

REQUEST FOR EXPRESSIONS OF INTEREST

CONSULTING SERVICES – INDIVIDUAL CONSULTANTS

Republic of Serbia

The Serbia Railway Sector Modernization Project (SRSM)

Project ID No. P170868

Assignment Title:

Individual Consultant (part time) – Business Support Management System Specialist

Reference No. SER-SRSM-IC-CS-21-15

For the purpose of financing Serbia Railway Sector Modernization Project, Phase 1 of the MPA, IBRD and the Agence Francaise de Développement (AFD), jointly, granted to the Republic of Serbia EUR 102 million loan to support enhancing the efficiency and safety of existing railway assets and improving governance and institutional capacity of the railway sector and the Republic of Serbia intends to apply part of the proceeds to payments for consulting services to be procured under this project.

Scope of Work

The Business Support Management System Specialist of the PIU will be responsible for the following duties:

- Work directly with railway companies and the Railway Directorate to understand the individual needs of the business;
- Analyze the requirement and elaboration of internal policies and procedures on the use of business support systems;
- Participate in analysis and recommendation of software solutions based on business requirements;
- Oversee implementation of relevant activities (part of Sub-Components 1.3 and 2.1) from beginning to completion
- Monitor and coordinate proper execution of the technical activities in term of technical solution implementation/quality of technical assistance/specification of equipment, design costs, document submission schedule and quality ensuring that delivered solutions are of required standards;
- Organize and manage user acceptance testing (UAT) for solutions procured under the Project;
- Facilitation of knowledge building and knowledge sharing;
- Ensure compliance of the projects with relevant national, WB and EU regulations/procedures;
- Report on completion, including dissemination, of results of the specific activities under the Sub-Component 1.3 and Sub-Component 2.1;
- Assist to the Head of the PIU in preparation of the PIU Reports to the Client and the World Bank;
- Close cooperation with other PIU staff to be selected for support to implementation of the Project, and
- Any other task assigned by the Head of the PIU.

It is expected that the period over which the consultant shall provide the Services will be 36 months, or any other period as may be subsequently agreed by the parties in writing, but longest by the end of the project dated December 30, 2026. The assignment is part-time and it is estimated that total input of the Consultant will be 420 days over the Contract period. The Consultant should be available to commence no later than one month after the contract signature.

In order to be selected, the Consultant must possess, at the minimum, the following qualifications:

- Educational qualifications: At least a 5- year University Degree in IT, electrical engineering, organization science or similar;
- Minimum 10 years of general professional experience;

- Minimum 7 years of professional experience as a business or systems analyst/specialist or functionally equivalent position a related field, relevant to the scope of these TORs;
- Excellent knowledge of Serbian language;
- Excellent knowledge of English language;
- Computer skills: Word, Excel, scheduling tools (e.g.: MS Project or similar);
- Project Management with multiple stakeholders;
- Self-Planning & Organizing, Problem Solving, Communication, Teamwork, Initiative.

The detailed Terms of Reference for the above referenced consulting services is posted on the website of the Ministry of Construction, Transportation and Infrastructure (MCTI) www.mgsi.gov.rs/en/dokuments/serbia-railway-sector-modernization-srsm-project-piu.

The Central Fiduciary Unit (CFU) of the Ministry of Finance now invites eligible individual consultants to indicate their interest in providing the Services. Interested consultants must provide Cover Letter and CV representing description of similar assignments, experience in similar conditions and availability of appropriate skills (scanned diplomas to be sent with CV).

The evaluation criteria for the assignment:

- Qualifications and Competence relevant to the Assignment (40 Points)
- Specific Experience relevant to the Assignment (60 Points)

The attention of interested Consultants is drawn to paragraph 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, revised November 2017, August 2018 and November 2020** (“the Regulations”) setting forth the World Bank’s policy on conflict of interest.

A Consultant will be selected in accordance with the *Open Competitive Selection of Individual Consultants* as set out in the Regulations.

Interested consultants may obtain further information from the CFU at the address below from 09:00 to 15:00 hours.

Expressions of interest **in English language** must be delivered to the e-mail address below by **February 2, 2022, 12:00 hours, noon, local time**.

When submitting Expressions of interest please indicate assignment and reference number for which you are applying.

Contact:	E-mail:	Address:
To:	zorica.petrovic@mfin.gov.rs Ms. Zorica Petrovic Procurement Specialist	Ministry of Finance Central Fiduciary Unit 3-5 Sremska St 11000 Belgrade, Serbia Tel/Fax: (+381 11) 765 2587
Cc:	lilijana.dzuver@mfin.gov.rs lilijana.stojic@mgsi.gov.rs	

Serbia Railway Sector Modernization Project

TERMS OF REFERENCE

for

Business Support Management System Specialist

Background

The International Bank for Reconstruction and Development (IBRD) launched the Multiphase Programmatic Approach (MPA) to support the Government of Serbia in continuation of institutional, physical and operational modernization of the railway sector in an integrated manner through providing financial support to Serbia Railway Sector Modernization Project as part of the Multiphase Programmatic Approach to be implemented in three overlapping phases over the ten-year period.

For the purpose of financing Serbia Railway Sector Modernization Project, Phase 1 of the MPA, IBRD and the Agence Francaise de Développement (AFD), jointly, granted to the Republic of Serbia EUR 102 million loan to support enhancing the efficiency and safety of existing railway assets and improving governance and institutional capacity of the railway sector.

The Project includes following components:

- Component 1: Infrastructure Investments and Asset Management: Sub-Component 1.1: Reliable and Safe Railway Infrastructure (track rehabilitation, level crossings, railway station “Prokop”, Bogojevo station bypass, measurement stations), Sub-Component 1.2: Technical Documentation for the Phase 2, Sub-Component 1.3: Asset Management
- Component 2: Institutional Strengthening and Project Management: Sub-Component 2.1: Sectoral Governance, Sub-Component 2.2: Human capital, Sub-Component 2.3: Project Management and Citizen Engagement
- Component 3: Railway Modernization Enablers: Sub-Component 3.1: Intelligent Railway Systems (ITS) and Safety Management System (SMS), Sub-Component 3.2: Integrated Territorial Development and Sub-Component 3.3: Modal Shift

Project will be managed by the Ministry of Construction, Transport and Infrastructure (MoCTI) through the Project Implementation Unit (PIU) supplemented by the Project Implementation Teams (PITs) in Railway Directorate (RD) and in railway companies, respectively Serbian Railway Infrastructure (IZS), Serbia Voz (SV) and Serbia Cargo (SV). PITs will act as subordinate implementing agencies and provide technical support for specific Project subcomponents or activities of the MPA that pertain to their area of expertise. Primary responsibility for Project execution lies on PIU which will ensure that the Project development objectives are met.

Ministry of Construction, Transport and Infrastructure (the Client) intends to engage a highly qualified consultant (individual expert) to provide required services more closely described below. The successful candidate will work closely with the Client and other relevant stakeholders to ensure that the activities of the Project are managed efficiently both technically and in compliance

with the objectives of the Project Appraisal Document (PAD), the Loan Agreement, Credit Facility Agreement and the Project Operations Manual. The consultant, always aligned with the Head of the PIU and in collaboration with the other PIU staff, shall interact and liaise with PITs, consultants, World Bank, AFD, and others relevant for successful completion of the tasks. He/she will closely monitor the implementation of the activities in order to coordinate the inputs from the different actors, ensure excellent execution, quickly address implementing challenges and efficiently react to unexpected developments.

General information

Individual Consultant Title: Business Support Management System Specialist of the PIU to support Serbia Railway Sector Modernization Project. The Consultant shall report to the Head of the PIU, linked to the MoCTI of the Republic of Serbia.

Position in organization

Immediate superior: Head of the Project Implementation Unit

Main position objective

Generally, the Consultant is responsible for technical support to the implementation of the Sub-Component 1.3: “Asset Management” and Sub-Component 2.1 “Sectoral Governance”.

The Sub-Component 1.3: “Asset Management” will support the adoption of specialized Railway Infrastructure Asset Management System encompassing the functionalities of the Life Cycle Cost (LCC) analysis, cost-benefit, Failure Mode Effects and Criticality Analysis (FMECA) and Reliability, Availability, Maintainability, and Safety (RAMS) as IZS’s standard tool for planning and decision making for financing activities. Further, introduction and establishment of Railway Infrastructure Asset Management System (RI – AMS) will be financed to assist IZS to manage all railway infrastructure assets and make tangible savings within the domain of railway infrastructure maintenance and renewal (M&R), as well as raise the overall M&R work performance and management quality to the level of the developed railways. This sub-component includes procurement and customization of basic RI-AMS system, procurement of basic software (SQL Server or Oracle database) for database and accompanying hardware, if there is a need, and annual maintenance and support fees which depends on supplier’s licensing policy.

This subcomponent will support the adoption of the LCC model as IZS’s standard tool for planning and decision making by financing activities in three areas. First, technical assistance will be provided to integrate into the LCC model an innovative data collection system and accounting data which will expand the coverage and depth of the information base, allowing better forecasting of maintenance needs and costs, including analysis of tradeoffs. Second, this subcomponent will finance an assessment of various Reliability, Availability, Maintainability, and Safety (RAMS) models and the development of a roadmap for implementing the approach most suitable for the Serbian context. Third, technical assistance will be provided to develop Railway Infrastructure Implementation Plans. These would aim to rationalize the programming of Government of Serbia’s large portfolio of railway improvements to minimize delays and uncertainties for cargo and passenger operations as works are implemented. Implementing targeted system initiatives such as Intelligent Railways, Safety Management, and Asset Management not only goes hand-in-hand

with EU's standards, but also promotes the modernization of human capacity and organizational change toward a culture of putting customers at the center of the organization's activities. The new asset management system will facilitate the efficient maintenance and use of infrastructure, mitigating emissions through longer asset life cycles. The asset management cycle will also be adapted to the requirements of the changing climate, e.g. more frequent tamping of track ballast.

Within Sub-Component 2.1 "Sectoral Governance" a mix of technical assistance and investments to strengthen the governance of the key railway agencies and improve their efficiency and results will be financed. Special focus will be on empowering RD to fulfill its role as a main driver of railway sector modernization through: (i) establishing clarity of RD's roles and objectives as a regulator, which should inform options for the legal framework; (ii) training and technical support to enhance RD's capacity; and (iii) acquisition of the proper data systems that are essential for carrying out regulatory activities.

Furthermore, this Sub-Component will provide support to IZS, SC and SV to adopt commercially oriented, independent management and to modernize their outdated internal structures and systems through wider adoption of ICT technologies and introduction of business support systems, asset management systems, financial reporting systems, and document management systems. Also, procurement of software for the construction of the railway table will be financed. The Sub-Component will assist in completing the proper network of contractual arrangements in the railway companies ("joined-up environment") by developing and implementing a "statement of requirements." These are good practices for rail governance in the EU context set up that transparent standards and service expectations.

Technical assistance will be provided to SC for the introduction of business process support systems, financial reporting systems, and document management systems. While the European Bank for Reconstruction and Development (EBRD) is supporting digitalization of passenger service operations, SC lacks the IT systems needed to perform the transactions and properly record day to day operations such as ordering of freight wagons, consignment notes, shipment tracing and tracking, and real-time submission of data for financial and operational purposes. If appropriate, support could also be provided to IZS for data management systems and process support systems.

Considering aforementioned, the Consultant will act as "bridge" between the IT department in the relevant railway company, respectively Railway Directorate and everyone else. He/she will provide support and advises to identify and successfully deploy the latest technology to meet the company's goals and will advise and monitor improvement of working procedures. He/she will be responsible to scope, prepare, monitor, guide, control and report on final deliveries of the activities under the subject Sub-Component, as per the agreement with the Head of PIU. This will be done in close cooperation with the Head of the PIU, other PIU staff and the consultants to be selected for each specific task, as well as the Client, and other agencies (as described in the Project Operation Manual). He/she will closely monitor the implementation of the activities in order to coordinate the inputs from the different actors, ensure excellent execution, quickly address challenges and efficiently react to unexpected developments. In line with the Project cycle and Procurement Plan, the implementation of activities as per contract provisions and in compliance with the legal/regulatory framework of the World Bank and the country (R Serbia), he/she will ensure that services are satisfactorily completed on time, within budget, aligned with the contractual requirements and in a coherent way across sub-components.

Principal responsibilities

The Business Support Management System Specialist will be responsible for all aspects of technical assistance required for preparation and implementation of the activities foreseen within Sub-Component 1.3, Asset Management and Sub-Component 2.1, Sectoral Governance. He/she shall monitor addressing of a wide variety of user issues to help railway companies to maximize productivity and communication through introduction and wider enrollment of ICT solutions. The Specialist should ensure that IT equipment and tools, solutions, and software procured under the loan are well defined, tested, delivered, training performed, etc. In this respect, he/she will coordinate communications between the selected consultant(s) for specific activity and management to facilitate conclusions on their needs, monitor consultant delivery of IT solutions to ensure that software based on those needs is created or updated, ensure tools are testing against proper quality assurance criteria and approach, and monitor train of company employees on how to use the software effectively in their daily jobs.

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- Participate in analysis and recommendation of software solutions based on business requirements;
- Oversee implementation of relevant activities (part of Sub-Components 1.3 and 2.1) from beginning to completion
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- Close cooperation with other PIU staff to be selected for support to implementation of the Project, and
- Any other task assigned by the Head of the PIU.

Reporting requirements

The Consultant will provide Monthly Progress Reports, within 5 (five) days after the end of the month for which the report is due. The report should contain at least:

- List of meetings held with brief description of objectives and conclusions;
- The status of progress, problems encountered, corrective actions needed, rationale for actions and
- any further comments relevant for the reporting period.

The Consultant shall prepare ad-hoc reports on any major issues raised during Project implementation, at the Head of the PIU, Client or Bank's request.

Knowledge, experience, skills and competencies

- Educational qualifications: At least a 5- year University Degree in IT, electrical engineering, organization science or similar;
- Minimum 10 years of general professional experience;
- Minimum 7 years of professional experience as a business or systems analyst/specialist or functionally equivalent position a related field, relevant to the scope of these TORs;
- Excellent knowledge of Serbian language;
- Excellent knowledge of English language;
- Computer skills: Word, Excel, scheduling tools (e.g.: MS Project or similar);
- Project Management with multiple stakeholders;
- Self-Planning & Organizing, Problem Solving, Communication, Teamwork, Initiative.

Length of the assignment

It is expected that the period over which the consultant shall provide the Services will be 36 months, or any other period as may be subsequently agreed by the parties in writing, but longest by the end of the project dated December 30, 2026. The assignment is part-time and it is estimated that total input of the Consultant will be 420 days over the Contract period. The Consultant should be available to commence no later than one month after the contract signature

Facilities to be provided by the Client

The Client will be responsible for provision of the following:

- Fully equipped office space, with access to Internet, local telephone line, printing, photocopying and document binding;
- Access to necessary documents; and
- Where the Consultant is required to travel, to site or elsewhere in accordance with the Client's instruction, transportation costs will be borne by the Client.

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 of Consultant

The Consultant will be selected applying Open competitive method.

The candidates will be evaluated applying the following evaluation criteria:

- Qualifications and General experience (40 Points)
- Specific Experience relevant to the Assignment (60 Points)

The Consultant is eligible and his selection does not create any conflict of interest as provided in the Bank`s Procurement Regulations.