



Republic Geodetic Authority

REQUEST FOR EXPRESSIONS OF INTEREST CONSULTANCY SERVICES

Republic of Serbia
Real Estate Management Project (REMP)
Project ID No. P147050

Assignment Title: Technical Supervision of Implementation of Information Systems in RGA and Advisory Services for Setup of Project Portfolio Management in RGA

Reference No. SRB-REMPAF-9020YF-CQS-CS-22-224

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

The main objective of this assignment 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 2 (two) years' timeframe, for medium frame as 5 (five) years and long-term timeframes as 10 (ten) or more years.

The task will be implemented through the following 4 (four) 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, 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.
- 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.

Deliverables:

The Consultant will be responsible to deliver the following:

No	Deliverable	Term (from contract signing)	Form and language

1	Inception report	Up to 1 month	- In English language - 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 - 1 electronic copy
7	Final Report	Up to 6 months	- In English language - 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.

Period of Performance

The assignment shall start immediately upon contract signing with duration 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 detailed Terms of Reference (ToR) and Request for Expressions of Interest (REoI) for the above referenced consulting services are posted on the website of the RGA at <https://rgz.gov.rs>

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:

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 (five) 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 requested qualifications of the Consulting Firm are the following:

- 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 requested Experience and Qualifications of Consultant's Staff are:

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)

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 positions in the evaluation procedure:

Specific experience relevant to the assignment40 pts

Qualifications for the assignment60 pts

The attention of interested Consultants is drawn to paragraphs 3.14, 3.16 and 3.17 of the World Bank's Procurement Regulations for IPF Borrowers – Procurement in Investment Project Financing Goods, Works, Non-Consulting and Consulting Services (July 2016, revised November 2017, August 2018 and November 2020) (“the Regulations”) setting forth the World Bank's policy on conflict of interest.

The Consultant will be selected in accordance with the Consultant's Qualifications Based Selection (CQS) method as set out in the World Bank's Procurement Regulations for IPF Borrowers – Procurement in Investment Project Financing Goods, World, Non-Consulting and Consulting Services (July 2016, revised November 2017, August 2018 and November 2020) (“the Regulations”).

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 **October 7th, 2022, 12:00 AM.**

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

Republic Geodetic Authority
Project Implementation Unit
Bulevar Vojvode Mišića 39
11000 Belgrade, Republic of Serbia
Pisarnica, soba br.M001, prizemlje
Tel/Fax: +381 11 715 2600 extension 2575
E-mail: wb@rgz.gov.rs