The Serbia Railway Sector Modernization Project (SRSM) Project ID No. P170868

TERMS OF REFERENCE

Technical assistance for preparation of IT Strategy and Digitalization activities for Srbja Voz (SV)

1 Background information

1.1 Beneficiary country: Republic of Serbia

Client: Ministry of Construction, Transport, and Infrastructure of Republic of Serbia (MoCTI).

Final Beneficiary: Srbija Voz (Company for Passenger Railway Transport – SV).

1.2 Relevant background

The Republic of Serbia is located at the crossroads of Central and Southeast Europe and is the central part of the Balkans, spreading over an area of 88,361km^2. As an upper middle-income country with a Gross National Income per capita of US$ 7,409 (2019) and a population of 7 million (2018), Serbia is one of the main economies of the Western Balkans with positive economic performance in the last 5 years.

The country is ranked relatively high in terms of competitiveness, investment climate and the ease of doing business. The World Economic Forum's global competitiveness index ranked Serbia at 72 out of 141 countries in 2019, behind regional peers Slovenia (35), Bulgaria (49), Romania (51) and Croatia (63) but ahead of Montenegro (73) and Albania (81). It is ranked 48th by the World Bank's Doing Business Index 2019, where it scored above regional average for Europe and Central Asia. Since 2014, the Government of the Republic of Serbia (GoS) has made good progress in reducing public debt, including through greater fiscal responsibility, reform of the public administration, reform of the state-owned enterprises and an overall increase in public sector productivity.

The World Bank 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 MPA to be implemented in three overlapping phases over the ten-year period.

To finance Phase 1 of the *Serbia Railway Sector Modernization Project* (the Project), the International Bank for Reconstruction and Development (IBRD), as part of the World Bank Group, and the Agence Francaise de Développement (AFD), jointly, granted to the Republic of Serbia loans amounting to EUR 102 million. The Project consists of three components:

- Component 1: Infrastructure Investments and Asset Management. This component focuses on improving the quality and safety of railway infrastructure and enhancing rail asset management practices.

- Component 2: Institutional Strengthening and Project Management. This component focuses on strengthening rail policies and institutions to deepen and sustain recent reforms.
- Component 3: Railway Modernization Enablers. This component finances measures to protect the vulnerable and poor and strengthen sectoral enablers for sustainable business growth and job creation.

The Project is managed by the MoCTI through its 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 Cargo (SC) and Serbia Voz (SV). PITs 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.

In this context, the MoCTI intends to develop a *Study - Technical assistance for preparation of IT Strategy and Digitalization activities for SV,* framed under Component 2 of the Project. The Terms of Reference (ToR) relate to consultancy firm for technical assistance to SV to adopt commercially oriented, independent management and modernize their internal structures and systems through wider adoption of ICT technologies and introduction of digitalization support systems. These are good practices for rail governance in the EU context that set up transparent standards and service expectations.

This will provide support to SV to adopt commercially oriented, independent management and modernize their outdated internal structures and systems (including technical and IT capacities). Technical assistance will be provided to SV for supporting digitalization of passenger service operations.

1.3 General information

Which type of transport passengers will choose depends on the performance and conditions that certain types of transport offer in terms of safety, reliability, flexibility, comfort, price, transport services, etc. Depending on the needs, possibilities, offers on the market and wishes, the users of transport services choose the type of transport that best suits what they expect from the carrier. The quality of service in many cases characterizes the subject of the relationship with the users of the transport service. When it comes to the quality of services in railway passenger traffic and traffic in general, many studies have indicated that this is the most important factor influencing the decision of passengers to choose the type of transport.

Digitalization is a major and evolving trend in global business and everyday life. It refers to the adoption or increase in use of digital and computer technology by either an organization, an industry, or a country. Digitalization and innovation have been behind many of the exciting changes to the ways in which we live and move. Digitization and automation can change the way traffic flows are organized and managed, generating business opportunities and paving the way for innovation, new services and business models. The digital evolution moves quickly, and with each new development within I.T., every step, every journey, puts us closer to the people-centric approach that the sector must remain focused on.

The rail sector is witnessing a rapid adoption of technologies. In the last two decades, transit companies around the world are implementing new technologies to make passengers' journeys more comfortable. Other than transporting passengers between origins to destinations, rail transport systems would continue to embrace evolving digitalization for the provision of services such as security, customer service assistance, and operational support.

There is an increasing demand for real information. Further, mobility data is becoming more personalized, identifiable, and predictable. This has enabled the layer of new technologies, supported by automated and artificial-intelligence-powered solutions. Also, digitalization in rail operations can improve the efficiency and productivity of staff, drivers, middle management, and operations staff.

Rail passenger company must stay ahead of the trends to ensure harness the potential of digitalization to better serve the needs of passengers. Passengers are looking for seamless travel and real-time information.

Through the engagement of appropriate digital transformation strategies, transport operators can achieve certain cost reductions, service quality enhancement, improved reliability, and the most optimal use of their physical assets.

Customer experience is becoming a key topic for the rail transport operator. Passengers are demanding better service offerings and real-time information. Passengers' expectations are moving faster and increasing competition from new mobility players, rail companies require to adopt new technologies and offering digital experiences to stay relevant. Rail needs to place the passenger front and center of the experience. Technology can help to improve the customer experience and loyalty among the passengers.

1.4 Current situation in the relevant sector

Within the strategic goals of the Government of the RoS aimed at economic development, activities related to the improvement of the transport infrastructure and the formation of an integrated transport system of Serbia are continuously carried out in the transport sector. Serbia's priority in the field of railway transport is to ensure the integration of the railway transport network into the TEN-T network and develop efficient connections with other modes of transport through the development of multimodal service terminals, while creating a framework and incentives for developing a market-oriented, open and modern railway sector. Emphasis is also placed on improving railway safety and increasing the accessibility and comfort of services, with minimum impact on the environment.

For infrastructure, the implementation of the National Program for the period 2017-2021 for construction, renewal, reconstruction, and maintenance of railway infrastructure will be critical and it includes US$ 432 million in implemented projects, US$ 954 million in ongoing projects, US$ 864 million of projects in preparation, and US$ 2.7 billion in the planning stage. Special attention is paid to full electrification of the line tracks, full deployment of the European Railway Traffic Management System (ERTMS), removal of speed restrictions, improved line capacity on the core network, and enhanced management of rail assets. In the recent period, significant funds have been invested in the implementation of large railway infrastructure projects, but immeasurably larger funds are still planned. The new five-year investment cycle envisions investments in railway infrastructure of over five billion euros for development projects. The essence of

the new investment cycle is to contribute to the development of the economy and create conditions for a better life.

The Serbian rail transport vision also includes further opening of transport markets in compliance with EU requirements. This will expand markets, but domestic transport providers need to improve their competitiveness and market orientation. In this respect, activities are also being carried out to provide the necessary conditions for establishing an environment for competition on the railways, and Republic of Serbia has adopted all necessary regulations that enable equal access to railway infrastructure as well as transparent and non-discriminatory behavior on the market. Further, reform of the railway sector in Serbia was realized by the implementation of the Serbian Railways JSC Status Change Plan, by completely separating the activities of infrastructure, passenger transport and transport of goods, as well as the accounts of such companies.

Expectations from the reform process are set in line with goals that were accepted as realistic eight years ago. It is certainly a "living process" that is subject to change, in line with changes in society and the environment. It is evident that, despite the large funds and measures taken by the Government of the Republic of Serbia, there is a constant decline in the number of transported passengers. Precisely for that reason, it is necessary to perform a detailed analysis of the achieved results of the Serbia train and to identify resources for improvement with an emphasis on soft measures and modern ICT technologies.

According to the data collected for all modes of transport in 2019, relative to 2018, the number of passenger kilometers decreased by 0.2%. Observed by transport modes, decrease was noted in railway transport (17.9%) and in road passenger transport (5.8%), while in air and public transport, passenger kilometers increased. Referring to transport of goods in 2019, tons kilometers increased by 6.2% relative to 2018. Such an increase was influenced by goods transport by road and inland waterways.

Undoubted progress in the process of improving infrastructure on basic routes and globally implemented reforms of the railway sector needs to be strengthened in the coming period primarily by providing better and more complete users service, in order to improve services and attract new railway users.

Some of the problems identified in the implementation of railway sector reforms so far, concerning the functioning of railway companies, relate to the low level of development of corporate governance, inadequate system of planning, control and reporting, as well as outdated procedures and system reactivity and delays in using digital solutions. All this affects the quality of service that SV provides to users and represents significant resources for the improvement of rail passenger traffic in Serbia.

There are numerous options for modernizing the railways using digital technologies. In the context of digitization of rail passenger companies, including support for decision-making and train speed regulation, information transmission, related advisory systems and appropriate supporting telecommunication network. The introduction of digital solutions will increasingly be the focus of modern and future efficient SV. It will improve service, connectivity and help people move faster and safer.

In order to improve the functioning and volume of rail passenger traffic through introduction modern digital solutions, and based on previously identified resources for

improvement, MCTI plans to hire a high-quality Consultant who, based on analyzes of the functioning of SV and world experiences, would provide guidelines for digital transformation of the company.

2 Scope of Work

2.1 Objective of the Assignment

The objective of the assignment is to provide technical assistance to SV to support the introduction of business support through digitalization. This assignment will assist the GoS and SV to establish a Strategic Framework for Digital Transformation with comprehensive action and investment plan.

The Scope of work is divided into two activities:

- Activity 1: Current state of play and needs assessment;
- Activity 2: Strategy for IT and Digitalization activities for SV.

2.2 Activity 1: Current state of play

The objective of this task is to analyze current level of digitalization in SV and assess realistic needs given the development trajectories in the sector and digital technology.

2.2.1. Task 1.1: Analyze current state of digitalization in SV

The objective of this task is to analyze current level of digitalization in SV and identifying business processes that can be improved through digitization.

It is necessary before introducing digitalization in SV, to understand how current business processes work and assess what are the potential areas of improvement and how can digital technologies contribute to SV long-term business goals. The Consultant will analyze how SV works and whether it can build digitalization upon or integrated with new products.

The Consultant will identify the following:

1. **Assess and define digitalization goals and potentials:**

- SV digitalization goal (supporting SV to define their goal)
- Core business processes
- Processes that has biggest potential to be improved trough digitalization.

2. **Assess level of digital hardware and software infrastructure in the SV:** Integral part of this task will be also to assess the current level of digitalization in the SV. The Consultant will analyze all layers of digitalization – from basic hardware (computers, mobile phones, sensors in wagons, cameras, etc.), over information and communication technology (Wi-Fi, broadband, etc), toward the software solutions (for business support, client service, ERP, etc.) and digital communication. As part of the sub task, the Consultant will prepare digital technology assets register in order to keep track of what SV owns.

3. **Assess state of digitalization enablers:**
   The analysis should also cover assessment of digitalization enablers like, but not limited to, human capital, General Data Protection Rules (GDPR) and cybersecurity practices.

2.2.2. Task 1.2: Getting best practices

The objective of this task is to get a short overview of world best practices for digital transformation with special focus on digital transformation in the rail passenger companies.

The Consultant will analyze world experiences in the development of activities for digital transformation rail passenger companies using modern ICT tools (at least 3 railways, which will be subsequently defined in cooperation with the MCTI, on the proposal of the Consultant).

The consultant will identify those approaches and activities that are applicable for Serbia.

Special attention, but not limited to that, will be paid to:

- Digitalization of ticketing (reservation system, interfaces with other european railway companies, ticket sales applications etc),
- Open data model for third party mobile applications,
- Geolocation data on trains and stations as passenger information
- Digitalization of predictive rolling stock maintenance,
- Digitalization of rolling stock and staff scheduling,
- Digitalization of train op performance tracking, for possible OPEX savings,
- Digitalization of process workflows throughout the company.
- Digital literacy of the employees and human capital/organization of IT service delivery
- Basic hardware needed for modern operation of one passenger rail company
- GDPR and Cybersecurity approaches in selected passenger rail companies in EU

2.2.3. Task 1.3: Gap between observed and World best practices

The objective of this task is to assess Gap between observed in SV and World best practices regarding digital solution for rail passenger companies.

The consultant will prepare a list of potential improvements, such as service delivery, procurement IT equipment, training and education, human resources.

After completing a capability audit, the Consultant will build a list of actions to bridge the capability gaps. These actions need to consider people, processes, and platform/technology changes.

Also, in order to prepare clear picture regarding advantages of digital transformation, the Consultant will explain:

- main reasons for embarking on a digital transformation journey, listing issues to address, and counter those with solutions and opportunities,

- pitch the idea using research and in terms of value to the organization,

- clarify potential obstacles and challenges.

Based on assessment of the level of digitalization of SV and the gap between observed and World best practices, the Consultant will, in cooperation with MCTI and SV, define digital transformation objectives and prepare Recommendations to overcome the gap between observed and World best practices.

2.2.4. Task 1.4: Dissemination event

The consultant should present result of the recommendations to the MCTI and SV representatives and include their feedback in the final report. The workshop will take place in client premises.

2.3 Activity 2: Strategy for IT and Digitalization activities for SV

2.3.1. Task 2.1: Strategy framework for company digital transformation process

The Objective of this task is to develop a strategy framework for digital transformation of SV.

Based on the conducted business analysis and identified resources for business improvement trough digitalization of SV, as well as analysis of World best practices, the Consultant will prepare a framework for future digital transformation through the development of communication technologies, with special emphasis on:

- Improving hardware base
- Improving human capital base and organizational structure
- Introduction of new technologies that give new strength to the organization and business processes and prioritization of the activities with the highest potential against the identified and with the client agreed objective criteria;
- Attracting new users interested in new services and new products and managing change management within the SV;
- Identification necessary steps for implementation digital services.
- Analyze the challenges can be faced SV due to digitalization
- Integration of GDPR rules and regulations and Cybersecurity approach within all digital applications used within the company
- Define KPIs that will be used to follow up and assess success with implementation of the strategy

Bearing in mind that all of digital transformation efforts can go in vain if employees in SV refuse to adapt to the change or they did not have necessary knowledge, the Consultant, as a separate part of Strategy, will assess the necessary training for employees for success process of digitalization.

For each step of digital transformation, the Consultant will identify the tools that can contribute to this process in the most efficient way. Where applicable, high level assessment of available of shelf solutions will be listed together with estimated costs.

2.3.2. Task 2.2: Action plan for Digitalization activities for SV

The objective of this task is to consider the priority activities and tools for improvement of commercial oriented business processes trough digitalization with estimation of cost for all of the activities and tools for the next 5 year period.

After exploring activities and tools for digital transformation, the Consultant will be prioritizing them, with determine the sequence and delivery schedule.

During this period Consultant will prepare an Action plan for implementation of identified activities and tools for digital transformation of SV.

As a part of Action plan, the Consultant will propose basic steps, time frame and key indicators of the controlling system - cost monitoring, revenue monitoring, percentage increase in passengers, etc. Key indicators of the controlling system will be base for following of establishment of new tools and improvement of whole system. Key Indicators must be measurable, specific and in line with the company's goals.

The Action Plan will also define the rough budget estimates for its components, the time for implementation of the defined actions, technical/staffing requirements within SV to accompany its execution (in particular: department within SV responsible).

As part of this task, the Consultant will also create a specification of the required equipment with an estimate of the required funds, both hardware and software and supporting equipment (eg tablets, mobile phones, specific devices).

2.3.3. Task 2.3: Priority activities

Based on the conducted analysis, the Consultant will identify 3 activities/tools with the greatest potential and prepare technical specifications for those 3 activities/tools, with a detailed assessment of preconditions for their implementation, deadlines for their implementation, identified possible constraints, etc. Also, the consultant should estimate cost for the identified 3 activities/tools with the greatest potent to be developed under the action plan (and proposal for their implementation funded out of the loan).

On the basis of further steps, the Consultant will also identify 3 trainings for education of staff and develop the main scope of training and target group of staff for which those training will be necessary organize.

2.3.4. Task 2.4: GDPR

The Consultant should develop the GDPR Rulebook for the SV company. It will be mainly focused on handling customer data but also on protecting the rights of employees.

The Consultant will prepare data handling procedures, transparency, documentation and user consent and procedures in case of a data breach

Also, the Consultant will prepare for SV guidelines for keep record of and monitor personal data processing activities. This includes personal data handled within the organization, but also by third parties – so called data processors.

2.3.5. Task 2.5: Cybersecurity Guidelines

The Consultant should develop the Cybersecurity Guidelines for every new digital improvement that will be developed in SV, in order to reduce risk from cyberattacks. In addition, the Consultant will develop recommendations on how to improve cybersecurity of the existing systems.

The Consultant will develop guidelines to defend SV identities, data, clouds, and apps with comprehensive solutions that work together and across environments.

2.3.6. Task 2.6: Dissemination event

The consultant should present the outputs from task 2 to the MCTI and SV representatives and include their feedback in the final report. the workshop will take place in client premises.

2.4 Documents that the Client will make available to the Consultant

For the purposes of above activities, the Client will make available to the Consultant data and documents, as well as documents whose preparation is in progress:

- Data of SV on business plan and traffic performance, such as:

1. The Business plans for the last 5 years (from the period 2018 to 2022),
2. List of fixed assets SV, IT Sector (No: 65020 for 2022)

3 Logistic and timing

3.1 Location

Operational base for the Contract will be Belgrade. Domestic travel within the RoS will be required in order to execute activities and tasks.

3.2 Commencement date and period of implementation

The intended commencement date is March 2023 but the actual commencement date will be defined with the signature of the Contract. The period of implementation of the contract will be 10 months starting from the commencement date.

The Consultant will carry out the services in line with a detailed time schedule to be submitted as part of his proposal, which could be changed during the negotiations in order to reflect the comments and/or requirements by the parties.

3.3 Meetings

During Contract execution, monthly progress meetings will be organized with participation of the MoCTI and SV.

The Consultant shall prepare the Minutes of Meetings (MoM) for the monthly progress meetings. All Meetings must be ensured to lead to clear decisions, persons in charge and deadlines. Minutes of Meetings will be distributed by the Consultant. MoM for the

monthly progress meetings will be always in the agenda of the next monthly meeting to be approved and followed up.

4 Requirements

4.1 Personnel

The Consultant shall establish his Team in accordance with the needs and requirements of this ToR. The Team shall consist of a core team made up of key experts with the qualifications and skills defined in the Table 1 below, and non-key experts, as needed. The Consultant is obliged to ensure adequate staff in terms of expertise and time allocation, as well as needed equipment in order to complete the activities required under the scope of work and to achieve the objectives of this Contract in terms of time, costs, and quality. Having in mind the diversity of areas covered by this Contract it is expected that the Consultant will ensure experts with sufficient expertise in the area of rail transport. Moreover, considering the geographical distribution of the scope, the Consultant's personnel are expected to be flexible in terms of travelling.

Given the complex nature of the services to be rendered by the Consultant for the implementation of the Contract, in terms of expertise required, as part of the organization and methodology of the technical proposal, the Consultant will be expected to effectively mobilize highly qualified key experts to carry out requested specific activities.

All experts shall be independent and free from any conflicts of interest in the responsibilities they take on.

The Consultant shall be responsible for organization of its key experts in such a way to ensure the technical assistance for the preparation of the Study are executed in accordance with the work program.

The total inputs for non-key experts are given indicatively for the purpose of this contract.

Note that staff of the public administration of the beneficiary country (Republic of Serbia) cannot be proposed as experts.

The Project language is English. All the team members assigned by the Consultant must be able to communicate effectively in English. A sufficient number of the Consultant’s team should be fluent in Serbian language, especially the staff assigned to communicate with municipalities.

The Consultant shall provide adequate administrative staff (secretary, translators, drivers accountant) needed to support the expert team.

4.1.1 Key experts

The Team Leader with qualifications and skills given below will lead the Team. He/she will be the main contact for the Team and will interface with the MCTI and SV. The Team Leader should be responsible for ensuring high quality performance of the main outputs and deliverables and the timing implementation of the activities during the

Contract execution. The Team Leader will be supported by the Deputy Team Leader, who will replace the Team Leader when necessary.

Table 1 Key experts

Title	Qualifications/Experience	Skills
Team Leader – Senior Business support management system specialist	Education: - Have as a minimum MSc. Degree in Management, Economy, Transport or other relevant discipline Relevant professional experience: - At least 15 years of general professional experience; - At least one successfully managed/implemented project in transport sector - At least one successfully managed/implemented project in transport business management system	Excellent command of the English language. Knowledge of Serbian language will be an advantage
Senior specialist for digitalisation and ITS (Deputy Team Leader)	Education: - Have as a minimum MSc. Degree in Computer Science or Communications Relevant Professional Experience: - At least 10 years of general professional experience - At least 7 years in comunications acquired by working in private diverse companies in communication industry or at senior communication - related positions - Experience in working in digitalizing of private or public sector - Experience in working in GDPR or Cybersecirty	Communication skills, fluency in English. Knowledge of Serbian language will be an advantage
Senior IT Auditor	Education: - Have as a minimum MSc. Degree in Computer Science or similar Relevant Professional Experience: - At least 10 years of general professional experience - At least 5 years experience working in IT sector - Experience in working on IT audit activities	Communication skills, fluency in English. Knowledge of Serbian language will be an advantage

4.1.2 Non-key experts (NKE)

Consultants are expected to include in their proposals other positions that they consider necessary for the assignment. CVs for non-key experts should be submitted in the proposal, however they would not be subject of evaluation.

The Consultant is free to propose an appropriate non-key experts team composition considering that it is likely to require a mix of international and local experts with substantial international and developing country experience in a wide range of transport sector studies, and advanced multi-disciplinary skills in a range of areas, including but not limited to:

- Cybersecurity specialist
- Rail passenger transport specialist;

- Communication specialist;
- Expert in the application of modern digital solutions in rail transport;
- ITS Expert.

Senior non-key experts: Minimum 10 years of experience. Good command of written and spoken English. Knowledge of local language is an asset. Full computer literacy in MS applications.

Junior non-key experts: Minimum 5 years of experience. Good command of written and spoken English. Knowledge of local language is an asset. Full computer literacy in MS applications.

4.2 Office accommodation

Office accommodation for each expert working on the Contract is to be provided by the Consultant.

The Consultant shall ensure that experts are adequately supported and equipped. In particular, it shall ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities.

No equipment is to be purchased on behalf of the neither Client (MCTI), PIU nor Beneficiary (SV) as part of this service contract or transferred to the Client or beneficiaries at the end of this Contract.

4.3 Deliverables and payment schedule

The Consultant shall prepare, as a minimum, the below listed deliverables and reports during the period of execution of the Contract. All deliverables (draft and final versions) shall be prepared in both, English and Serbian language. The Consultant will be paid for the services provided after each deliverable is approved by the Client.

Table 3 Deliverables

Deliverables	**Description**	**Due date**	**payment**
Inception Report	Up to 20 pages describing preliminary assessment of main passenger railway environment and plans for delivery of the subject service	Three weeks after contract signing	15%
Recommendations to overcome the Gap between observed and World best practices	Report summarizing the activities under task 1.3 up to 30 pages	In accordance with Consultant timetable, but no later than 3 months after the commencement	15%

Deliverables	Description	Due date	payment
Strategy for IT and Digitalization activities for SV	Report summarizing the activities under task 2.1 up to 100 pages	In accordance with Consultant timetable, but no later than 5 months after the commencement	30%
Action plan for digital transformation of SV and technical sepcification for 3 actions/tools (pilot projects)	Report summarizing the activities under tasks 2.2. and 2.3 up to 30 pages	In accordance with Consultant timetable, but no later than 6 months after the commencement	20%
GDPR and cybersecurity	Summarizing outputs from tasks 2.4 and 2.5	In accordance with Consultant timetable, but no later than 9 months after the commencement	20%

In addition to the above listed deliverables, the Consultant shall submit no later than 1 month after the end of each 3rd month of the implementation period Quarterly Progress Report (QPR), in which as minimum following should be included: description of progress (technical and financial) including problems encountered; planned activities for the next 3 months. QPR must include a summary of the progress of the services defined under Section 4 of this ToR, with particular reference to major activities and those on the critical path for completion of the works. The report must detail delays and difficulties encountered and proposed mitigation measures to alleviate them and provide future projections for implementation of the activities. QPR should be up to 20 pages and submitted in digital and 3 hard copies in English.

4.4 Submission and approval of deliverables

All deliverables must be written in English and final versions of deliverables should be translated into Serbian. All final deliverables should be delivered in digital and 3 hard copies in Serbian. The draft version of the reports (electronic copy) shall be submitted to PIU for distribution to the MCTI and to the SV.

The commenting period for the deliverables is 3 weeks. In case of no-reaction to the submitted deliverable(s) such status will be interpreted as “no objection” and shall be deemed as approved.