualize tax data from WATAF Member States.
- **Develop Comprehensive Training Platform:** Implement a self-paced learning environment to support capacity building for tax administrations in West Africa.
- **Enable Data Visualization and Reporting:** Provide advanced tools for generating statistics, charts, and reports from the collected data.
- **Integrate Innovative Cooperative Features:** Incorporate services that facilitate direct knowledge exchange and collaboration, aligning with WATAF's development mandate.

### 3. Scope of Work

The selected ICT company will be responsible for the design, development, testing, and deployment of a new, rebranded WATAF website with the following key components and functionalities:

#### 3.1. Dynamic Webpage Design and Features (similar to CIAT <https://www.ciat.org/?lang=en>)

The website should offer a dynamic, intuitive, and modern user experience, drawing inspiration from the Inter-American Center of Tax Administrations (CIAT) website.

- **Modern User Interface (UI) and User Experience (UX):** Implement a clean, responsive design that ensures optimal viewing and interaction across various devices (desktop, tablet, mobile).

- **Comprehensive Content Management System (CMS):** Provide a robust and easy-to-use CMS for WATAF staff to manage and update website content, including news, blog posts, publications, and event listings.
- **Multi-Language Support:** The website must support content in English, French and Portuguese, consistent with WATAF's current offerings, with a clear mechanism for language switching.
- **Structured Navigation:** Organize information logically with dedicated sections such as:
  - **About Us:** Including information on WATAF's General Assembly, Council, Secretariat, Member Countries, and Partners.
  - **Meetings & Events:** A dynamic calendar and archive for international meetings, technical conferences, and institutional events, with details on past and upcoming activities.
  - **Training Programs:** Information on training agendas, programs, seminars, workshops, and forums.
  - **Networks:** Details on various WATAF networks and committees.
  - **Publications:** An online library allowing for consultation and download of electronic documents, including the latest books and magazines.
  - **News & Blog:** A regularly updated section for organizational news and a blog featuring articles on relevant tax administration topics.
  - **Cooperation & Technical Assistance:** Information about services and initiatives.
  - **Contact Us:** Clear contact information and forms.
- **Secure Member Area:** Implement a login system for WATAF members (representatives, correspondents, authorized staff) to access exclusive content and services, similar to CIAT's "CIAT Members" section. This should include user and password management features.
- **E-Newsletter Subscription:** Allow visitors to subscribe to various electronic newsletters, such as for blog updates, academic offers, general newsletters, publications, and news alerts.
- **Social Media:** Integrate Social Media to the platform to capture the various interactions metric.

**3.2. Tax Databank (similar to World Development Indicators – WDI <https://databank.worldbank.org/source/world-development-indicators> or UN Comtrade database <https://comtradeplus.un.org>)** Develop a powerful tax databank to centralize and provide accessible tax data for WATAF Member States, inspired by the functionalities of the World Development Indicators (WDI) DataBank.

- **Data Scope:** The databank should be capable of capturing and presenting a wide range of tax-related data relevant to West African tax administrations. This includes, but is not limited to:
  - Tax Revenue and Collection Statistics.
  - Tax Expenditures.
  - Tax Transitions.
  - Compilation of Legal Norms.
  - Information on Tax Treaties.
  - Data on Transnational Cases of Tax Base Erosion.

- Tax Administration Management Data (e.g., based on ISORA <https://data.rafit.org>).
- International Standards on Transparency and Exchange of Information (EOI).
- Information on Administrative and Judicial Tax Courts.
- Detailed information on regulatory and administrative aspects of Transfer Pricing (TPs).
- Progress in the adoption of BEPS Action Plan recommendations.
- Potentially, open data sources like those in CIAT's DIP, such as final beneficiary information, extractive industry payments, document validators, asset records, tax defaulter registers, import/export registers, company registers, freight records, fishing statistics, and effective income tax rates.
- **Advanced Query and Visualization Tools:**
  - **Custom Country Grouping:** Enable users to create and manage their own customized groups of WATAF member countries for specific analysis.
  - **Custom Indicator Creation:** Allow users to derive new indicators from existing data series using mathematical formulas (e.g., GDP per Capita, annual growth rates), with syntax validation.
  - **Flexible Aggregation Rules:** Implement various aggregation methodologies (e.g., Max, Mean, Median, Min, Sum, Weighted Mean) for custom country groups, with options for handling missing data.
  - **Time Series Functions:** Provide mathematical functions (e.g., exponential growth rate, least-squares growth rate, average, standard deviation, sum, most recent value) applicable over specified time periods.
  - **Dynamic Data Display:** Offer options to view data in tables, interactive charts, and potentially geographical maps.
  - **Data Export:** Allow users to download selected data in various formats (e.g., Excel, CSV, Tabbed TXT).
  - **Filtering, Search, and Sorting:** Implement robust search, filtering, and sorting capabilities for countries, series, and time periods.
  - **Metadata Management:** System to store and display comprehensive metadata for all data series, providing context and source information.
- **Data Ingestion and Management:** Develop a secure and efficient mechanism for WATAF staff to upload, update, and manage the underlying tax data for member states.

**3.3. Training Platform for Self-Paced Learning** Develop a dedicated training platform to offer flexible, self-paced learning opportunities for tax administration professionals.

- **Course Management System:** Functionality to upload, organize, and deliver a variety of online courses related to tax administration, policy, and technology.
- **User Enrollment and Progress Tracking (similar to EDx <https://home.edx.org/>) :** Enable users to enroll in courses, track their progress, and view completion status. The platform should support the issuance of certificates upon successful course completion.
- **Learning Resources Library (similar to KSA-TA <https://ksp-ta.org/>):** A centralized repository for course materials, including videos, presentations, readings, and supplementary documents.

- **Assessment Tools:** Integration of quizzes, assignments, and other assessment methods to facilitate self-evaluation and knowledge retention.
- **Interactive Features:** Forums, discussion boards, or chat functionalities to foster interaction among learners and instructors.
- **Integration with Member Area:** Seamless access to the training platform for authenticated WATAF members.

**3.4. Statistics and Charts Generated Tools** Implement tools that allow for the generation and visualization of key statistics and performance indicators.

- **Customizable Reporting:** Enable users to generate custom reports and dashboards based on various data sources, including the tax databank and internal operational data (e.g., website traffic, consultation service metrics, training platform usage).
- **Interactive Chart Generation:** Tools to create and customize different types of charts (e.g., bar charts, line graphs, pie charts) from selected data, with options for filtering and aggregation.
- **Predefined Reports and Dashboards:** Develop a set of standard reports and dashboards for WATAF administrators to monitor the usage and impact of the website and its services, including metrics like most consulted topics, most active countries, and service satisfaction.
- **Export and Sharing:** Functionality to export generated statistics and charts in various formats (e.g., image files, PDF, Excel, CSV) for presentations and external use.

**3.5. Innovative Features Matching WATAF Mission and Mandates** Incorporate advanced functionalities that enhance WATAF's capacity to promote efficient tax administration and support development in West Africa, drawing on CIAT's successful cooperative services.

- **Cooperative Services Hub (Consultation Service & Help Desk):**
  - **Structured Consultation Service:** A platform for member states to formally submit written queries on specific tax administration and policy issues. This service should include:
    - An online form for query submission, guiding users to formulate concrete and clear questions (e.g., 3-5 questions per query), ensuring relevance to strategic management impact.
    - An internal workflow for WATAF staff to receive, evaluate (e.g., verifying authorized persons, political correctness, absence of secret violations), adapt, and manage queries.
    - A mechanism to direct queries to relevant member countries or experts, considering cultural and contextual aspects and diplomatic sensitivities.
    - Ability to utilize internal knowledge resources (e.g., the new tax databank, WATAF publications, historical queries) before external consultation, adhering to the principle of subsidiarity.
    - A system to track consultation status, manage deadlines, and facilitate follow-up and delivery of responses, ensuring confidentiality of information provided by and to member states.

- A repository to maintain historical questions and responses, facilitating rapid identification and future use.
  - **Virtual Help Desk Service:** A platform for facilitating live, virtual advisory sessions (e.g., videoconferences) for complex topics, sharing experiences, and discussing challenges that are difficult to address in writing. This should include:
    - Tools for scheduling and managing virtual meetings between inquiring member states and providing countries/experts, accounting for different time zones.
    - Integration with a secure video conferencing solution.
    - The capability for WATAF to moderate sessions if required.
    - A system for recording sessions (with consent) and generating reports/summaries (potentially automated using AI).
- **Artificial Intelligence (AI) Integration (Futureproofing):**
  - The platform architecture should be designed to allow for future integration of AI capabilities, such as automated summarization of Help Desk sessions, advanced smart search functionality across the databank and publications, and AI-powered translation services for multi-lingual content and communications.
- **Alignment with Quality Management:** The development process itself should demonstrate a commitment to quality management principles, aiming for efficiency, standardization, and continuous improvement, similar to CIAT's adoption of BPMN 2.0 and aspiration towards ISO 9001:2015. The resulting platform should be scalable and easily maintainable, promoting the concept of a "living document" that can be adapted to evolving needs.

#### 4. Technical Requirements

The proposed solution must meet the following technical criteria:

- **Scalability:** The platform must be scalable to accommodate future growth in data volume, number of users, and additional functionalities.
- **Security:** Implement robust security measures, including data encryption, access controls, regular security audits, and adherence to international data protection standards, especially given the sensitive nature of tax data and confidentiality requirements.
- **Performance:** The website and databank must offer high performance, with fast loading times and efficient data processing.
- **User-Friendly Administration:** Provide intuitive interfaces for WATAF administrators to manage content, users, data, and services.
- **Compatibility:** Ensure compatibility across major web browsers and mobile devices.
- **API Capabilities:** The system should be designed with Application Programming Interfaces (APIs) to facilitate future integration with other regional or international tax administration platforms (e.g., other Network of Tax Organizations (NTO) members, or data providers).
- **Technical Documentation:** Provide comprehensive technical documentation, including system architecture, code documentation, and deployment guides.

#### 5. Deliverables

The ICT company shall provide the following deliverables:

- Project Plan (detailing phases, timelines, milestones, and resources).

- Detailed UI/UX Design Mock-ups and Wireframes.
- Developed and Tested Website with all specified features.
- Deployment and Migration Plan (for existing content).
- User Manuals for all functionalities (for end-users and administrators).
- Technical Documentation (for ongoing maintenance and future development).
- Training Sessions for WATAF staff on website management, content updates, and system administration.
- Post-launch Support and Maintenance Plan (including bug fixes, updates, and performance monitoring for an agreed period).

**6. Timeline** The project is expected to be implemented in phases, with a clear roadmap for each component. A detailed timeline with key milestones should be proposed by the bidding companies.

**7. Team and Collaboration** The selected ICT company will work in close collaboration with the WATAF Secretariat, particularly with designated project managers and technical liaisons. WATAF will provide necessary inputs, feedback, and access to relevant resources and personnel throughout the project lifecycle.

**8. Budget** Bidders are required to submit a detailed financial proposal, outlining the costs associated with each component of the project, including design, development, licensing (if any), testing, deployment, training, and post-launch support.

**9. Submission Requirements** Interested ICT companies are invited to submit comprehensive proposals that include:

- Company profile, legal registration, and relevant experience in similar web development and data platform projects, especially for international organizations or government bodies.
- Proposed methodology for project execution, including quality assurance processes.
- A detailed work plan and timeline.
- Proposed team structure with CVs of key personnel.
- Detailed financial proposal.
- Portfolio of previous work.

**Note:** Applicants shall submit an execution schedule for the platforms, together with all supporting documentation attesting to their technical capacity and relevant prior experience. Submissions should be sent to [admin@wataf-tax.org](mailto:admin@wataf-tax.org) within two (2) weeks of the publication date.

## 10. Contacts

<p><b>Mr. Francis Ezeji</b> Administration Manager E-mail : <a href="mailto:francis.ezeji@wataf-tax.org">francis.ezeji@wataf-tax.org</a> Phone : +234 703 773 7603</p>	<p><b>Mr. Jules TAPSOBA</b> Executive Secretary E-mail : <a href="mailto:jules.tapsoba@wataf-tax.org">jules.tapsoba@wataf-tax.org</a> Phone : +234 907336666</p>
--	--

