

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:

**Technical assistance for the preparation of a Maintenance Contract for
Maintenance Outsourcing with Contract Implementation and Management
Guidelines**

Reference No. SER-SRSM-QCBS-CS-24-64

The Republic of Serbia has received a Loan from the International Bank for Reconstruction and Development (IBRD) in the amount of EURO 51 million and from the Agence Francaise de Développement (AFD) in the amount of EURO 51 million, toward the cost of the Serbia Railway Sector Modernization Project, Phase 1 of the Multiphase Programmatic Approach (MPA) and intends to apply part of the proceeds to payments for consulting services for **Technical assistance for the preparation of a Maintenance Contract for Maintenance Outsourcing with Contract Implementation and Management Guidelines**.

The objectives of the technical assistance are:

- To assess the current human capacities in IZS maintenance resources and provide a brief analysis of the IZS lines to be maintained, focusing on the railway subsystems,
- To prepare technical specifications for maintenance work to be outsourced, prioritizing the most important maintenance activities and encouraging competition,
- To develop contract implementation and management guidelines and provide training for staff.
- To provide support during the procurement and early-stage of the implementation of maintenance contract.

The consulting services (“the Services”) are divided into two phases:

- Phase I – Maintenance Contract Preparation which includes the following activities
 - Market Study
 - Contract Type Recommendation
 - Development of Technical Specifications and Maintenance Contract - Contract Scope
 - Contract Implementation Guidelines
 - Staff Training in Contract Management.
- Phase II – Maintenance Contract Implementation which includes Support during the procurement and early-stage of the implementation of Maintenance Contract

Contract duration: 18 months starting from the commencement date, but no later than 31 December 2026, as Project completion date.

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/cir/dokumenti/serbia-railway-sector-modernization-project-srsm-technical-assistance-maintenance>

The Central Fiduciary Unit (CFU) of the Ministry of Finance now invites eligible Consulting firms (“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 Consultant firm will be selected in accordance with QCBS (Quality-and Cost-Based Selection) method set out in the World Bank’s Procurement Regulations for IPF Borrowers (July 2016, revised November 2017, August 2018 and November 2020). 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. 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.

The consulting firms/JV that will submit EoI shall possess the following experience and qualifications:

i) General experience:

- Experience in successfully completed technical assistance for minimum two (2) contracts within the railway sector in the last ten (10) years. This experience should specifically cover the preparation of tender documents and employer’s requirements for works on construction/reconstruction of railway infrastructure covering railway tracks, overhead contact system, signaling and telecommunication system, or works supervision related to these areas.

ii) Specific experience:

- Minimum one (1) successfully completed contract that included drafting of specifications/manuals related to infrastructure maintenance, or contract management support related to maintenance or modernization works contracts, on either the contractor or employer side. Experience should cover the legal aspects of contract management, such as preparing terms and conditions, handling contract negotiations, and ensuring compliance with contractual obligations. Reference contracts should be completed in the last ten (10) years, with the contract value was at least €20 million.

As proof of experience, the bidder shall prepare reference forms, naming **ten (10) references maximum** for each stated requirement, clearly stating the following:

- Reference number
- Start date and completion date (mm/yy)
- A concise description of the technical assistance provided (up to 10 sentences each)
- Country of assignment with client name and address, and client reference contact

- Contract value
- Role on project

Submitted expressions of interest should be no larger than 30 pages of text, including reference forms.

Shortlisting of firms will be based on the following of points:

- i. General experience 30 points
- ii. Specific experience 70 points

Key Experts' CV are not required and will not be evaluated at the shortlisting stage.

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 **July 02, 2024, 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 Balkanska 53 11000 Belgrade, Serbia Tel/Fax: (+381 11) 765 2587
Cc:	ljljana.dzuver@mfin.gov.rs larisa.puzovic@mgsi.gov.rs	

Serbia Railway Sector Modernization Project (SRSM) Multi-Phase Programmatic Approach, Phase 1

TERMS OF REFERENCE

**Technical assistance for the preparation of a Maintenance Contract for
Maintenance Outsourcing with Contract Implementation and Management
Guidelines**

June 2024

1. Background information

1.1 Beneficiary country: Republic of Serbia

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

1.2 Project Information

The World Bank is supporting 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 throughout a Multiphase Programmatic Approach (MPA) implemented in three overlapping phases over a ten-year period.

For the purpose of financing Serbia Railway Sector Modernization Project, Phase 1 of the MPA (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 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. 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 strengthens rail policies and institutions to deepen and sustain recent reforms.
- Component 3: Railway Modernization Enablers. This component will finance measures to protect the vulnerable and poor and strengthen sectoral enablers for sustainable business growth and job creation.

The MoCTI manages the Project through the Project Implementation Unit (PIU) supplemented by the Project Implementation Teams (PITs) in the Railway Directorate (RD) and the railway companies, respectively Infrastruktura Železnice Srbije (IZS), Srbijavoz (SV) and Srbija Cargo (SC). 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. The Central Fiduciary Unit (CFU) in the Ministry of Finance provides procurement and financial services for the project. Primary responsibility for Project execution lies on PIU, which will ensure the Project development objectives are met.

1.3 Needs for maintenance outsourcing

The Serbian railway infrastructure is currently undergoing significant modernization efforts aimed at enhancing its quality, thereby improving transportation services and overall safety. To ensure these newly designed parameters and service levels are maintained effectively, appropriate and regular maintenance is essential.

In that sense, a large part of the financing scope of SRSM – Phase 2 project includes procurement of new railway maintenance machinery with the purpose of providing the necessary resources and capacities for the execution of quality maintenance of the railway infrastructure. The production and delivery timeline for the maintenance machines are projected to span approximately 2-3 years. Considering this, within the scope of the SRSM - Phase 2, a substantial budget allocation of around \$30 million has been designated specifically for the outsourcing of maintenance services for the high-speed line Belgrade – Novi Sad and its extension towards the

border with Hungary that will be operational in 2025. In total this stretch includes 181 km of railway line designed for speeds of up to 200 km/h.

For the successful outsourcing of railway infrastructure maintenance, it is imperative to formulate a maintenance contract that is specifically adapted to the Serbian railway ecosystem. This involves assessing the existing outsourcing maintenance market, analyzing the contract possibilities (performance-based, condition-based, or a hybrid model), and understanding the capabilities of IZS in terms of works supervision and contract management and its strengthening.

Therefore, it is necessary to contract a firm (the Consultant) with extensive expertise in railway maintenance that will (i) propose the most suitable contract approach for outsourcing maintenance on subject lines for the Serbian railway environment and IZS capacities and resources, (ii) formulate technical specifications for maintenance work on selected lines, (iii) prepare main elements of maintenance contract documents (iv) propose staff training in contract management approach including a rulebook and technical guidelines for supervising contract implementation.

2. Objective, purpose and expected results

The first objective of the technical assistance is to assess the current human capacities in IZS maintenance resources and provide a brief analysis of the IZS lines to be maintained, focusing on the railway subsystems. Based on this assessment, the goal is to support decision making on the most suitable contract type and contractual terms and conditions that align with the available budget and specific needs and challenges of the Serbian railways. Additionally, the objective is to prepare technical specifications for maintenance work to be outsourced, prioritizing the most important maintenance activities and encouraging competition. This includes preparing detailed contract documents, including terms, conditions, and performance indicators, tailored to the chosen contract type and technical specifications. Besides that, the aim is to develop contract implementation and management guidelines and provide training for staff. Finally, technical assistance need to provide support during the procurement and early-stage of the implementation of maintenance contract.

3. Scope of the work

3.1. Phase I – Maintenance Contract Preparation

1.1.1 3.1.1. Activity 1: Market Study (Duration: 1 Month)

The Consultant will assess the current situation of the railway outsourcing market and potential contractors in Serbia. It will also evaluate the current human capacities in IZS to perform maintenance on the selected lines. This assessment will identify any potential gaps in the technical specifications currently in place in Serbia. All meetings/calls with contractors should be adequately documented and the Client may request participation in the sounding.

1.1.2 3.1.2. Activity 2: Contract Type Recommendation (Duration: 2 Months)

The Consultant will determine and recommend the most suitable contract type for the Serbian railway maintenance requirements, considering efficiency, cost-effectiveness, and adaptability to future technological advancements. The Consultant will conduct the following tasks, inter alia:

- Discuss the pros and cons of different contract types (performance-based, condition-based, hybrid) with stakeholders and gather input on preferences and expectations.

- Produce findings on maintenance needs organized by railway subsystems: yards, stations and buildings, tracks, structures such as cuttings, culverts, bridges and tunnels, OCL, signalling and telecoms, where the maintenance outsourcing is planned. Evaluate the contracting type for each maintenance activity.
- Recommend the best contract type, based on inputs, current practice and with consultation with the Client.

1.1.3 3.1.3. Activity 3: Development of Technical Specifications and Maintenance Contract - Contract Scope (Duration: 3 Months)

The Consultant will be responsible of creating detailed and precise technical specifications for the outsourced maintenance activities, ensuring they meet the safety and maintenance standards required for the Serbian railway infrastructure. To achieve the objectives of this activity, the Consultant will conduct the following tasks, inter alia:

- Conduct assessments of the existing, as-built designs, manuals and maintenance plans for high-speed line Belgrade – Novi Sad to identify maintenance needs and challenges. The Consultant will develop a life cycle maintenance scheme, establishing priorities and timelines.
- Prepare comprehensive technical specifications for maintenance works for each subsystem. This process will begin with a draft, followed by consultation sessions with stakeholders to gather feedback on the draft specifications. The final technical specifications should be aligned with the recommended contract type.
- Finalize the maintenance contract by incorporating the technical specifications and tailoring the terms, conditions, and performance indicators to the chosen contract type.

1.1.4 3.1.4. Activity 4: Contract Implementation Guidelines (Duration: 1 Month)

The Consultant will develop the guidelines for setting up a performance monitoring system that will track the effectiveness of maintenance activities, identify areas for improvement, and ensure accountability. The Consultant will conduct the following activities, inter alia:

- Develop comprehensive guidelines that will serve as manuals for individuals involved in maintenance supervision. The guidelines will cover various aspects such as controls, measurements, contract procedures and reporting. The aim is to ensure that the guidelines are user-friendly and provide clear instructions for effective maintenance management.

1.1.5 3.1.5. Activity 5: Staff Training in Contract Management (Duration: 1 Month)

The Consultant will conduct targeted training programs to enhance the knowledge and skills of Serbian railway staff in contract management and maintenance supervision. These programs will focus on the specifics of the new contract model and technical specifications and will include practical sessions and simulations to improve understanding and skills.

The training sessions will be conducted face-to-face, utilizing the facilities provided by IZS. These logistics arrangements will be managed by the MCTI/IZS. The training sessions are expected to span four days and accommodate approximately 20 employees. However, the final scope of the training will be determined during the execution of the assignment, after the Consultant identifies any knowledge gaps. All training materials must be provided in both English and Serbian languages to ensure accessibility and understanding for all participants.

3.2. Phase II – Maintenance Contract Implementation

1.1.6 3.2.1 Activity 6: Support during the procurement and early-stage of the implementation of Maintenance Contract (Duration: 12 Months)

The Consultant will provide technical support to the MCTI and IZS throughout the procurement and early-stage implementation phases of the maintenance contract. This support encompasses:

- Facilitation of procuring maintenance contractor: Assisting in the preparation of tender documents and support during the evaluation of received technical bids for maintenance works. This will include a thorough analysis of the proposals to ensure compliance with the technical specifications and best engineering practice, support during clarification process etc.
- On-the-Job Training: Delivering on-the-job training for the supervisory staff involved in maintenance works supervision and contract management. This training will focus on enhancing their skills in overseeing the contract execution effectively and efficiently by providing advisory to maximize the opportunities for capacity building and knowledge transfer.
- Contract Management Activities: Providing guidance during various contract management activities following the outputs and outcomes of maintenance works supervision, such as monitoring and tracking performance indicators, making necessary scope adjustments, and managing changes as required by the evolving project needs.

4. Timeline and deliverables

4.1 Timeline

The Services are expected to start on September 15, 2024, but the actual commencement date will be defined with the signature of the Contract.

The implementation period of activities will be 18 months starting from the commencement date.

4.2 Deliverables

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 as a percentage of the contract price.

The deliverables should be delivered in accordance with the following timetable.

Table 3. Assignment deliverables

Activity	Deliverables	Due date	Format
1	Assessment study	No later than one (1) month after the commencement date	Digital in English and Serbian
2	Contract type analysis	No later than three (3) months after the	Digital in English and Serbian

Activity	Deliverables	Due date	Format
		commencement date	
3	Technical Specifications and Maintenance Contract	No later than four (4) months after the commencement date	Digital in English and Serbian
4	Contract Implementation Guidelines	No later than five (5) months after the commencement date	Digital in English and Serbian. Hard copies in Serbian.
5	Training Programs in Contract Management	No later than six (6) months after the commencement date	Digital in English and Serbian
Activity	Deliverables	Due date	Format
1	Monthly Report	Not later than 1 week after the end of month	Digital in Serbian and English

Table 4. Project tentative timeline

Activity	Months	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1 Assessment study	1	■																	
2 Contract type analysis	2		■	■															
3 Technical Specifications and Maintenance Contract	3		■	■	■														
4 Contract Implementation Guidelines	1					■													
5 Training Programs in Contract Management	1						■												
6 Support during procurement	6							■	■	■	■	■	■	■	■				
6 Support during implementation	6															■	■	■	■

4.3 Submission and approval of outputs

All reports and other outputs, if any, must be submitted in English and Serbian. The draft version of the reports (electronic copy) shall be submitted to Client's representative for distribution to the Client. The commenting period for the outputs is 2 weeks. In case of no reaction to the submitted outputs, such status will be interpreted Client's acceptance of deliverable.

The Consultant shall prepare and distribute to the Client the Minutes of Meetings (MoM) for the site meetings and monthly progress meetings.

All deliverables will be sent as electronic copies to the Client's representative.

Hard copies will be sent to the following addresses:

- MCTI, 22-26, Nemanjina, 11000 Belgrade, Republic of Serbia.

5. Consultant requirements

5.1. Personnel

The firm shall establish its Team in accordance with the needs and requirements of this ToR. The Team shall consist of a core team of key experts with the qualifications and skills defined in Table 3 below and non-key experts, as needed.

The language of the contract is English. However, it is expected that part of the communication under the contract will also be conducted in the local language.

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

5.2.1 Key experts

The team should include key experts with the qualifications and experience listed below, as well as non-key experts, if necessary, and as a minimum, the Consultant shall provide the following experts:

Table 5. Key experts' requirements

Title	Qualifications/Experience
Team Leader – Railway Maintenance Expert	<p><u>Education and general requirements:</u></p> <ul style="list-style-type: none"> • Minimum an M. Sc. Degree in Civil engineering or another relevant engineering field, such as transport engineering, mechanical engineering or similar • Knowledge of English language • Computer literacy • Serbian language will be an advantage <p><u>Relevant Professional Experience:</u></p> <ul style="list-style-type: none"> • At least 15 years of general professional experience of which at least 10 years of experience in the domain of rail infrastructure maintenance. • Experience in preparing or implementing at least one outsourcing contract (performance based, condition based or similar) for the railway sector. • Experience in preparation, implementation, and supervision of contracts in the transport sector • Experience in work with IFI projects is highly appreciated
Procurement/Contract Management Expert	<p><u>Education and general requirements:</u></p> <ul style="list-style-type: none"> • Minimum an M.Sc. degree in legal, engineering or another relevant field; • Knowledge of English language • Computer literacy • Serbian language will be an advantage <p><u>Relevant professional experience:</u></p> <ul style="list-style-type: none"> • At least 15 years of general professional experience of which at least 5 years of experience in the domain procurement of civil engineering works and services in the railway sector

Title	Qualifications/Experience
	<ul style="list-style-type: none"> • Experience in preparing of at least one maintenance (performance based, condition based or similar) contract procurement documents or of similar contracts and related contracts management

5.2.2 Non-key experts

The team should include foreseen non-key experts with the qualifications and experience listed in Table 6, as well as other non-key experts, if necessary.

Table 6. Required list of Non-Key Experts

Title	Profile	Minimum Experience
Civil works specialist	<ul style="list-style-type: none"> • Educational qualifications: At least a (MSc) University Degree in Civil Engineering, Transport Engineering, Mechanical Engineering or similar • Minimum 5 years of professional experience in railway infrastructure maintenance in terms of development of maintenance programs and plans, maintenance machinery and scoping technical specifications for maintenance execution of railway track • Area of professional expertise: Track Maintenance and structures • Experience in preparation, implementation or supervision of contracts in the transport sector • Knowledge of English language • Computer literacy 	5
Catenary specialist	<ul style="list-style-type: none"> • Educational qualifications: At least a (MSc) University Degree in Civil Engineering, Electrical Engineering, Transport Engineering, Mechanical Engineering or similar • Minimum 5 years of professional experience in railway infrastructure maintenance in terms of development of maintenance programs and plans, maintenance machinery and scoping technical specifications for maintenance execution of overhead contact line • Area of professional expertise: electrical specialist • Experience in preparation, implementation or supervision of contracts in the transport sector • Knowledge of English language • Computer literacy 	5
Signaling specialist	<ul style="list-style-type: none"> • Educational qualifications: At least a (MSc) University Degree in Civil Engineering, Transport Engineering, Computer Science or similar • Minimum 5 years of professional experience in railway infrastructure maintenance in terms of development of maintenance programs and plans, maintenance machinery and scoping technical specifications for maintenance execution of signalling system • Area of professional expertise: control-command-signaling • Experience in preparation, implementation or supervision of contracts in the transport sector • Knowledge of English language • Computer literacy 	5

The pool of non-key experts is expected to support/complement all the activities of the key experts.

The Consultant is expected to include other positions they consider necessary for the assignment in their proposals.

6. Location and travel

The operational base for the Contract will be Belgrade. Internal travel within the RoS might be required. The Consultant is expected to be flexible in terms of travelling.

7. 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.

No equipment is to be purchased on behalf of either Client, Client's Representative or IZS as part of this service contract or transferred to the Client or beneficiaries at the end of this Contract.

8. Eligibility Requirements and Conflict of Interest

8.1 Eligibility Requirements

All firms and individuals participating in this assignment must meet the eligibility requirements specified in the World Bank Procurement Regulations for IPF Borrowers (July 2016, revised November 2017, August 2018, and November 2020). The Consultant must provide a statement confirming their eligibility as per these regulations.

8.2 Conflict of Interest

The Consultant shall not have any actual, potential, or reasonably perceived conflict of interest related to this assignment. The Consultant must disclose any situation of actual or potential conflict of interest that impacts their capacity to serve the best interest of the Client or that may reasonably be perceived as having this effect. The Consultant must not be involved in any other related activity to this Project, either directly or indirectly.