

DEADLINE EXTENSION

from August 16, 2021, to August 27, 2021

REQUEST FOR EXPRESSIONS OF INTEREST

CONSULTING SERVICES – FIRMS SELECTION

Republic of Serbia

The Serbia Railway Sector Modernization Project (SRSM)

Project ID No. P170868

Assignment Title:

CONSULTING SERVICES FOR THE RESTRUCTURING OF SERBIA CARGO

Reference No. SER-SRSM-QCBS-CS-21-01

For the purpose of financing Serbia Railway Sector Modernization Project, Phase 1 of the Multiphase Programmatic Approach (MPA), the International Bank for Reconstruction and Development (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. 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 assignment is structured to cover five elements of work:

1. Diagnostic work;
2. Rail freight forecast;
3. Optioneering and strategy;
4. Business plan;
5. Improvement plan.

2.1 Diagnostic work

The Consultant will undertake a detailed analysis of Serbia Cargo's (SC) performance. The analysis should be grounded in "actual" SC data. This will involve topics such as assessment of SC's cost recovery, analysis of operational costs per type of traffic, institutional and organizational issues (governance, planning, reporting), safety, assessment of assets (staff, infrastructure, rolling stock, systems, Management Information System (MIS)) and other areas as required and identification of drivers of current performance, as the foundation for future work.

2.2 Rail Freight Forecast

The Consultant will prepare an overview of the market for freight services in Serbia, and in consideration of SC's performance, explain SC's commercial proposition in terms of service and pricing, and its

competitive positioning in the market. In support of this element of work, the Consultant will carry out interviews and survey major customers of SC to understand the quality of service SC currently delivers and assess it against the competition.

The Consultant will also engage with potential new customers to identify opportunities to attract additional traffic to the railway and identify the necessary requirements to facilitate such a shift (pricing, on-time delivery, overall service quality, shipment time, risk of damage/loss, reliability of shipment time, flexibility, value-added services, etc.).

2.3 Optioneering and Strategy

2.3.1 Optioneering work

This element of scope will identify suitable improvement options in support of full commercial orientation of SC approach and operational independence.

The Consultant will provide for each identified option clear description of “pros” and “cons”, and will, in compliance with that, and based on the list of options presented, recommend the option that meets the hierarchy of improvement objectives in the most advantageous way for the Government of Serbia (GoS).

2.3.2 Outline business strategy

For the selected option for SC, the Consultant will develop an outline business strategy.

2.4 Business Plan and Implementation

2.4.1 Business plan

The Consultant will prepare a 5-year business plan, which covers all SC's activities.

2.4.2 Implementation Plan

The Consultant will prepare a detailed implementation plan to identify and allocate all actions required for the GoS to capture the benefits predicated by the Business Plan developed above. The implementation plan will include a detailed roadmap of activities and interim milestones for the reporting 5-year period (2023-2027) The implementation plan will also include a preliminary budget for the improvement plan, covering all of its aspects throughout the 5-year period above.

2.5 Improvement Plan

This report is an amalgamation of all work on the assignment and a single document outlining the improvement objectives, roadmap, schedule of supporting activities, and the required budget and timescales.

Contract duration: 38 weeks.

The detailed Terms of Reference for the above referenced consulting services is posted on the website of the Ministry of Construction, Transport and Infrastructure (MoCTI)
<https://www.mgsi.gov.rs/en/dokumenti/javni-konkursi>.

The Central Fiduciary Unit (CFU) of the Ministry of Finance now invites eligible Consultants to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

The assignment will require a qualified consulting company or a joint venture that can demonstrate extensive experience in similar assignments.

The following shortlisting criteria will be applied to all consulting firms that have submitted Expression of Interest (Eoi):

- i) The Consulting firm must be a legal entity
- ii) The Consultant must demonstrate sufficient corporate experience in delivering similar-size scope work by presenting at least 2 projects successfully completed in the last 5 years where the scope involved the following items:
 - Railway institutional and regulatory analysis;
 - Preparation of railway freight traffic forecast;
 - Assessment of railway operations and commercial strategies;
 - Restructuring of State-owned transport companies.
- iii) The Consultant's corporate experience of delivering diagnostic, strategic and business planning, and restructuring work in transport and/or similar safety-critical and asset intensive sectors in compliance/or aspiring to the EU standards and regulations;
- iv) Experience on similar tasks in Western Balkans region and/or EU accession country(ies) would be an advantage.

The experience and financial record of any proposed sub-consultancy shall not be included in the evaluation. Key Experts' CV are not required and will not be evaluated at the shortlisting stage.

MoCTI, as the Client, intends to shortlist up to eight eligible firms to whom a subsequent Request for Proposals (RfP), both technical and financial, shall be sent. In the event that more than eight firms fulfil all the qualifying criteria above, the MoCTI shall use the following criteria to rank the firms and the top eight shall be invited to submit proposals: (i) the number of contracts in a field related to these Services brought as reference in para (ii) above, and in case of equality on this criterion, then the value of the eligible part (the value of the activities carried out by the firm) of the projects found eligible in para (ii).

As proof, the Consultant firm shall prepare a table listing following information: name of the relevant assignment, name of a firm that conducted the assignment, short scope of work, year of contract implementation, country/region, contact reference (name, e-mail, phone number).

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the Quality and Cost-Based Selection as set out in the Regulations.

The attention of interested Consultants is drawn to paragraphs 3.14, 3.16 and 3.17 of the World Bank's Procurement Regulations for IPF Borrowers – Procurement in Investment Project Financing Goods, Works, 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.

Further information can be obtained at the address below during office hours 09:00 to 15:00 hours.

Expressions of interest in English language must be delivered in a written form to the email below, by **August 27, 2021, 12:00 hours, noon, local time**.

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) 202-15-30
Cc:	ljiljana.dzuver@mfin.gov.rs ljiljana.stojic@mgsi.gov.rs	