

## **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 (full time) – Digital Transformation Program Manager  
(PIT in Srbijavoz)**

**Reference No. SER-SRSM-IC-CS-24-75**

The International Bank for Reconstruction and Development (IBRD) launched the Multiphase Programmatic Approach (MPA) to support the Government of Serbia in the continuation of institutional, physical and operational modernization of the railway sector in an integrated manner by 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.

#### **Principle responsibilities**

The Digital Transformation Program Manager (PIT in Srbijavoz) will be responsible for the following duties:

- Prepare and participate in preparation of the Terms of References and Bidding Documents under Components 2 and 3 in the area of digitalization of SV as well as in assisting the evaluation committee on the evaluation of expressions of interest and proposals;
- Monitor, supervise and guide consultants working on specific technical assistance under the Components 2 and 3 in the area of digitalization of SV;
- Review and evaluate consultants' reports regarding Components 2 and 3 in the area of digitalization of SV;
- Coordination, commenting, guiding, and overseeing digital transformation of SV as a part of Components 2 and 3, especially that reports comply with specific standards, laws, and Client requirements and that they are within defined timeframes, budgets and the required quality;
- Assistance to the MCTI and management of SV in planning and implementation of the activities in the area of digitalization of SV in order to coordinate the inputs from the different actors, ensure excellent technical execution, quickly address challenges, and efficiently react to unexpected developments;

- Review of existing deliverables from completed SV projects which are related to the digitalization of SV;
- Review existing policies and standards related to the digitalization of the railway passenger transport;
- Interpret the assembled information and regular updates on developments in the digitalization related areas at national, regional and EU level;
- Review reports or recommendations on digitalization planning related to the activities under the Component 2 and 3 of the Project;
- Participate in public meetings or hearings to explain planning proposals under the Project, to gather feedback from those affected by projects, or to achieve consensus on project designs;
- Ensuring compliance of the projects with relevant national, WB and EU regulations/procedures;
- Assessment of potential risks and proposal of relevant mitigation measures;
- Close cooperation with other PIU and PIT staff for support to the implementation of the Project
- Any other task assigned by the Head of the PIU.

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

- Advanced degree or minimum 5-year university degree in electrical engineering;
- Minimum 10 years of professional experience in software development and IT industry, working as project manager, business analyst or solution architect;
- Experience in e-Commerce platforms and general website development;
- Experience in mobile applications development;
- Experience in development of geolocation based IT systems;
- Experience in solution architecture of complex systems with many third-party integrations and integrations with other complex systems;
- Experience in agile and waterfall project management methodologies;
- Experience in the design, management, development, implementation and maintenance of complex IT systems involving real-time payment transactions, real-time sensor data acquisition and real-time data processing;
- Experience in writing functional specifications and project documentation;
- Experience in software development and digitalization projects in public transport
- C-level executive experience;
- Excellent knowledge of English language (reading, speaking and writing);
- Previous experience with IFIs projects will be an advantage;
- Serbian as a native language (reading, speaking and writing) will be an advantage.

The Consultant shall provide full-time services for the life of the Project, i.e. until December 31, 2026, with a probationary period of six (6) months. The consultant hired for a full-time position under Bank project is not allowed, at the same time, to hold another full time or part time assignment. The Consultant should be available to commence no later than one month after the contract signature.

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)

<https://www.mgsi.gov.rs/cir/dokumenti/serbia-railway-sector-modernization-project-srsm-individualni-konsultanti-piu-new-position>

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

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, 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.

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 **October 25, 2024, 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:	<a href="mailto:dejan.jeremic@mfin.gov.rs">dejan.jeremic@mfin.gov.rs</a> Mr. Dejan Jeremić Procurement Specialist	Ministry of Finance Central Fiduciary Unit 53 Balkanska St 11000 Belgrade, Serbia Tel/Fax: (+381 11) 765 2565
Cc:	<a href="mailto:ljljana.dzuver@mfin.gov.rs">ljljana.dzuver@mfin.gov.rs</a> <a href="mailto:larisa.puzovic@mgsi.gov.rs">larisa.puzovic@mgsi.gov.rs</a>	

# **Serbia Railway Sector Modernization Project**

## **Terms of Reference for**

### **Digital Transformation Program Manager (PIT in Srbijavoz)**

The International Bank for Reconstruction and Development (IBRD) launched the Multiphase Programmatic Approach (MPA) to support the Government of Serbia in the continuation of institutional, physical and operational modernization of the railway sector in an integrated manner by 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.

To finance Serbia Railway Sector Modernization Project, Phase 1 of the MPA, IBRD and the Agence Francaise de Developpement (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 the 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 (IRS) and Safety Management System (SMS);
  - Sub-Component 3.2: Integrated Territorial Development and
  - Sub-Component 3.3: Modal Shift.

The project is 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 (SC). 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 Srbijavoz (SV), the Client, and other relevant stakeholders, to ensure that the financial support of the SV in the area of digitalization within the Project are planned and 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 PIT and PIU staff, shall interact and liaise with contractors, consultants, World Bank, AFD, and others relevant for the successful completion of the tasks. He/she will closely monitor the preparation and implementation of the activities in the area of digitalization in order to coordinate the inputs from the different actors, ensure excellent technical execution, quickly address challenges, and efficiently react to unexpected developments. The main challenge is to ensure that procurement, goods and services are satisfactorily completed on time, within budget, aligned with the contractual requirements and in a coherent way across components.

## **General information**

Individual Consultant Title: Digital Transformation Program Manager of the PIT to support digitalization of SV, 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 will be responsible for contributing to the SV by supporting, in close cooperation with PIU, in planning, development and implementation of activities specified as part of the Component 2: "Institutional Strengthening and Project Management", respectively Sub-component 2.1: Sectoral Governance and Sub-Component 2.2: Human capital and Component 3: "Railway Modernization Enablers", respectively Sub-component 3.1: Intelligent Railway Systems (ITS) and Safety Management System (SMS) and Sub-component 3.2: Integrated Territorial Development.

**Component 2** - Institutional Strengthening and Project Management focuses on strengthening rail policies and institutions to deepen and sustain recent reforms. The activities will support GoS's effort to continue the sectorial reforms through institutional capacity building and the introduction of modern management systems and approaches, especially those that will promote more efficient, transparent, customer – responsive and commercially oriented ways of operating.

**Subcomponent 2.1** - Sectoral Governance will provide technical assistance and investments to strengthen the governance of the key railway agencies and improve their efficiency and results. The special focus will be on empowering railway companies to digital transformation. Furthermore, this subcomponent will support IZS, SC and SV to adopt commercially oriented, independent management and modernize their outdated internal structures and systems through broader adoption of ICT technologies and the introduction of business support systems, asset management systems, financial reporting systems, and document management systems. Potential support of the Consultant is expected in the coordination of service contracts, support in obtaining required approvals/consents from the relevant authorities, and similar related to digital transformation of SV.

**Sub-Component 2.2** - Human Capital finances technical assistance and capacity-building activities to establish mechanisms and frameworks for the long-term development of human resources and knowledge sharing in the sector. The focus is to develop capacities in IZS, SC and SV to increase the rate of investments, improve asset management, and operate services that appeal to the market. Potential support of the Consultant is expected in the coordination of service contracts related to trainings of employees in SV in the area of digitalization.

**Component 3** - Railway Modernization Enablers will finance measures to protect the vulnerable and poor and strengthen sectoral enablers for sustainable business growth and job creation. The focus will be on utilizing information technologies in railway transport, which is currently still in its infancy, and on deepening knowledge of market potentials and developing strategies for attracting unconventional users. In addition, the subcomponent will finance activities that should establish the foundations for fully implementing the SMS approach.

**Subcomponent 3.1** - Intelligent Railway Systems (IRS) and Safety Management System (SMS) will support (i) the initiation of structured planning of IRSs; (ii) the introduction of SMS in the railway sector; and (iii) the development of the General Data Protection Regulation (GDPR) and Cybersecurity rule book. Potential support of the Consultant is expected in the coordination of service contracts, support in obtaining required approvals/consents from the relevant authorities, and similar related to digitalization activities of SV.

**Subcomponent 3.2** - Integrated Territorial Development will support the integrated territorial development (ITD) in the sector context to attract new users to railways by providing better connectivity to and synchronization with other transport modes and improved accessibility of the train terminals. This subcomponent will finance a comprehensive study to allow GoS and SV to understand how railway services could attract more users through better integration with the existing and future urban landscape. Potential support of the Consultant is expected in the coordination of potential priority activities in the area of digitalization identified in Integrated Territorial Development Study.

## **Principle responsibilities**

Digital Transformation Program Manager of the PIT will be responsible for the following duties:

- Prepare and participate in preparation of the Terms of References and Bidding Documents under Components 2 and 3 in the area of digitalization of SV as well as in assisting the evaluation committee on the evaluation of expressions of interest and proposals;
- Monitor, supervise and guide consultants working on specific technical assistance under the Components 2 and 3 in the area of digitalization of SV;
- Review and evaluate consultants' reports regarding Components 2 and 3 in the area of digitalization of SV;
- Coordination, commenting, guiding, and overseeing digital transformation of SV as a part of Components 2 and 3, especially that reports comply with specific standards, laws, and Client requirements and that they are within defined timeframes, budgets and the required quality;
- Assistance to the MCTI and management of SV in planning and implementation of the activities in the area of digitalization of SV in order to coordinate the inputs from the different actors, ensure excellent technical execution, quickly address challenges, and efficiently react to unexpected developments;
- Review of existing deliverables from completed SV projects which are related to the digitalization of SV;
- Review existing policies and standards related to the digitalization of the railway passenger transport;
- Interpret the assembled information and regular updates on developments in the digitalization related areas at national, regional and EU level;
- Review reports or recommendations on digitalization planning related to the activities under the Component 2 and 3 of the Project;
- Participate in public meetings or hearings to explain planning proposals under the Project, to gather feedback from those affected by projects, or to achieve consensus on project designs;
- Ensuring compliance of the projects with relevant national, WB and EU regulations/procedures;
- Assessment of potential risks and proposal of relevant mitigation measures;
- Close cooperation with other PIU and PIT staff for support to the implementation of the Project;
- 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 a brief description of objectives and conclusions;
- The status of progress, problems encountered, corrective actions proposed if needed, the rationale for actions and any further comments relevant to 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**

- Advanced degree or minimum 5-year university degree in electrical engineering.
- Minimum 10 years of professional experience in software development and IT industry, working as project manager, business analyst or solution architect.
- Experience in e-Commerce platforms and general website development.
- Experience in mobile applications development.
- Experience in development of geolocation based IT systems.
- Experience in solution architecture of complex systems with many third-party integrations and integrations with other complex systems.
- Experience in agile and waterfall project management methodologies.
- Experience in the design, management, development, implementation and maintenance of complex IT systems involving real-time payment transactions, real-time sensor data acquisition and real-time data processing.
- Experience in writing functional specifications and project documentation.
- Experience in software development and digitalization projects in public transport.
- C-level executive experience.
- Excellent knowledge of English language (reading, speaking and writing).
- Previous experience with IFIs projects will be an advantage.
- Serbian as a native language (reading, speaking and writing) will be an advantage.

### **Length of the assignment**

The Consultant shall provide full-time services for the life of the project, i.e. until December 31, 2026, with a probationary period of six (6) months.

If contracted, the Consultant will have to declare that he/she will not have other full or part-time assignment during his/her engagement under this contract.

### **Facilities to be provided by the Client**

The Client will be responsible for provision of the following:

- Fully equipped office space, with access to the Internet, local telephone line, printing, photocopying, and document binding;
- Access to necessary documents; and
- Where the Consultant is required to travel, to the 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 by applying the 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.