

# **TERMS OF REFERENCE (TOR)**

## **FOR CONSULTING SERVICES**

### **TECHNICAL SUPERVISION OF IMPLEMENTATION OF INFORMATION SYSTEMS IN RGA AND ADVISORY SERVICES FOR SETUP OF PROJECT PORTFOLIO MANAGEMENT IN RGA**

#### **1 Background**

The Republic of Serbia and the International Bank for Reconstruction and Development (Hereinafter: IBRD) concluded the Loan Agreement (hereinafter: LA) for the Real Estate Management Project in Serbia (Hereinafter: The Project or REMP), signed by the two parties on April 17th, 2015 and ratified by the Parliament of the Republic of Serbia in its session on Jun 24, 2015 (Official Gazette of the Republic of Serbia – International contracts, No. 13-15).

The Law on State Surveys and Cadaster (LSSC; "Official Gazette of the RS", nos. 72/09, 18/10, 65/13, 15/15-US, 96/15, 47/17, 113/17, 27/18, 41/18 and 9/20) with appropriate amendments provides a solid foundation for the project. A viable single agency, the Serbian Republic Geodetic Authority (RGA), is implementing the LSSC. A Project Council and Project Steering Committee are supervising the Project Implementation.

The Project consists of four components: (A) Valuation and Property Taxation; (B) E-governance for Enabling Access to Real Estate Information; (C) Institutional Development of the RGA; and (D) Project Management and Support Activities.

The objective of the Project is to improve the efficiency, transparency, accessibility and reliability of the Republic of Serbia's real property management systems.

A full description of the Project is provided in the document "Project Appraisal Document" (PAD) and Loan Agreement (LA). The PAD is considered as a part of the necessary background materials to be understood by Consultant<sup>1</sup>.

Implementation is entrusted to the Project Implementation Unit (Hereinafter: PIU) of the Republic Geodetic Authority. Procurement of contracts financed by the World Bank will be conducted through the procedures as specified in the World Bank's Procurement Regulations for IPF Borrowers (July 2016, revised November 2017 and August 2018) available at <https://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework> (hereinafter: Procurement Regulations).

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<sup>1</sup> <http://documents.worldbank.org/curated/en/541411468182064197/pdf/PAD955-PAD-P147050-R2015-0041-1-Box385415B-OUO-9.pdf>

**The Project recruits a company (the Consultant) necessary for the specific consulting services, i.e. for technical supervision of information systems established and to be developed under the Project and advisory services on portfolio management to be established in RGA.**

## **2 Introduction**

The Information System for Real Estate Cadastre is being developed under the Project's Component B, through multiple phases, namely:

- DMS (ISREC Phase 1)

Implementation of the RGA DMS system on Therefore DMS platform is the first phase of the ISREC system, which had established a centralized electronic system for recording and managing documents, processes, users and code lists, impacting the improvement of work efficiency and effectiveness, while establishing the foundations for improvement and setting up of the entire electronic system for the RGA – the ISREC.

- DQI (Data Quality Improvement)

The Data Quality Improvement is the process that will entail data checks and correction of errors, followed by verification of data quality and consistency.

Address Register and Administrative Units (ISREC Phase 2)

The purpose of the address module is to manage all types of addresses in Serbia in a unified, centralized system, and to distribute up to date address information to the other information systems in Serbia.

The administrative units' module is a centralized system for managing the information on types, boundaries, names, official ID's, hierarchy and other data pertaining to the administrative units in Serbia, as well as distributing the current information about administrative units to the other information systems in Serbia.

- Real Estate Cadastre Software (ISREC Phase 3)

Development of software for the Real Estate Cadastre (textual and graphical data module and persons' module).

- ISREC Phase 4

Refers to: (i) completing ISREC system, namely (1) develop the remaining modules: Utility Cadastre, HR and Financial system modules and integrate them with ISREC, and (2) roll-out the ISREC countrywide; (ii) implementation of NSDI; (iii) implementation of sustainable business model for managing the NSDI and RGA IT systems.

## **3 Institutional arrangement**

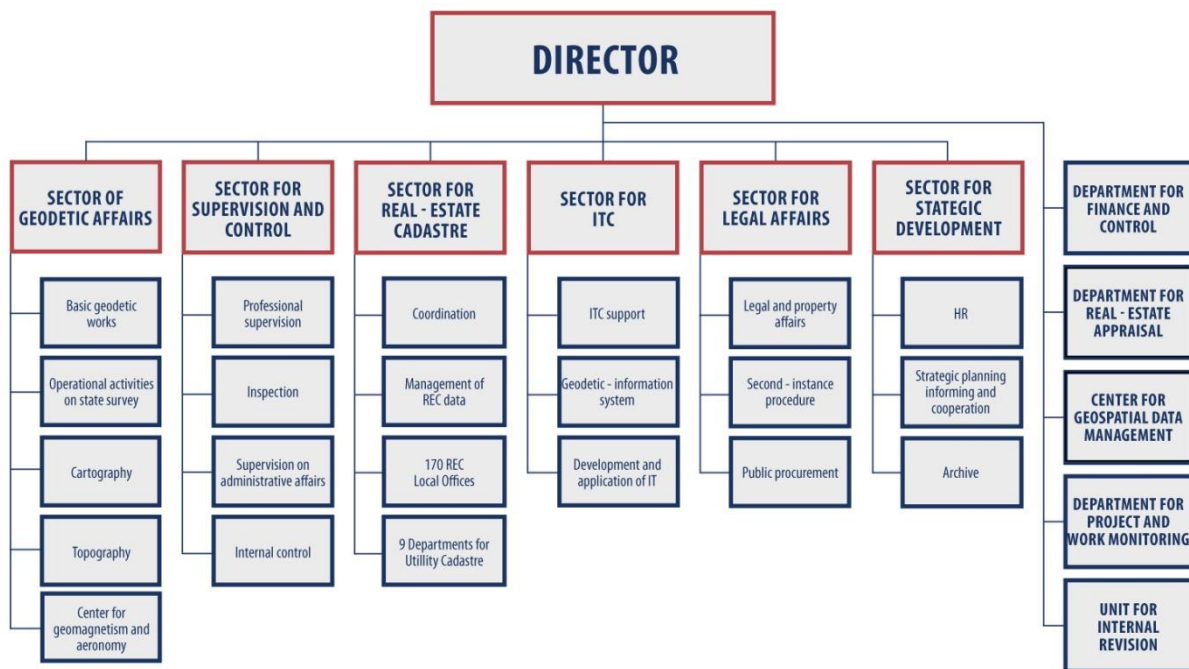
The Republic Geodetic Authority is a special organization performing professional and public administration works pertaining to state survey, real estate cadastre, utility cadastre, basic geodetic works, address registry, topographic-cartographic activities, property valuation, geodetic-cadastral information system, NSDI and geodetic works in engineering-technical fields.

The Rulebook on Internal Organization and Workplaces Systematization in the Republic Geodetic Authority No. 110-11/2017 dated October 19th, 2017, verified by the Government of the Republic of Serbia in its Conclusion No. 110-10182/2017 dated October 26th, 2017, establishes the following fundamental internal units:

- Sector for Digital Transformation
- Sector for Geodetic Affairs
- Sector for Real Estate Cadastre
- Sector for Strategic Development
- Sector for Legal Affairs
- Sector for Supervision and Control.

Also separate internal units are formed outside the sectors.

Organizational schema is given in Figure 1 below.



More information on internal organization and competencies of RGA is presented at official web presentation [www.rgz.gov.rs](http://www.rgz.gov.rs) (Serbian and English version). Seat is based in Boulevard vojvode Mišića no. 39, 11040 Belgrade. Addresses and contacts of local units at municipality level is given at official web site of RGA <http://www.rgz.gov.rs/kontakt> .

In RGA there are 1434 working position defined and cca 2300 employees filling these positions.

Article 10 of LSSC provisioned competencies of RGA.

## 4 Legislative framework

The strategic framework in geodetic area has been defined by the Strategy for the Establishment of NSDI in the Republic of Serbia (Government of the Republic of Serbia, session of 28.10.2010.), which is an integrated system of geospatial data, allowing users to identify and access spatial information obtained from various sources, from local, national to global, in a comprehensive manner. The aim is to define guidelines for all parties involved to create a national infrastructure for easy search, review and exchange of geospatial data, which is both part of the European infrastructure and an important element for international cooperation in this area. RGA acts as a coordinator in the establishment of NSDIs at the national and international level, by encouraging relevant institutions to join efforts in providing geo-referenced/geospatial data, and professionals and the general public to use the possibilities of a common geospatial data infrastructure.

The obligations of the RGA arise from the Law on Ministries ("Official Gazette of RS", No. 128/2020), LSSC, Law on procedure of registration in the Cadastre of real estate and lines ("Official Gazette of RS", No. 41/18, 95/18, 31/19 and 15/20), Law on Planning and Construction ("Official Gazette of RS", No. 72/2009, 81/2009, 64/2010, 24/2011, 121/2012, 42/2013, 50/2013, 98/2013, 132/2014, 145/2014, 83/2018, 31/2019, 37/2019 and 9/20), Law on Public Property ("Official Gazette of RS", No. 72/11, 88/13, 105/14, 104/16, 108/16, 113/17, 95/18 and 153/20), the Law on Mortgage ("Official Gazette of RS", No. 115/05, 60/15, 63/15 and 83/15) and other laws referred below. RGA performs its obligations in accordance with the Annual Work Plan issued by the Director of the RGA.

Acts primarily affecting the operations of RGA comprise:

- Strategy of development of information society and information security of the Republic of Serbia for period 2021-2026, <https://www.srbija.gov.rs/dokument/45678/strategije.php>
- Strategy of public administration reform of the Republic of Serbia for period 2021-2030, <https://www.srbija.gov.rs/dokument/45678/strategije.php>
- Law on State Survey and Cadastre ("Official Gazette of RS", Nos. 72/09, 18/10, 65/13, 15/15-US, 96/15, 47/17, 113/2017, 27/2018, 41/2018 and 9/20)
- Law on procedure for registration in the Cadastre of Real Estate and Lines ("Official Gazette of RS", Nos. 41/18, 95/18, 31/19 and 15/20)
- Law on Electronic Administration ("Official Gazette of RS", No. 27/18)
- Law on National Infrastructure of Geospatial Data ("Official Gazette of RS", No. 27/18)
- Law on Legalization of Buildings ("Official Gazette of RS", Nos. 96/15, 83/18 and 81/20)
- Law on Planning and Construction ("Official Gazette of RS", Nos. 72/2009, 81/2009, 64/2010, 24/2011, 121/2012, 42/2013, 50/2013, 98/2013, 132/2014, 145/2014, 83/2018, 31/2019, 37/2019 and 9/20)
- Law on Cooperatives ("Official Gazette of RS", No. 112/15)
- Law on Agricultural Land ("Official Gazette of RS", Nos. 62/06, 65/08, 41/09, 112/15, 80/17 and 95/18)

- Law on Conversion of State Ownership on Agricultural Land into Other Forms of Ownership ("Official Gazette of RS", Nos. 49/92, 54/96 and 62/06)
- Law on Mortgage ("Official Gazette of RS", Nos. 115/05, 60/15, 63/15 and 83/15)
- Law on Real Estate ("Official Gazette of RS", Nos. 93/14, 121/14 and 6/15)
- Law on Public Notary ("Official Gazette of RS", Nos. 31/11, 85/12, 19/13, 55/14, 93/14, 121/14, 6/15 and 106/15)
- Law on Certification of Signatures, Manuscripts and Transcripts ("Official Gazette of RS", Nos. 93/14, 22/15 and 87/18)
- Law on Ministries ("Official Gazette of RS", No. 128/20)
- Law on Civil Servants ("Official Gazette of RS", Nos. 79/05, 81/05, 83/05, 64/07, 67/07, 116/08, 104/09, 99/14, 94/17, 95/18 and 157/20)
- Law on Fundamentals of Property Relations ("Official Gazette of the SFRY", Nos. 6/80 and 36/90, "Official Gazette of the FRY", No. 29/96 and "Official Gazette of the RS", No. 115/05)
- Law on General Administrative Procedure ("Official Gazette of RS", Nos. 18/16 and 95/18)
- Law on Public Property ("Official Gazette of RS", Nos. 72/11, 88/13, 105/14, 104/16, 108/16, 113/17, 95/18 and 153/20)
- Law on Forests ("Official Gazette of RS", Nos. 30/10, 93/12, 89/15 and 95/18)
- Law on Waters ("Official Gazette of RS", Nos. 30/10, 93/12, 101/16, 95/18 and 95/18)
- Law on Roads ("Official Gazette of RS", Nos. 41/18 and 95/18)
- Law on Expropriation ("Official Gazette of RS", Nos. 53/95, 23/01, 20/09, 55/13 and 106/16)
- Law on Determining Cadastral Revenue ("Official Gazette of RS", No. 49/92)
- Law on Manner and Conditions of Recognition of Rights and Return of Land Transferred to State Ownership on the Basis of Agricultural Land Fund and Confiscation Due to Unfulfilled Obligations from Compulsory Purchase of Agricultural Products ("Official Gazette of RS", Nos. 18/91, 20/92 and 42/98)
- Law on Return of Pastures to Villages for Use ("Official Gazette of RS", No. 16/92)
- Law on Housing and Maintenance of Buildings ("Official Gazette of RS", Nos. 104/16 and 9/20)
- Law on Companies ("Official Gazette of RS", Nos. 36/11, 99/11, 83/14, 5/15, 44/18, 95/18 and 91/19)
- Law on Privatization ("Official Gazette of RS", Nos. 83/14, 46/15, 112/15 and 20/16)
- Bankruptcy Law ("Official Gazette of RS", Nos. 104/09, 99/11, 71/12, 83/14, 113/17, 44/18 and 95/18)

- Law on Enforcement and Security ("Official Gazette of RS", Nos. 106/15 and 106/16, 113/17, 54/19 and 9/20)
- Law on Restitution of Confiscated Property and Compensation ("Official Gazette of RS", Nos. 72/11, 108/13, 142/14, 88/15-US, 95/18 and 153/20)
- Law on Associations ("Official Gazette of RS", Nos. 51/09, 99/11 and 44/18)
- Law on Land Survey and Cadastre ("Official Gazette of the SRS" Nos. 11/76, 27/77, 21/78 and 24/84)
- Law on State Administration ("Official Gazette of RS", No. 79/05, 101/07, 95/10, 99/14, 47/18 and 30/18);
- Law on electronic document, electronic identification and trusted services in electronic business ("Official Gazette of the Republic of Serbia", no. 94/2017)
- Law on information security ("Official Gazette of the Republic of Serbia", no. 6/2016, 94/2017, and 77/2019)
- Law on personal data protection ("Official Gazette of the Republic of Serbia", no. 87/2018)

All legal acts and related by-laws could be accessed via publicly available Legal Information System at [www.pravno-informacioni-sistem.rs](http://www.pravno-informacioni-sistem.rs) .

## 5 Objectives and Scope of Work

The primary objective of the work described in these Terms of Reference (ToR) is to develop framework for portfolio management business line in RGA, and to supervise from technical perspective execution of contracts within World Bank project REMP including advisory services on improvement of information system architecture and services, as well security policies and procedures, delivered to end users. A portfolio management plan should be accompanied by a model that considers all aspects and presents option for long-term sustainability. These tasks will produce documents to shape the adoption and implementation of executed contracts and project portfolio management, which will consists of ICT goals derived from the business goals of RGA.

The project portfolio management framework shall contain vision, mission, objectives identified as short, medium and long term objectives, and analysis of the current situation, defining stakeholders, gaps, priorities and timeframe. Regarding short, medium and long-term timeframes it is considered usual definitions for short term as two (2) years' timeframe, for medium frame as five (5) years and long term timeframes as ten (10) or more years.

The task will be implemented through the following five (5) subtasks:

1. Inception Phase
2. Gap identification and current status assessment of RGA information system, and support to set up of new directions
3. Project portfolio management framework preparation and support to implementation, including emphasized security information architecture, followed by policies and procedures principles to be applied in future implementations
4. Technical supervision of contracts execution within REMP (ISREC Phase III).

### **Subtask 1: Inception phase**

- The Consultant shall mobilize the entire project team and have a kickoff meeting with the Client and Client representatives to understand expectations from the project. During the kick-off meeting, the Consultant shall present and discuss approach, methodology, key activities, outputs, deliverables, timelines, technology tools to be used and dependencies (if any), project team and consultants profile and personnel deployment schedule to meet the requirements stated under the terms of reference with the Client.
- The Consultant shall also discuss the data to be collected from various sources, surveys to be undertaken, analysis to be undertaken, key stakeholders to be consulted, way forward and support required from the Client.
- The Inception phase will output the Inception Report that shall include Project Background, Project Overview, Project Scope, Project Organizations, Project Structure and Roles, Project Deliverables and the implementation timelines.

### **Subtask 2: Gap identification and current status assessment of RGA information system, and support to set up of new directions**

- The Consultant will review the current state of information system and transpose that over the best practices in engineering area. This will be done through gathering and review of relevant data, studies and background information and frequent collaboration and discussion with the RGA. Through gap analysis, describe how to reach ICT goals which are derived from the business goals, and describe how the gap between the current and future states should be bridged by executing actions linked to various large scale strategic directions under the conditions determined by circumstances.
- The Consultant will analyze ICT solutions/entities of similar size and complexity and will determine the type of applications that have the potential for implementation in the RGA and its institutional setup to guarantee sustainability.
- Further, the Consultant will, through desk analysis and consultations with stakeholders, assess the problems/key issues in the RGA, identify, and prioritize areas where improvements are needed focusing security policies and procedures.
- ICT needs assessment report should describe the existing and planned ICT systems and findings, it should outline key functional and operational issues that impact the workload of the RGA system and services in terms of ICT requirements, and to present case studies - examples of best practice and services that showed highest benefits and could be applicable for the RGA, and finally, it should indicate the major issues that needs to be addressed by improvement of the ICT and outline major prerequisites for successful introduction of ICT, ranging from institutional / legal to technical.
- Findings will be presented by the Consultant at the workshop and will be analyzed and discussed with the RGA.

### **Sub task 3: Project portfolio management framework preparation and support to implementation**

- The Consultant will assist the RGA in developing project portfolio management framework in consultation with relevant stakeholders. The framework should be a statement accompanied by a summary of the goals and objectives that will serve as the basis for development of an operational framework. Strategic goals will highlight how road-based ICT can be effective in helping to meet and enhance the overall goals of the RGA.
- Based on the defined vision and objectives and needs assessment, the Consultant should provide a list of prioritized technical, functional, regulatory and organizational requirements for set up of project portfolio management. Under this activity the Consultant should address and develop decision criteria and selection process of priority projects, propose deployment of identified organizational unit, and develop key performance indicators and operational framework for management of ICT projects.
- A workshop will be organized by the Consultant to present and discuss the framework. Based on the inputs from the workshop, a final framework will be prepared and submitted to the RGA for approval.

#### **Sub task 4: Technical supervision of contracts execution within REMP**

- Technical supervision of contracts execution (REMP, ISREC Phase III) aiming to improve implementation by control, monitoring and corrective actions:
  - identify how ICT core services and business-related objectives align with the RGA service areas and objectives;
  - outline the project goals and identify the implementing actions required to achieve them;
  - monitor and control projects; take corrective actions needed, in case of poor performances identified;
  - recommend any performance-measure metrics;
  - implement action items needed for better project achievements, regard to description, scope of work, complexity, prioritization, identification of responsible entities, and expected durations.

### **5.1 Activities**

More specifically, under the overall direction and supervision of the Project Manager and a close cooperation with the RGA, the Consultant shall:

- Conduct analysis of the project documentation for the development of information system, primarily related to software functionalities and project implementation methodology, but also including non-functional aspects (security, performance, responsiveness, usability, etc.).
- Provide comments and advise on the improvement of project implementation according to terms and deliverables, focusing the project activities performed by contractors.
- Support RGA staff in successful project implementation during lifecycle: design, development, testing of software product, technical documentation, quality assurance and closure of project.



- Support RGA staff in responding to the potential disputes during project realization, deriving from the area of consultants' expertise.
- Participate in the process of User Acceptance Testing (UAT), in accordance to milestones defined in contract and project plan (i.e. final UAT). Consultants' involvement in UAT process shall ensure that testing and closure phase comprises verification of full compliance of the deliverables with the good engineering principles and contractual obligations, and improved audit and control mechanisms of the Project.
- Verify that detailed user requirements (functional and non-functional) related to design and implementation of new system are complied with technical specification for system and contractual obligations; resolve potential disputes between the selected implementer of system and RGA during contract implementation in sense of technical supervision; control quality of deliverables (software and documentation) as a technical support to the RGA.
- The Consultant should conduct several workshops aiming to collect, prioritize and classify user requirements regard to project portfolio management; the Consultant will support set up of this business line in RGA, by preparing proper strategic and operational framework for implementation of project portfolio management.
- The Consultant will prepare quarterly reports/interim reports on activities during contract execution.

## 5.2 Working Conditions

Project start date: Immediately upon contract signing.

The duration of the assignment is estimated to be 6 months from commencement. The Consultant shall propose the number of visits and schedule of work in their proposal.

During work at home and/or office, the Consultant will be available through face to face meetings, and/or video conferencing/phone calls.

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

## 6 REPORTING REQUIREMENTS

The Consultant shall produce the documents listed, in line with the schedule noted in section 7:

- Inception Report: up to 4 weeks after contract signing (inception period) the consultant shall submit an Inception Report that will include a timetable, agreed with the RGA, for submission of the other deliverables. The report will include, if necessary, proposed variations to the original work plan, and a list of any identified risks an issues.

- Interim report: up to 2 weeks after end of quarter (first quarter starts with end of inception period).
- Final Report: up to 15 days after end of project activities, the Consultant shall submit the Final Report that addresses activities and deliverables produced under the contract.

Reports and deliverables to be submitted: reports in English (inception report, interim reports, final report), deliverables in Serbian or English language, in electronic version (format upon agreement). Hard copy of reports and deliverables could be requested by RGA, if necessary.

All Reports shall be approved by the RGA authorized person (Project Coordinator/Contract Manager).

The RGA will provide a reasonable office space with furniture and internet access, if needed, during the face to face meetings. The Consultant will be provided with electronic version of all necessary documents available at RGA. For the duration of the contract the Consultant should provide internet connection and computer with appropriate software for usage.

## 7 Deliverables and indicative implementation plan

Remark: The draft reports will be commented within one week of submittal, after which the Consultant will have up to 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 RGA for approval. Approvals of the reports by the RGA will be issued within two weeks of submittal.

All activities under this assignment are expected to be completed within 6 months from contract signing.

Table no. 1 - Deliverables and timeline

| No  | Deliverable  | Term<br>(from contract signing) | Form and language                            |
|-----|--|---------------------------------|--|
| 1   | Inception report   | Up to 1 month                   | - In English language<br>- 1 electronic copy |
| 2-6 | Interim report no. 1 to 5. followed by respective output: report no. 1 to 5 (described in Interim report section below*) | Up to 5.5 months                | - In English language<br>- 1 electronic copy |
| 7   | Final Report   | Up to 6 months                  | - In English language<br>- 1 electronic copy |

- Inception report: Consultant will prepare, no later than 1 month following commencement of the Contract the Inception Report. It shall consist of max. 10 pages and describe initial findings, report on the discussions with the competent authorities, risk and difficulties expected in addition to work program and staff travel, together with a detailed plan of works, task allocations, timelines and communication procedure.
- Interim reports\* including reports on specific subject described in activities section of this ToR: During the work, the Consultant will prepare brief progress/interim reports (max. 10 pages) on the status of the activities, including progress, problems encountered, and proposed activities for the current month. These 5 (five) interim reports should be delivered, including following outputs:
  - 1) analysis of current state (report no. 1)
  - 2) gaps identified (report no. 2)
  - 3) corrective measures proposed and taken during technical supervision activities (report no. 3)
  - 4) strategic and operational framework for project portfolio management (report no. 4)
  - 5) recommendations, advices and proposals given to the RGA in last reporting period (report no. 5).
- Final Report: At the end of the engagement, the Consultant will prepare a short description of achievements, expert utilization, deliverables provided, problems encountered and recommendations for future actions to ensure results' sustainability (max. 5 pages). This report should contain attached documents prepared in the reporting period related to tasks described in this ToR.

The work stream to provide these deliverables shall be conducted in close collaboration with the RGA. Progress towards the deliverables and the final outputs, shall be described in the final report and will be subject to approval by the RGA.

## 7.1 Acceptance criteria and payment terms

**Acceptance criteria:** Deliverables submitted to and approved by the authorized person of the RGA.

The selected Consultant shall be paid the *lump sum* contract amount linked to the deliverables defined in Table no. 1 - Deliverables and timeline, and should allow payment for each of the Deliverables.

### Other requirements

The Consultant is obliged to perform consulting services in accordance with the applicable Serbian legislation and wide-known technical norms and rules of the profession and in accordance with the requirements defined in this ToR.

IP rights policy will be applied in accordance to the proper sections of the Contract.

The submission of complete documentation in the electronic form is mandatory.

## 8 Qualifications of the Consultant

The assignment will require a qualified consulting company or a joint venture that can demonstrate capabilities to develop strategic documentation.

The Consultant shall provide a detailed history of its experience in implementing technical supervision services with the aim to raise standards of performance and service, over the past 5 years with appropriate references. The Consultant is expected to propose a team of qualified experts, capable of delivering the above service. CVs of proposed key experts and non-key experts (if any) must be submitted with the expression of interest for review.

The following criteria will be applied to all consulting firms that have submitted their expression of interest:

- The consulting firm must be a legal entity.
- The number of staff dedicated to the completion of the assignment is at least 4 key experts (either from an individual company or joint venture together)
- The Consultant has more than three years of experience in consulting services in carrying out: IT technical supervision, High level design of information system (preparation of terms of reference for IT projects), IT business analysis, Project management, and IT security
- The consultant (individual company or joint venture together) has implemented and successfully completed, during the last five years, at least 3 (three) contracts that include any of the following tasks: technical supervision of IT projects, high level design of information system, IT security
- The Consultant (individual company or joint venture together) should demonstrate proven experience in international cooperation projects (World Bank/IFC, EBRD, UNDP, EIB), with emphasis on the information system high level design and technical supervision in public sector.

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 below and non-key experts, as needed. The Consultant is obliged to ensure adequate staff in terms of expertise and time allocation, as well as needed equipment in order to complete the activities required under the scope of work and to achieve the objectives of this Contract in terms of time, costs, and quality. Having in mind the diversity of areas covered by this Contract it is expected that the Consultant shall have sufficient expertise to cover preparation of the documents required.

The team organization and experts assigned to specific activities will be evaluated as one of the major criteria within the evaluation of the proposed methodology and time schedule.

Given the complex nature of the services to be rendered by the Consultant for the implementation of the Contract, and the expertise required, as part of the organization and methodology of the technical proposal, the firms will need to demonstrate their capabilities to effectively mobilize highly qualified key experts to carry out the specific tasks and activities requested. In particular, the firms need to submit the CVs of all key and non-key experts 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, and other interested stakeholders. He/she should be responsible for ensuring high quality performance of the main outputs and deliverables and the timing implementation of the activities during the Contract execution.

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

The Consultant must provide a team that covers the following requirements:

**Team Lead – Project manager (1 position)**

- University degree in technical studies (IT, electrical engineering, computer sciences or equivalent) (advantage will be Master degree or higher)
- At least 15 years of general professional experience in IT area
  
- At least 5 years of experience in management of IT projects (advantage will be 10+ years of experience in IT projects)
- At least 5 years of experience in IT services, in carrying out integration of digital technologies in all spheres of business including: IT business analysis, project management, participation in preparation of legislative framework in IT area and institutional arrangements in IT area, market researches in IT area (advantage will be 10+ years of required experience)
- Certified in project management, at least on basic level, in accordance to world-wide known methodologies (advantage will be higher level of certification)
  
- The Consultant should demonstrate proven experience in international cooperation projects (advantage will be experience in IT international cooperation projects in the Republic of Serbia)
- Advantage will be experience in the World Bank projects
- Knowledge of English language (advantage will be knowledge of Serbian language)

**Project portfolio management expert (1 position)**

- University degree in technical studies (IT, electrical engineering, computer sciences or equivalent) (advantage will be Master degree or higher)
- At least 15 years of general professional experience in IT area
  
- At least 5 years of experience in IT projects (advantage will be 10+ years of experience in IT projects)
- At least 5 years of experience in IT services, in carrying out integration of digital technologies in all spheres of business including: IT business analysis, IT project portfolio management/program management, process improvements, enterprise architecture of information system (advantage will be 10+ years of required experience)
- Certified in Enterprise Architecture methodology and framework, at least on basic level, in accordance to world-wide known methodologies (advantage will be certification in

Project management office–practitioner in field of to set up, assess, manage and improve value-oriented project management office)

- The Consultant should demonstrate proven experience in international cooperation projects as an IT consultant (advantage will be experience in public sector projects)
- Experience in project crisis management (advantage will be experience in digital transformation projects)
- Knowledge of English language (advantage will be knowledge of Serbian language)

#### **IT Expert for technical supervision (1 position)**

- University degree in technical studies (IT, electrical engineering, computer sciences or equivalent) (advantage will be Master degree or higher)
- At least 15 years of general professional experience in IT area
- At least 5 years of experience in IT projects in public sector (advantage will be 10+ years of experience in IT projects in public sector)
- At least 5 years of experience in IT services, in carrying out integration of digital technologies in all spheres of business including: IT business analysis, IT project management, assessment of current state of IT, process improvements and business workflow automatization, high level design of information system (advantage will be 10+ years of required experience)
- Certified in project management, at least on basic level, in accordance to world-wide known methodologies (advantage will be higher level of certification)
- The Consultant should demonstrate proven experience in international cooperation projects as an IT consultant (advantage will be experience in technical supervision of IT projects in the public sector projects)
- Experience in the World Bank projects in public sector (advantage will be experience in the World Bank projects in public sector in the Republic of Serbia)
- Knowledge of English language (advantage will be knowledge of Serbian language)

#### **Information Security Expert (1 position)**

- At least 15 years of general professional experience in IT security
- At least 5 years of experience in IT security projects in public sector and/or large enterprises (advantage will be 10+ years of experience in IT security projects in public sector and/or large enterprises)
- At least 5 years of experience in IT security services, in carrying out: penetration testing, digital forensics, ensuring proper functioning of information systems in terms of confidentiality, reliability and integrity of the processed data, vulnerability assessment (advantage will be 10+ years of required experience)
- Certified in penetration testing, at least on basic level, in accordance to world-wide known methodologies (advantage will be higher level of certification and certification in ethical hacking)

- The Consultant should demonstrate proven experience in international cooperation projects as an IT security consultant
- Advantage will be detection of security vulnerabilities of ICT products/systems, recognized and published in world-wide known databases
- Knowledge of English language (advantage will be knowledge of Serbian language)

## 9 Selection

The Consultant firm will be selected in accordance with CQS method set out in the World Bank's Procurement Regulations for IPF Borrowers (July 2016, revised November 2017 and August 2018).

All submissions will be evaluated based on the following criteria:

- Specific experience of the firm related to the assignment – 40 points
- Qualifications of key staff – 60 points.