

## REQUEST FOR EXPRESSIONS OF INTEREST

### CONSULTING SERVICES – FIRMS SELECTION

Republic of Serbia

The Western Balkans Trade and Transport Facilitation Project (WBTTF)

Project ID No. P162043

Assignment Title:

Development of National Transport Strategy 2027 – 2034

Reference No. SER-WBTTF-QCBS-CS-25-28

The Republic of Serbia (RoS) has received financing in the amount of EUR 35 million loan from the International Bank for Reconstruction and Development (IBRD) toward the cost of the Western Balkans Trade and Transport Facilitation Project (WBTTF), and it intends to apply part of the proceeds to payments for consulting services to be procured under this project.

#### Scope of Work

Scope of the Work of the consultant to be engaged is split into the five main tasks as follow:

- Task 1. Current status analysis and performance assessment
- Task 2. Setting up mission, vision, objectives and Key Performance Indicators for the transport sector
- Task 3. Draft National Transport Strategy with Action Plan
- Task 4. Strategic Environmental Impact Assessment
- Task 5. Assistance to the MCTI for public consultations

The **period of implementation** of the contract will be **9 months** starting from the commencement date. It should be noted that current WBTTF Project Completion Date is December 15, 2025, and that the MCTI initiated at the IBRD its extension for additional 23 months. Therefore, contract signature with successful Consultant under this tendering procedure, and consequently execution of the contract, is conditioned by IBRD approval of requested extension of the WBTTF Project Completion Date.

The detailed Terms of References for the above referenced consulting services are posted on the official website of the Ministry of Construction, Transport and Infrastructure <https://www.mgsi.gov.rs/en/dokuments/request-expression-interest-consulting-services-firm-selection>

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 developing strategic documents, fulfilling following criteria:

- i. The Consultant must be a legal entity;
- ii. The Consultant (individual company or joint venture altogether) has successfully completed, during the last seven years (from the January 2018 up to the deadline for the receipt of applications indicated below), at least two (2) contracts that are similar to these Services. Similarity will be assessed based on the complexity of

the assignments, such as the development of strategic documents and/or plans for the transport sector at the national/regional level or covering at least two modes of transport. Experience in preparing strategic documents and/or plans in Serbia, in accordance with the Law on the Planning System of the Republic of Serbia, will be considered as strong advantage.

- iii. The Consultant (individual company or joint venture altogether) has successfully completed, during the last seven years (from the January 2018 up to the deadline for the receipt of applications indicated below), at least one (1) contract for development of strategic documents/plans, or assessment of effects of implementation of strategic documents/plans delivered in EU country or candidate country.

The experience and financial record of any proposed sub-consultancy shall not be included in the evaluation.

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. Furthermore, Eols of JVs will be evaluated based on composition of JV submitted whereas experience of other firms not included in the JV, including proposed sub consultants, will not be considered in the evaluation.

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

MCTI, as Contracting Authority, 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 MCTI shall use the following criteria to rank the applicants 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 (3) 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 candidate) of the projects found eligible in para (3).

As a proof, the Consultant firm shall prepare a table listing following information: name of the relevant assignments, value of the assignment (total and value of the services delivered by the candidate), short scope of work, year of contract's implementation (starting/ending date), country/region, contact reference (name, e-mail, phone number), signed certificate of the ordering side on completion of the assignment.

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).

The attention of interested Consultants is drawn to paragraphs 3.14, 3.16 and 3.17 of 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 **June 3, 2025**, 12:00 hours, noon, local time.

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# **Western Balkans Trade and Transport Facilitation Project**

## **Terms of Reference for Development of National Transport Strategy 2027 – 2034**

**SER-WBTTF-QCBS-CS-25-28**

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# **Terms of Reference for Development of National Transport Strategy 2027 - 2034**

## **1 Background**

Serbia, located in the central Balkans, occupies 88,361 square kilometers and serves as a key link between Europe and Asia. Its transport networks connect Europe, the Middle East, Asia, and Africa, offering significant opportunities for trade and economic integration. With a population of 6.62 million and a Gross National Income per capita of \$12,281.5 (2023)<sup>1</sup>, Serbia is considered an upper middle-income country. The growth of the Serbian economy accelerated in the first half of 2024 leading to an increase in projected GDP growth for the year as whole to 3.8%—higher than the previously projected figure of 3.5% thanks to a better-than-expected performance of the construction and services sectors in the first half of the year. However, a severe drought that hit Serbia this summer had a significant negative impact on agriculture, which may still cause a downward revision of 2024 GDP projections. On the expenditure side, consumption and investment were the main drivers of growth in the first half of 2024 while net exports had a negative contribution. Consumption started to recover because of the continued increase in incomes as well as a steady decline in inflation. Over the medium term, under the baseline scenario, Serbia's economy is expected to grow at around 4%. The incidence of poverty declined to an estimated 6.9% in 2022 and is estimated to have stayed unchanged in 2023 as private consumption growth was modest, affected by the high inflation and the phasing out of government support programs, which had fueled the strong post-COVID-19 recovery of 2021<sup>2</sup>.

The country's economic future relies on further structural reforms and progress towards EU membership. Serbia's EU accession process began in 2007 with the Stabilization and Association Agreement; in 2012 Serbia gained candidate status and, since the opening of accession negotiations in January 2014, out of 35 chapters 22 have been opened and two have provisionally been closed. All chapters in cluster 1 - Fundamentals and all chapters in cluster 4 - Green agenda and sustainable connectivity have been opened.

Key chapters for Serbia's transport sector, Chapters 14: Transport Policy and Chapter 21: Trans-European Networks, require the implementation of EU transport rules, which cover technical, safety, and market standards across road, rail, inland waterways, combined transport, aviation, and maritime sectors and promotes trans-European networks in the areas of transport, telecommunications and energy as means of strengthening the internal market and contributions to growth and employment, and calls for Serbia to develop its transport strategy in line with EU guidelines and strengthen administrative capacities for implementing and enforcing EU transport rules. Progress is assessed annually in a country-specific report, with Serbia's 2024 report focusing on continued updates and alignment with the EU acquis road safety, rail reforms, multimodal

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<sup>1</sup> <https://data.worldbank.org/country/serbia>

<sup>2</sup> <https://www.worldbank.org/en/country/serbia/overview>

transport, intelligent transport systems and strengthen the institutional framework and administrative capacity.

The Transport Community Treaty (TCT), signed on October 9, 2017 (Council Decision (EU) 2019/392), as a crucial instrument supporting the accession process and the implementation of the Acquis aims to establish the Transport Community, an international organization comprising the European Union and the South East European Parties: Albania, Bosnia and Herzegovina, North Macedonia, Kosovo<sup>3</sup>, Montenegro, and Serbia with primary goal to extend EU transport market rules, principles, and policies to the Western Balkan Parties through a legally binding framework covering road, rail, inland waterway, and maritime transport. The Transport Community is supported by the Permanent Secretariat based in Belgrade, Serbia, which provides administrative support to the Community's institutions, including the Ministerial Council, the Regional Steering Committee, technical committees, and the Social Forum, monitors the implementation of Treaty obligations, acts as a Transport Observatory to assess the performance of the TEN-T extension of core and comprehensive networks to the Western Balkans, and supports the Western Balkans Six (WB6) Connectivity Agenda to enhance regional and EU links.

Encouraging regional integration to foster political and institutional stability, the European Union launched the WB6 Initiative, also known as the "Berlin Process" (2014). The aim was to inject new momentum into regional cooperation by enhancing and connecting transport and energy infrastructure, serving as a catalyst for growth and job creation. The EU has fully endorsed and supported this "connectivity agenda," which aims to improve links within the Western Balkans and with the EU. Within the WB6 framework, an extension of the Trans-European Transport Network (TEN-T) has been outlined, including core networks, corridors, and pre-identified priority infrastructure projects. However, infrastructure alone will not be enough to enhance connectivity. Equally important are the implementation of technical standards and soft measures, such as harmonizing and simplifying border crossing procedures, railway reforms, information systems, road safety and maintenance programs, railway unbundling, and third-party access.

Serbia has actively engaged in the implementation of the new Growth Plan for the Western Balkans (2023) across the four pillars on (1) the gradual integration with the EU single market, (2) regional economic integration, (3) fundamental reforms and (4) increased financial support. On 3 October 2024, Serbia adopted its Reform Agenda envisaged under the Growth Plan for Western Balkans. The Reform Agenda covers reform milestones in business environment and private sector development, green and digital transition, human capital, fundamental rights and the rule of law. In the Reform Agenda of the Republic of Serbia, in Policy Area 2 – Green and Digital Transition – Subarea Digitalization, all indicators related to the transport sector are fully aligned with Serbia's accession path and its existing obligations under the Transport Community. The implementation of Intelligent Transport Systems (ITS) and e-freight is recognized as a key reform, not only in the Agenda but also within the broader negotiating process.

The World Bank has also recognized the importance and benefits of regional integration, supporting these efforts by launching the Multiphase Programmatic Approach (Western Balkan Trade and Transport Facilitation Project) to help the Western Balkans economies to achieve their objectives of reducing trade costs and increasing transport efficiency. For the purpose of financing

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<sup>3</sup> This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

of the Western Balkans Trade and Transport Facilitation Project (Project), International bank for Reconstruction and Development (IBRD) has granted to the Republic of Serbia (RoS) EUR 35 million loan to support a combination of investments, technical assistance and regulatory and institutional reforms.

### **1.1 Strategic Context**

Serbia's transport sector faces challenges due to the lack of a comprehensive, coordinated strategy. Since 2007, several sub-sectoral strategies have been created, though not always in an integrated or coordinated way. Respectively:

- Waterborne Transport Development Strategy (2015-2025): Focuses on modernizing the national fleet, developing Serbian ports, and improving inland waterway navigation standards.
- Railway Master Plan (2012): Developed with European Western Balkan Joint Fund support, this plan covers the period 2012-2021, addressing railway infrastructure development.
- National Program for the Development of Railway Infrastructure (2017-2021): Adopted by the Parliament, it identifies infrastructure gaps and priority projects for maintenance, reconstruction, and new construction.
- Roads of Serbia Business Strategy (2017-2027): Focuses on infrastructure maintenance, capital investments, and strengthening business processes within the company.
- Koridori Srbije Ltd. Business Strategy (2019-2028): Provides a long- and mid-term plan for road infrastructure development.

While these strategies address specific sector needs and provide strategic direction at a granular level, Serbia lacks a comprehensive, overarching framework that can assess trade-offs across different transport modes and prioritize interventions in an integrated manner. Additionally, there are no clear mechanisms to assess and adjust implementation effectively.

To meet its reform, development and investment goals, Serbia needs to adopt a national multimodal strategy for its transport sector, which should be aligned with EU standards, specifically chapters 14 and 21 of the EU acquis, focusing on sustainable development while addressing challenges like insufficient technical capacity, outdated and insufficient public transport, road safety, environmental impact, multimodal transport integration, regional and international connectivity, promotion of sustainable mobility, and high labor turnover. The country needs to improve its project management processes, including planning, monitoring, and delivery, to support infrastructure investments and ensure a functioning transport system. Continuous public sector reforms, innovation, technology adoption, and capacity building are essential for improving connectivity and mobility services.

Therefore, these Terms of References (ToR) are prepared with aim to engage highly qualified consulting company who will be responsible for development of National Transport Strategy 2027 – 2034 all in compliance with the requirements specified in detail below, as part of the activities under the Western Balkans Trade and Transport Facilitation Project (WBTF Project), currently implementing. The Contracting Authority/Client for this Contract is Ministry of Construction, Transport, and Infrastructure of Republic of Serbia (MoCTI).



It should be noted, that within the WBTF Project a Draft National ITS Programme and Action Plan as a framework for deploying Intelligent Transport Systems (ITS) have been developed. The programme aligned with EU ITS Directive (2010/40/EU and the amendment of 2023/2661/EU) focuses on road transport and multi-modal interfaces with other modes of transport. The programme is composed of the national ITS vision, the overall objective, five specific objectives that contains targets as well as specific measures of different i.e., ITS infrastructure, legislative, institutional, capacity building. There are included about 49 measures with different priorities; to determine the priorities also multi-criteria analysis was carried out with the inputs of various relevant stakeholders. The document has not yet been officially adopted.

## **1.2 Institutional Framework**

The transport sector in Serbia is administered by the Ministry of Construction, Transport and Infrastructure (MCTI), which is responsible for policy, strategic planning, and regulatory oversight, while different modal agencies are responsible for construction, maintenance, operation and management of roads, railway, inland waterways and aviation. However, in some instances, MCTI also has a role of investor. The sector is governed by several laws, the most important being the Law on Ministries of 2014 (amended in 2015 and 2017), according to which, MCTI has overall responsibility for the transport sector.

In the past decade, Serbia has restructured and transformed its transport sector's primary institutions. Under the Ministry, there are two companies in the roads sub-sector: Koridori Srbije Ltd. and Public Enterprise "Roads of Serbia" (PERS). PERS performs management, maintenance, construction, reconstruction, toll collection and development of II category state roads, and I, while Koridori Srbije Ltd. is an infrastructure development unit, responsible for the construction of specific motorway sections.

The railway sector has been restructured by splitting one vertically integrated company into four specialized entities and introduced contractual arrangements between companies and with the government (track access charges, public service obligation). The Railway Directorate is the independent regulator of the railway sector and National Safety Authority. It regulates the activities of the separated state-owned enterprises (SOEs) that provides services (infrastructure, passenger transport, and freight transport) and new market entrants.

The inland waterway network is managed, maintained, and developed by the Directorate for Inland Waterways. Additionally, the Port Governance Agency manages concession agreements and tariffs for inland waterway ports.

There are three major public entities in the aviation sector, (i) the Civil Aviation Directorate (CAD), (ii) Serbia and Montenegro Air Traffic Services llc (SMATSA), and (iii) Airports of Serbia ltd (AS). CAD of the Republic of Serbia is a public agency, over which the Government on behalf of the Republic of Serbia exercises the founder's rights, performs the state administration activities entrusted to it by means of the Air Transport Law of the Republic of Serbia. CAD was designated as the National Supervisory Authority of the Republic of Serbia in the area of air navigation, in accordance with EU regulations and, therefore, issues the Certificates of competency for provision of air navigation services and assesses if the air navigation services providers continue to fulfill the prescribed conditions. SMATSA primary and predominant business activity is Air Navigation Service Provision, with additional services including air traffic control officer training, flight

training, flight inspection of ground-based radio navigation aids and aircraft maintenance services. AS was founded by the Government to assemble the airports in the territory of the Republic of Serbia, including "small airports" in order to raise the level of safety, security and development assistance. AS performs operational tasks in the process of implementation of the National Airport Development Program in the Republic of Serbia.

These transformations reflect efforts to improve sector efficiency, safety, and development across transport modes in Serbia.

While Serbia has successfully established a well-defined framework of necessary transport sector institutions, issues such as technical capacity, funding, legal instruments, overlapping mandate, governance, digitalization, and constraints in autonomy of decision making hinder these entities' efforts to fulfil their roles and responsibilities. Strengthening human capacities in government and sectorial agencies is recognized as a critical task for the short and medium term. In particular, there is a need to modernize outdated sectoral management practices, and to address high employee turnover in government (particularly among the young) and among contractors. Furthermore, there is little integration between the individual transport modes, each having their own strategy, but with little focus on multimodality, improvement of logistic services and service sector performances. In all transport modes digitalization is lagging, leading to fragmented and not coordinated and integrated implementation of stand-alone solutions.

Key transport sector enablers and value chain drivers are generally not addressed in a systematic manner at the moment. This matters because infrastructure investments are unlikely to yield the intended impact if they are not supported by: (a) changes in the sector's overall governance structure, by which integration (across modes, geographies, and levels of government) may be facilitated and, in time, mainstreamed; and (b) embedding cross-cutting issues - like human resources development, contract management, multimodal design and service delivery, climate change, social inclusion, and technology adoption—in the planning, policy, and decision making process.

## **2 Objectives**

Objective of the assignment is to prepare a coherent National Transport Strategy and action plan to guide the sustainable development of the transport sector over the period to 2027-2034, all in compliance with the Law on the Planning System of the Republic of Serbia, and related by-laws, and aligned with international and EU standards taking into account trends in transport sector in the WB region and EU, defined vision for the sector, identified bottlenecks in the country, outputs of the multi-modal transport model developed within the WBTTF project in 2023, national and international (EU) legal framework. In compliance with the national legislation, strategic environmental impact assessment shall be prepared, as well.

National Transport Strategy, and action plan, to be developed, should contribute to expanded, improved and safer transport networks, which will enhance transport services and ensure them to be accessible to all social groups, including vulnerable populations, attract new investments to the poorer regions, improve the quality of regional life, foster innovation, build resilience, promote trade and contribute to the improvement of relations with neighboring countries.

The strategy should address key challenges, provide solutions, and outline a roadmap for implementation. The outputs from the services should guide future government development of the sector, including key aspects of transport mobility, ranging from infrastructure, governance, mobility as a service, innovation, user needs and soft issues, to the national transport system, which will be more efficient, safer and more sustainable, and aligned with national objectives and international standards; respectively:

1. *Transport Infrastructure Development*: Prioritize upgrades and maintenance of road, rail, air, and waterborne infrastructure, improve connectivity for trade and travel, and address infrastructure gaps in underserved regions.
2. *Environmental Sustainability*: Promote clean technologies, improve energy efficiency, and develop policies to reduce congestion and environmental impacts, including better urban planning.
3. *Transport Safety*: Enhance safety by reducing traffic fatalities, improving road design and enforcement, and modernizing safety systems for rail, air, and water transport.
4. *Multimodality*: Integrate different transport modes (road, rail, air, water) to improve system efficiency and reduce bottlenecks, and develop multimodal hubs using digital technologies.
5. *Technological Innovation*: Encourage the development of intelligent transport systems (ITS), smart infrastructure, and the adoption of autonomous vehicles and data-driven solutions.
6. *Public Transport and Urban Mobility*: Expand and improve public transport in urban and rural areas, and promote non-motorized transport options like cycling and walking.
7. *Accessibility and Social Inclusion*: Ensure equitable access to transport services for all, especially in rural areas and for vulnerable groups such as people with disabilities.
8. *Monitoring and Evaluation*: Set up continuous monitoring systems to evaluate performance and adjust policies and investments based on evolving needs and metrics.

### 3 Scope of Work

Scope of the Work of the consultant to be engaged is split into the five main tasks as follow:

#### **Task 1. Current status analysis and performance assessment:**

Building on the Report on Non-physical Bottlenecks prepared as part of the WBTF project in 2023, the task focus will be on the transport sector in general and on individual transport modes. Existing documents and analyses will be utilized wherever possible. The aim of this task is to provide an independent review of the existing gaps and bottlenecks that prevent the sector from maximizing its performance in both infrastructure and services. To that effect, the Consultant shall assess gaps and bottlenecks across infrastructure development, service delivery, sector governance, financing mechanisms, regulatory frameworks, digitalization and technology adoption, multimodality integration, and human resources/capacity issues. The Consultant shall propose the methodology and tools they intend to use, indicating whether they will conduct a desk review, or utilize specific diagnostic tools/systems/software (e.g. rapid diagnostic tools, satellite imaging) to analyze gaps.

Under this task, the Consultant will deliver a report containing **review and analysis of the existing situation, including an assessment of the level of achievement of public policy implementation goals in the transport sector and implementation of public policies based on performance**

**indicators in the sector.** If needed the Consultant will organize a consultative workshop with the MCTI to present and discuss the findings of the report and receive additional clarification or inputs related to them.

## **Task 2. Setting up mission, vision, objectives and Key Performance Indicators for the transport sector**

As a part of the WBTTTF Project the mission and vision of the transport sector as a whole were defined in 2023 in close cooperation with the MCTI. The aim was to provide a definition to be wide enough to cover all transport modes but also specific enough to allow formulation of transport sector objectives. Now, the task focus will be to review and, in case needed, update the defined mission and vision, as they will guide the Strategy development and final prioritization of the activities. During the task, the Consultant will provide proposals to update or reformulate the defined missions and vision statements, if needed, and organize consultations with MCTI accordingly.

Based on the mission, vision and current status (Task 1), all previously approved by the MCTI key objectives that the proposed strategy will aim to meet will be established. The Strategy will have a special focus on bringing the country closer to the EU by addressing remaining requirements as per the EU acquis (accession chapters 14 and 21), Berlin process, WB Growth Plan and regional integration. To this end, the definitions under the task will take into account the accession process requirements and define a set of actions that should bring the sector to the closure of the remaining chapters. It will also provide a definition of where transport in Serbia should be in the year 2034 if the identified development objectives are to be met. These objectives should be used to work backwards from them and understand what this means for each sub-mode in terms of infrastructure, operations, and institutions (regulations, legislation, capabilities).

Upon definition of the objectives the Consultant will analyze the options for achieving the defined objectives. The analysis should comprise at least two options, not including the "status quo" option.

Under this task, based on the mission and vision definition, the **quantifiable overall and specific objectives** of the transport sector will be defined, and the options for their achievement analyzed. The objectives will be sector wide and for each transport mode. The mission and vision of the sector, and consequently defined objectives, will be taken into consideration and utilize sectoral enablers and value chain drivers as identified under Task 1. The task will also deliver the proposal for the set of Key Performance Indicators (KPIs), their targets and success markers, all in compliance with the requirements from the Law on the Planning System of the Republic of Serbia, and relevant by-laws.

Upon completion of the analysis under the task, the Consultant will organize a workshop to present and discuss the proposed objectives **and KPIs** with the MCTI and relevant stakeholders, and identify their final composition and priority.

## **Task 3. Draft National Transport Strategy with Action Plan**

Under this activity, all findings and agreements reached during the engagement will be summarized in the Draft National Transport Strategy with a detailed Action Plan providing investment and policy proposals based on the analysis and evaluation of the transport challenges and opportunities. It should describe what the goals of the Government are and provide a convincing narrative on how the proposed actions help the Government to achieve the defined mission, vision, and objectives of the sector. It will cover all modes, identified sectoral enablers and crosscutting issues, and shall be structured as required by the Law on the Planning System of the Republic of Serbia, and relevant by-laws.

**Road Transport and Infrastructure** – Road Transport and Infrastructure part will focus, but would not be limited, on national and local road infrastructure, documenting current and pipeline projects in the national road network and assess any changes to the proposed development of the network given projected demand, as well as degree of completion and effects of Roads of Serbia Business Strategy (2017-2027) and Koridori Srbije Ltd. Business Strategy (2019-2028). Current development plans fall into three categories: (i) periodic maintenance as prioritized by the PERS; (ii) removal of backlog maintenance; and (iii) the capital investment projects to contribute to the development of the network. Performance of the relevant service sector companies and commercial road transport operators, security, ITS and environmental issues should be included as well. Road sector enablers should feature prominently, covering observed bottlenecks and applying the best practice solutions.

**Urban Transport** – Urban transport analysis will, as a minimum cover the governance aspects of the maintenance, rehabilitation, and capital investments in the municipal road network, together with concerns such as the efficiency, equity, safety and security of delivery, and associated costs. It should also include considerations with respect to conditions for the development of cycling and other non-motorized mobility options. To this end, following analysis of development strategies and plans of local governments, the structure and mechanisms for the municipal road network management will be proposed taking into account the Sustainable Urban Development Strategy for Republic of Serbia up to 2030 and Report on the audit of the functionality of the business: Functioning of urban and suburban passenger transport<sup>4</sup>. The recommendations should be based on identified major issues and main characteristics of the municipal road network, governance structures, budgets, safety and environmental issues, and other pertinent information and should ensure continued performance of functions while the current institutional framework is gradually improved.

**Rail Infrastructure and Railway Transport** – The focus here will be on the rail infrastructure and railway operations, documenting current and pipeline projects in the sub-sector, and assessing any changes to the proposed development of the network given projected demand. The review and recommendations will include, but would not be limited to main characteristics and condition of the rail infrastructure, maintenance of railway infrastructure and rolling stock, railway operations management (including PSO needs assessment), rolling stock, legal framework in the sub-sector, overall organization and business model, a discussion of the financial situation, structural problems. The recommendations will also take into consideration the recommendations from the

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<sup>4</sup> State Audit Institution, Report No: 400-737/2020-04/37, Belgrade, 23 December 2020

National Implementation Plan of the European Railway Traffic Management System (ERTMS), (annual) Program of construction, reconstruction and maintenance of railway infrastructure, organization and regulation of railway traffic of the Serbian Railways Infrastructure.

**Intermodal transport** – Striving towards more efficient and cost-effective transport, intermodal transport has shown that there is a possibility of achieving these goals. Therefore, in order to improve it, the strategy should include analysis of infrastructure, operational and digital bottlenecks and define guidelines for the improvement of intermodal transport. Also, the legal framework should be analyzed with a suggestion of measures for stimulating intermodal transport. Having in mind that intermodal terminals are suitable for the development of logistical zones (where logistical services are provided, i.e. forwarder services, storage capacities services, customs services, etc.), analysis should include the possibility of development of such zones, as well.

**Ports and Inland Waterways** –Focus here will be on the inland waterway transport, together with efficiency, sustainability, and environmental concerns, taking into account implementation results of the Waterborne Transport Development Strategy (2015-2025). The review of Development Plans for Ports and Inland Waterway Transport will be provided, in light of the produced demand forecasts, and will highlight major issues and proposed strategies to improve functioning, performance and sustainability. The analysis should cover the main characteristics of water transport, including inland port infrastructure, the length of the inland waterway network, the inland waterway transport operations and extent of service coverage, traffic levels and ridership, service levels by type of service (passenger/freight), service digitalization, ports' performance, safety, security and environmental issues, and other pertinent information. Financial and fiscal issues, subsidies, user charges, etc. will also be reviewed. Moreover, it will provide a review of the organizational structure of water transport, explaining the role and responsibilities of public authorities, the regulatory framework, and private concessionaires involved in the provision of water transport services, and discuss the legal relationship between these entities.

**Air Transport** – The focus is on the operational aspects of airports and air transport services management and delivery systems, together with concerns such as the efficiency, equity, safety and security of services, mobility, and sustainability. It will cover Air Protection Program in the Republic of Serbia for the period 2022 to 2030 with Action Plan, Review of Current Development Plans for Air Transport and Infrastructure in light of the produced demand forecasts, and will highlight major issues and propose strategies to improve functioning, performance and development of air transport both, national and international. The review may cover the main characteristics of air transport services, airports, traffic volumes and service levels by type of service, safety, security and environmental issues, and other pertinent information. The organizational structure of air transport, explaining the role and responsibilities of public authorities, the regulatory framework, and the legal relationship between these entities will be provided.

**eMobility, active Mobility, and Technology uptake** – Often the notable improvements can be made with less cost intensive interventions, through digitalization, introduction of ITS, and promotion of alternative mobility modes. In particular, the strategic framework for the development of the market as regards alternative fuels, including the deployment of the necessary

infrastructure should be put into place. In this respect, for road transport focus should be on electric vehicles, with zero emissions, as the most environmentally friendly option currently available on the market, and necessary infrastructure for such vehicles, having in mind that electric vehicles have become a common sight on European roads. It is necessary to set targets for recharging points that would be accessible to the public to ensure that electric vehicles can circulate freely, especially on main roads as well as in urban and suburban agglomerations. The analysis and consequent recommendations should reflect on: (i) an appropriate number of recharging points accessible to the public (adequate coverage) and its location, in order to enable electric vehicles to circulate within determined road network as well as at in urban/suburban agglomerations and other densely populated areas, in line with European best practice; (ii) appropriate specifications of the recharging of electric vehicles at recharging points (fast chargers, rapid chargers), in line with European best practice; (iii) analysis of possible platforms for charging of electric vehicles, in line with European best practice.

For the railway sector, in the context of the Green Agenda, special attention should be given to further electrification of the railway network in the process of decarbonizing transport for the period up to 2030.

For inland waterways, analysis and consequent recommendations for usage of cleaner fuel and the latest environmental practices and safeguards, e.g. electric vessel, with an appropriate number of charging facilities and their location, and other relevant details to comply with the EU Stage V criteria for exhaust emissions from non-road mobile machinery.

**Sectoral enablers and cross-cutting issues** – in some cases, identified issues will cut across several or all transport modes or will be value chain drivers relevant for all modes. Such issues may be human capital, contract management, gender aspects, etc.

**An action plan** will set out investment and soft priorities as well as cross-cutting issues, timetables, responsibilities and mechanisms, based on the demand forecasts and the assessment of available finance and associated costs. The action plan should promote the alleviation of bottlenecks on major routes, regional integration, capacities in the sector, resilience and gender issues.

**The content of both documents must comply with the requirements of the Law on Planning System of the Republic of Serbia (Official Gazette of RS, No. 13/18) and related bylaws.**

Upon completion, the Draft National Transport Strategy with a detailed Action Plan will be presented to the MCTI.

#### **Task 4. Strategic Environmental Impact Assessment**

The Draft National Transport Strategy should have its corresponding environmental impact assessment study as per the Law on Strategic Environmental Impact Assessment of the Republic of Serbia ("Official Gazette of RS", No. 94/2024). Special focus should be on air pollution. The task of drafting the Strategic Impact Assessment Report will be to look at the possible significant negative impacts of programmatic solutions on the quality of the environment and to prescribe appropriate measures to reduce them, or to bring them within acceptable limits defined by the

legislation. The Law on Strategic Environmental Impact Assessment also defines the content of the Report. The report contains:

- 1) The starting premises of the strategic assessment;
- 2) Assessment of possible direct, indirect, cumulative, transboundary, short-term, medium-term and long-term, permanent and temporary, positive and negative impacts of the implementation of the plan and program on environmental factors in the area concerned;
- 3) Summary and specific objectives of the strategic assessment and selection of indicators;
- 4) A proposal for measures intended to prevent and/or reduce the estimated negative environmental impacts;
- 5) A decision of the competent authority made in the main assessment procedure for plans and programmes which, independently or together with another plan and programme, project, works or activities, may have an impact on the conservation objectives and the integrity of the ecological network area;
- 6) Guidelines for the implementation of strategic assessments at lower hierarchical levels and environmental impact assessments of projects;
- 7) A programme for monitoring the state of the environment during the implementation of the plan and programme (monitoring);
- 8) A description of the methodology used and difficulties in preparing the strategic assessment report;
- 9) A description of the decision-making process, a description of the reasons decisive for the selection of the given plan and programme from the aspect of the considered alternative solutions and a description of the way in which environmental issues are included in the plan and programme;
- 10) A non-technical summary of the information obtained within the framework of points 1)-9) of this paragraph and the conclusions reached during the preparation of the strategic assessment report presented in a manner understandable to the public;
- 11) The strategic assessment report for plans and programs that, independently or together with other plans and programs, projects, works or activities, may have an impact on the conservation objectives and integrity of the ecological network area, must include separately separated information on the ecological network area, measures to prevent and mitigate the negative impacts of the plan and program on the ecological network.

#### **Task 5. Assistance to the MCTI for public consultations**

In compliance with the national legislation, the draft National Transport Strategy with Action Plan and Strategic Environmental Impact Assessment, previously approved, shall be subject to public consultations. For this purpose, the Consultant will provide support to the MCTI during the entire process, including, but not limited to presentation of the draft documents, collecting questions and drafting replies, and others. A minimum of at least two (2) technical workshops and two (2) public consultation sessions should be planned. Additionally, the Consultant shall engage regularly with the Technical Working Group by participating in at least three (3) formal review meetings over the course of the assignment to ensure that feedback is incorporated into key deliverables.



Upon completion of the public hearing process, the Consultant shall prepare a set of documents (National Transport Strategy, Action Plan, Strategic Environmental Impact Assessment), revised in compliance with the relevant comments and submit it to the MCTI for the adoption procedure on the Government of the Republic of Serbia.

#### **4 Requirements**

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 and August 2018).

The assignment will require a qualified consulting company or a joint venture that can demonstrate extensive experience in developing strategic documents, fulfilling following criteria:

- 1) The Consultant must be a legal entity;
- 2) The Consultant (individual company or joint venture altogether) has successfully completed, during the last seven years (from the January 2018 up to the deadline for the receipt of applications indicated below), at least two (2) contracts that are similar to these Services. Similarity will be assessed based on the complexity of the assignments, such as the development of strategic documents and/or plans for the transport sector at the national/regional level or covering at least two modes of transport. Experience in preparing strategic documents and/or plans in Serbia, in accordance with the Law on the Planning System of the Republic of Serbia, will be considered as strong advantage.
- 3) The Consultant (individual company or joint venture altogether) has successfully completed, during the last seven years (from the January 2018 up to the deadline for the receipt of applications indicated below), at least one (1) contract for development of strategic documents/plans, or assessment of effects of implementation of strategic documents/plans delivered in EU country or candidate country.

The Consultant shall submit a Quality Assurance Plan and Method as part of the Technical Proposal.

The experience and financial record of any proposed sub-consultancy shall not be included in the evaluation.

MCTI, as Contracting Authority, 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 MCTI shall use the following criteria to rank the applicants 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 (3) 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 candidate) of the projects found eligible in para (3). As a proof, the Consultant firm shall prepare a table listing following information: name of the relevant assignments, value of the assignment (total and value of the services delivered by the candidate), short scope of work, year of contract's implementation (starting/ending date), country/region, contact reference (name, e-mail, phone number), signed certificate of the ordering side on completion of the assignment.

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

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 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.

The Team, as a whole, shall include experts familiar with RoS' regulations. The team organization, proposed staff availability and number of working days assigned to specific activities and backup will be evaluated as one of the major criteria within the evaluation of the proposed methodology and time schedule. The bidders need to submit the CVs of key and non-key experts (see Table 1) which will be mobilized immediately following the commencement date of the Contract. However, only key-experts will be subject of evaluation.

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 Contracting Authority, PIU and other interested stakeholders. He/she will be responsible for ensuring high quality performance of the main outputs and deliverables and the timing implementation of the activities during the Contract execution. Team Leader will be supported by the Deputy Team Leader, who will replace the Team Leader when necessary. A deputy team leader shall be appointed from one of the key or senior non-key experts.

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

*Table 1 Key qualifications and skills matrix*

<b>Title</b>	<b>Qualifications/Experience and Skills</b>
KE 1 - Team Leader: Senior transport expert	<ul style="list-style-type: none"><li>✓ M.Sc. in transport engineering</li><li>✓ At least 20 years of professional experience in transport sector</li><li>✓ At least 15 years of experience in development of policies, strategic documents and studies in transport sector and logistics</li><li>✓ Experience as team leader/project manager/senior expert in at least two (2) national transportation planning documents/strategies, transport modes integration and interconnection related projects on national or regional level</li><li>✓ Experience in at least two (2) planning, optimization or feasibility studies/contracts from the intermodal and multimodal transport domain and logistics approach implementation within transport sector integration and interconnection;</li><li>✓ Comprehensive understanding of all transportation systems i.e., road, rail, maritime, IWW and air transport including their mutual relations</li></ul>

	<ul style="list-style-type: none"> <li>✓ In-depth knowledge of intermodal approach to different transportation modes' (road, rail, air, maritime and IWW transport) planning and their integration into a cohesive strategy</li> <li>✓ Proven experience in complex project realization especially in transportation sector <ul style="list-style-type: none"> <li>✓ Experience with governmental policy, legislation and financing mechanisms in Serbia, will be considered an advantage</li> </ul> </li> <li>✓ Understanding of sustainable transport principle and incorporation methods of environmentally friendly practices into transportation strategy (e.g., decreasing carbon footprint, promoting e-mobility and active mobility)</li> <li>✓ Familiarity with the Serbian transport legislation, will be considered an advantage</li> <li>✓ In-depth knowledge of transportation related EU acquis</li> <li>✓ Strong leadership, planning, coordination and communication skills</li> <li>✓ Proficiency in Serbian language, will be considered an advantage</li> <li>✓ Professional proficiency in English language</li> <li>✓ Computer literacy</li> </ul>
KE 2 – Expert in Road Infrastructure and Traffic	<ul style="list-style-type: none"> <li>✓ M.Sc. in transport engineering</li> <li>✓ At least 15 years of professional experience in road traffic sector</li> <li>✓ At least 10 years of experience in realization of road transport and road infrastructure related to transportation studies, policy and strategic documents</li> <li>✓ Experience in at least two (2) regional/national level master plan and/or road infrastructure, traffic, and transport sector related projects/contracts;</li> <li>✓ Experience in at least two (2) road infrastructure related feasibility studies or general projects</li> <li>✓ Data analyst skills and Cost-Benefit Assessment (CBA) and economic impact assessment</li> <li>✓ In-depth knowledge of traffic flows analysis and forecasting tools on national and regional road infrastructure, including transport models and projection application;</li> <li>✓ Understanding of transport policy, governmental legislation, and financing mechanisms on local, national, and international levels, will be considered an advantage</li> <li>✓ In-depth knowledge of road transportation related EU acquis</li> <li>✓ Proficiency in Serbian language is an asset</li> <li>✓ Proficiency in English language</li> <li>✓ Computer literacy</li> </ul>
KE 3 – Expert in Sustainable Public	<ul style="list-style-type: none"> <li>✓ M.Sc. in transport engineering, urban planning, or similar</li> <li>✓ At least 15 years of professional experience in transport sector</li> <li>✓ At least 10 years of experience in public transport planning or a related field</li> </ul>

Transport and Urban Mobility	<ul style="list-style-type: none"> <li>✓ Experience on at least one (1) project/contract related to the development of a regional/national/urban public transport strategy/master plan or similar scope</li> <li>✓ Experience on at least one (1) project/contract that included the development and/or application of green transport solutions for public transport with the aim of reducing carbon footprints and increasing energy efficiency</li> <li>✓ Experience on at least one (1) project/contract related to the development of intelligent transport systems (ITS) in public transport (automatic vehicle location, electronic ticketing, MaaS or similar)</li> <li>✓ In-depth understanding of transportation systems, including road, rail, maritime, air, and public transport, and how they interact in the country (Serbia) will be an advantage</li> <li>✓ Experience working with local authorities, government bodies in planning and implementing transport projects</li> <li>✓ In-depth knowledge of road transport related EU acquis</li> <li>✓ Proficiency in Serbian language is an asset</li> <li>✓ Proficiency in English language</li> <li>✓ Computer literacy</li> </ul>
KE 4 – Expert in Rail Infrastructure and Transportation	<ul style="list-style-type: none"> <li>✓ M.Sc. in transport engineering</li> <li>✓ At least 15 years of professional experience in rail transport sector</li> <li>✓ At least 10 years of experience in realization of rail infrastructure and transportation related studies and strategic documents</li> <li>✓ Experience in at least two (2) national level projects/contracts regarding railway transport development strategy, passenger and freight flows forecasting on national rail network</li> <li>✓ Experience in at least one (1) feasibility study concerning national/regional level rail infrastructure planning, reconstruction and/or modernization</li> <li>✓ Planning, modeling, simulation and project evaluation skills in rail transportation</li> <li>✓ In-depth knowledge of traffic flows analysis and forecasting tools on national and regional rail infrastructure, including transport models and projection techniques application</li> <li>✓ Understanding of transport policy, governmental legislation, and financing mechanisms on local, national and international levels</li> <li>✓ In-depth knowledge of rail transport related EU acquis</li> <li>✓ Proficiency in Serbian language is an asset</li> <li>✓ Proficiency in English language</li> <li>✓ Computer literacy</li> </ul>
KE 5 – Expert in Maritime and	<ul style="list-style-type: none"> <li>✓ M.Sc. in transport engineering</li> <li>✓ At least 15 years of professional experience in maritime and inland waterways transport sector</li> </ul>

Inland Waterways Transportation	<ul style="list-style-type: none"> <li>✓ At least 10 years of experience in realization of maritime and inland waterways (IWW) infrastructure and transportation related policies, strategic documents, and studies</li> <li>✓ Experience in at least two (2) projects/contracts regarding maritime and IWW related transportation strategy, studies and projects</li> <li>✓ Experience in at least one (1) feasibility study concerning national/regional level IWW infrastructure and transportation planning, reconstruction and/or modernization</li> <li>✓ IWW network optimization skills, port development and autonomous and resilient transportation systems implementation</li> <li>✓ In-depth knowledge of data collection, processing, and analysis tools on IWW network with transportation forecasting aspects</li> <li>✓ Understanding of transport policy, governmental legislation, and financing mechanisms on local, national and international levels</li> <li>✓ In-depth knowledge of maritime and IWW transportation related EU acquis</li> <li>✓ Proficiency in Serbian language is an asset</li> <li>✓ Proficiency in English language</li> <li>✓ Computer literacy</li> </ul>
KE 6 – Air Transport Expert	<ul style="list-style-type: none"> <li>✓ M.Sc. in transport engineering</li> <li>✓ At least 15 years of professional experience in air transport sector</li> <li>✓ At least 10 years of experience in air transport planning, infrastructure or related field</li> <li>✓ Experience on at least two (2) projects/contracts related to development of sustainable air transport and models for transport network development;</li> <li>✓ Experience in at least one (1) study/project related to planning multimodal trips and integration of air transport with other transport modes on national or international level</li> <li>✓ Familiarity with tools for traffic forecasting and flow assignment on air transport networks</li> <li>✓ Understanding of transport policy, governmental legislation, and financing mechanisms on local, national and international levels</li> <li>✓ In-depth knowledge of air transport related EU acquis</li> <li>✓ Proficiency in Serbian language is an asset</li> <li>✓ Knowledge of English language</li> <li>✓ Computer literacy</li> </ul>
KE 7 – Environmental and Social Expert	<ul style="list-style-type: none"> <li>✓ University degree in engineering, natural and social sciences, law, public policy, or other related field; Advanced university degree shall be considered as an asset.</li> <li>✓ At least 10 years of work in environmental field;</li> <li>✓ Experience in performing at least two SEAs and developing two SEA Reports;</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Experience in working with environmental policies and sectoral plans and programs;</li> <li>✓ Experience in working with a wide range of stakeholders (private, governmental, CSOs.).</li> <li>✓ Proficiency in Serbian language is an asset</li> <li>✓ Knowledge of English language,</li> <li>✓ Computer literacy</li> </ul>
<b>Non-key experts</b>	
<p>The Consultant is free to propose an appropriate non-key experts team composition with substantial national and international experience in a wide range of transport sector studies, and advanced multi-disciplinary skills in a range of areas, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Transport sector policy formulation and analysis, for all modes;</li> <li>• Regulation and institutional reform in the transport sector;</li> <li>• Intelligent Transport Systems (ITS);</li> <li>• Transport economics</li> <li>• Multimodal transport and logistics;</li> <li>• Public-Private Partnerships and finance;</li> <li>• Reviewing and drafting transport sector legislation and regulation.</li> </ul>	

The indicative breakdown of the input from the experts will be given in the submitted proposal.

The costs for backstopping and support staff, as needed, are considered to be included in the bidder's financial offer.

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 Contracting Authority (MCTI) nor beneficiaries as part of this service contract or transferred to the Contracting Authority or beneficiaries at the end of this Contract.

## 5 Deliverables and schedule of the engagement

It is expected that the Consultant will commence in the 3th QR of the Year 2025 and provide services within 9 months, or any period as may be subsequently agreed by the parties in writing. It should be noted that current WBTTF Project Completion Date is December 15, 2025, and that the MCTI initiated at the IBRD its extension for additional 23 months. Therefore, contract signature with successful Consultant under this tendering procedure, and consequently execution of the contract, is conditioned by IBRD approval of requested extension of the WBTTF Project Completion Date.

Deliverables: The draft reports will be commented within two weeks of submittal, after which the Consultant will have one week to incorporate the comments into the subsequent edition of the

Report. Following the comments received, the Consultant will send a revised version, with the operated changes highlighted, via the same contact, before formally submitting the final version to the MCTI for approval. A self-standing draft report will be prepared as per the below table. Approvals of the final reports by the MCTI will be issued within two weeks of submittal. The MCTI is responsible for formally approving of reports.

Draft reports will be prepared and delivered in Serbian language. Final versions, upon MCTI approval, shall be translated by the Consultant in English language and submitted to the MCTI. All reports will be made available in hard and soft format, and should be sent to the MCTI. Draft reports will be sent in soft copy to the MCTI. The Final report will be sent in hard copy to the MCTI (3 copies in Serbian and 2 copies in English). All activities under this assignment are expected to be completed within 9 months from contract signing.

*Table 2 Deliverables and timeline*

<b>No.</b>	<b>Deliverable</b>	<b>Deadline for submission (from contract signing)</b>
1	Task 1. Current status analysis and performance assessment	2 months
2	Task 2. Setting up mission, vision, objectives and Key Performance Indicators for the transport sector	3 months
3	Task 3. Draft National Transport Strategy with Action Plan	6 months
4	Task 4. Strategic Environmental Impact Assessment	7 months
5	Assistance during and documentation of Public Consultations	8 months
6	Task 5. Final set of documents (National Transport Strategy, Action Plan, Strategic Environmental Impact Assessment)	9 months

## **6 Contract administration**

The Contract will be administered and managed by the MCTI through the PIU and with the supervision of the Project Coordinator. All tasks will be developed and implemented in close coordination with the MCTI, respectively PIU and Project Coordinator. In addition, MCTI shall nominate Technical Working Group which will actively participate in development of Strategy, Action Plan and SEIA. The Consultant should note that all deliverables shall be subject of previous approval of the Technical Working Group before issuance of the Acceptance Certificate by the Project Manager and Project Coordinator. The Technical Working Group meetings will be hosted by the MoCTI.

The PIU will assist the Consultant in gathering of all available information that can help in the execution of his assignment. This relates to information on the institutional organization, legal framework, transport and statistical data, transport sector projects that are being prepared or are under implementation, as well as all other relevant information. The PIU will also provide the

Consultant with copies of all studies that are available and that may be relevant to the execution of the Contract. Relevant documents that the MCTI has in electronic format shall also be made available to the Consultant.

## **7 Terms of payment**

The Contract will be the Standard World Bank Lump Sum Contract. The payments for services will be based on the deliverables / reports approved by the Project Manager and Project Coordinator. It should be confirmed that the financial proposal explicitly includes the cost of professional translation of the final reports into English, as required. The Contract costs will include remuneration and reimbursable costs referring to the assignment.

## **8 Conflict of interest**

The engaged Consultant firm must not be involved in any other related activity to this Project.



## **Annex 1**

List of available reports and data sources:

1. Report “Identification of Non-physical Bottlenecks”, (WBTTTF 2023)
2. Modelling report, (WBTTTF 2023)
3. Strategy of Waterborne Transport Development, 2015-25
4. Railway Master Plan (WBIF, 2012)
5. National Programme for the Development of Railway Infrastructure, 2017-21
6. PERS Business Strategy and Development Plan, 2017-27
7. Strategy of sustainable urban development of the Republic of Serbia by 2030
8. Traffic safety strategy 2023-2030
9. Stabilisation and Association Agreement
10. Annual progress report 2024 of the European Commission for Serbia
11. EU Connectivity Agenda for the Western Balkans (2020)
12. Economic and Investment Plan for the Western Balkans, (2020)
13. Transport Community Treaty
14. Strategy for Sustainable and Smart Mobility in the Western Balkans
15. TCT Action Plans
16. Growth Plan for the Western Balkans
17. Strategy for Development of ITS (Egis, 2017)
18. Strategic Framework for the Implementation of ITS on the TEN-T Network of the WB6 (ConnecTA, 2018)
19. ITS Programme (WBTTTF, 2023)
20. Air protection program in the Republic of Serbia for the period from 2022 to 2030 with Action Plan
21. Agriculture and Rural Development Strategy of the Republic of Serbia for the period 2014-2024
22. Strategy for Public Administration Reform in the Republic of Serbia for the period 2021–2030