



Republic Geodetic Authority

REQUEST FOR EXPRESSIONS OF INTEREST CONSULTANCY SERVICES

Republic of Serbia
Real Estate Management Project (REMP)
IBRD Credit No.84860

Assignment Title: Business plan and Implementation plan

Reference No. SRB-REMP-8486YF- CQS-CS-19-130

The Republic of Serbia / Republic Geodetic Authority (RGA) has received financing from the World Bank toward the cost of the Real Estate Management Project, and intends to apply part of the proceeds for consulting services.

The ultimate objective of the consultancy is to define a sustainable NSDI business model for the Republic of Serbia. The consultant company/consultant will work closely with the key stakeholders within the NSDI community to define the direction, rationale, model(s) and implementation roadmap for the Business Model for Serbian NSDI.

NSDI business model development should include financing model, pricing policy, spatial data sharing and distribution among stakeholders, licensing, cost-benefit analysis, spatial data and services access for emergencies.

The objective of the NSDI Business Model is to establish the organisation of the NSDI in Serbia in sustainable manner to be able to answer on tasks and needs of Serbian public, private, academic sector and citizens. An incremental and sustainable implementation path of the business model is needed so stakeholders move to an integrated and harmonised infrastructure for sharing spatial data.

NSDI business model development should also include options for Center for operation in a sustainable manner in order to support and promote sustainable NSDI business mode. (To propose business model for Center for managing innovations and tasks that require investments).

Scope of work and tasks:

Three phases of work will be undertaken:

- Phase 1 Definition of Business Case:** To create clarity of purpose and a unified vision and define the (scope of the) business case including a set of key requirements. A business case should be composed of 5 different but complementary perspectives: strategic, economic (the output from contract for the Social-economic study of NSDI impact on the society), commercial (costs and how they have been tested in the market to ensure they are realistic) financial (capex v opex) and management.
- Phase 2 Development of Business model:** To prepare a report - overview of best practice on international business models which are considered to be applicable for Serbia (with a reflection for a Serbian conditions). To specify a business model with a clearly articulated business and financing model(s) to enable effective partnering and collaboration (partnerships with universities, private sector and scientific organizations). In addition, the model includes policies for stakeholders' data sharing/distribution policy, licensing policy, and spatial data/services access for emergencies. In addition, a scenario study needs to be executed to analyse the impacts of several aspects of the business model.

5. **Phase 3 NSDI Business Model Roadmap:** A defined programme with clear roles and responsibilities and effective mechanisms for performance monitoring/reporting and risk management. NSDI Business Model Roadmap, as well as business model will be in line with the output from *contract for the support to the development of Socio - economic study and Action Plan in line with the UN Integrated Geospatial Information Framework (IGIF)*.

Project duration

The project is envisaged to require 60 working days of effort to be completed within an elapsed period of 9 months. If foreign consultants are implementing the project, 3 visits to Serbia (Belgrade) are envisaged.

Expected Results / Deliverables

Name Deliverable	Description
Definition of Strategic Vision	Reviewed and approved by key stakeholders
Business Case	High-level business requirements against which the NSDI will be delivered
Review the relevant laws and regulations	Review the relevant laws and regulations related to the NSDI, especially the ones that significantly influence the marketing opportunities (e.g. the Law on Republic Administrative Taxes) and sharing of geospatial data; to analyze all relevant documents (laws, regulations and strategic documents) regarding spatial data in Serbia
Definition of risk management approach with a mitigation plan	To include a risk register detailing key risks on the implementation of the NSDI Business model with estimated probability, impact and mitigation strategy
Cost and Benefit Assessment in a case of opening data sets	To deliver Cost and Benefit Assessment in a case of opening some data sets to Private sector, Public sector and citizens, and wider society – to identify minimum 5 key main market impacts beside Environment and Agriculture and to quantify them and to identify other possible major market impacts.
Business Model	Prepare overview of best practice on international business models which are considered to be applicable for Serbia (with a reflection for a Serbian conditions)
Business Model	The proposed business model which maximises the benefit to Serbian society while ensuring there are clear responsibilities and opportunities for all participants
Financing Model	Additional sources of public, private and external funding for the development and operation of the NSDI Business model
Partnering Model	With supporting good practice guidance on how to encourage partnering within the NSDI Business model
Data Sharing and distribution policies	A harmonised approach for licensing access and reuse of data.
Access policies in case of emergencies	An strong approach to access key spatial data and services in case of emergencies/disasters
Cost Benefit Analysis	Quantify costs and benefits of implementing the NSDI Business Model, together with a model for revenue and expenditure.
NSDI Business Model Implementation Roadmap (3-5 years)	An outline programme for the establishment of the NSDI Business model describing key implementations tasks, the responsible institutions together with an estimate of the required budget and time scales
Definition of Roles and Responsibilities	The roles and responsibilities for the implementation of the NSDI Business model
Definition of key performance monitors and indicators	For the implementation and operation of the NSDI Business model

The shortlisting criteria are following:

The Consultant should state their assumptions in responding to these requirements, and if the requirement cannot be met, explain how the desired outcome would be achieved.

Req-1: Reference to previous NSDI Business model/strategy projects

The Consultant should provide evidence of a proven track record in providing strategic advice for NSDI business models with supporting evidence of successful completion of previous projects of a similar business nature.

The Consultant must state how long they have been providing such services and must include details of a minimum of three (3) previous projects on optimizing the business benefits of geographic information and services within NSDI, as well as details of current or successfully completed contracts. Details must include the nature of the project, and indication of the project scale, the type of strategic consulting activity performed and the role of the tenderer within the project.

Req-2: Familiarity with relevant European Policy

The Consultant must demonstrate familiarity with European Policy including the PSI and INSPIRE Directives and Tallinn Declaration on eGovernment together with specific evidence of how this knowledge has been applied to the development of NSDI business models.

Req-3: Local knowledge of Serbia

It is desirable that the Consultant have prior local knowledge of working in Serbia or a neighboring country with similar cultural and operational conditions.

Req-4: Expertise with scenario studies

It is desirable that have expertise in setting up scenario studies to analyse the most appropriate business model for the NSDI in Serbia. At least three scenarios need to be studied; a minimal version, containing the mandatory settings and needs to be able to change the NSDI in Serbia; an optimal version, aiming at a balanced and sustainable NSDI business model implementation; and a maximal version, implementing all requirements and settings which have been identified.

Req-5: Knowledge and skills transfer

The Consultant should provide evidence of previous knowledge and skills transfer, including stakeholders consultations, collaborative development of use cases and organisation of workshops. Ideally, this would have been performed within the context of developing an NSDI Business model.

Req-6: Proven ability for the definition of NSDI Implementation Roadmaps

The Consultant should indicate prior experience of developing implementation roadmaps and/or implementation plans ideally for large scale NSDI projects. This should include the development of programme plans with assigned roles and responsibilities, performance monitoring and managing key risks within the project.

Req-7: Resources

The Consultant must indicate the resources and availability to complete the work within the required timescales.

Req-8: Curriculum Vitae

The Consultant must provide CV(s) for the key individual(s) proposed for the work – which demonstrates his/her knowledge, skills and experience to perform the required work. Prior to the appointment of the work, assurances on the availability of the key individuals for the project will be required.

The Project Implementation Unit (PIU) of the Republic Geodetic Authority now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services:

- experience and description of similar assignments
- availability of skilled staff
- CVs of key personnel and key experts.

The Consultant shall submit only one proposal, either individually or as a joint venture partner in another proposal. If a Consultant, including a joint venture partner, submits or participates in more than one proposal, all such proposals shall be disqualified. This does not, however, preclude a consulting firm to participate as a sub-consultant, or an individual to participate as a team member, in more than one proposal.

The following selection criteria with corresponding points will be used for the above position in the evaluation procedure:

– Specific experience relevant to the assignment	40 pts
– Qualifications for the assignment	30 pts
– Competence for the assignment	30 pts

The attention of interested Consultants is drawn to paragraph 1.9 of the World Bank’s “*Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers*”, published by the World Bank in January 2011 (“Consultant Guidelines”), setting forth the World Bank’s policy on conflict of interest.

A Consultant will be selected in accordance with the CQS procedure set out in the “*Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers*”, published by the World Bank in January 2011, revised in July 2014.

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

Expressions of interest must be delivered in a written form to the address below or via e-mail by **January 10, 2020, 1:00 PM**.

When submitting Expressions of interest please indicate assignment and reference number for which you are applying.

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