

**Technical Specifications Services:**

**Technical Assistance for setting up Western Balkans Electronic Register of Road Undertakings– Phase I: Preparation of the Tender Dossier including Technical Specifications**

**PS/SRV/PRT/004/2024**

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## **1. Introduction**

This document includes all the requirements on the basis of which each Tenderer will prepare its tender (Technical Proposal and Financial Proposal) for the performance of the services that are the subject of the Contract resulting from this procedure.

The Contracting Authority is the Transport Community through by the Permanent Secretariat of the Transport Community.

Permanent Secretariat of Transport Community - is one of the institutions set up under the Transport Community Treaty ("Treaty"). The Transport Community is an international organisation in the field of mobility and transport. It has 36 participants – the European Union member states represented by the European Commission, the six South East European Parties (the Republic of Albania, Bosnia and Herzegovina, Kosovo\*, Montenegro, the Republic of North Macedonia, and the Republic of Serbia) and the three observing participants (Georgia, Republic of Moldova and Ukraine).

The Permanent Secretariat of the Transport Community ("the Secretariat") provides administrative support to the other institutions of the Transport Community (the Ministerial Council, the Regional Steering Committee, the technical committees and the Social Forum). The Secretariat acts as Transport Observatory to monitor the performance of the indicative TEN-T extension of the comprehensive and core networks to the Western Balkans and supports the implementation of the Western Balkans Six (WB6) Connectivity Agenda aiming to improve links within the Western Balkans as well as between the region and the European Union.

The Secretariat also reviews the implementation of the obligations under the Treaty.

**Address:** Beogradjanka building, Masarikova 5/8, 11000, Belgrade, Serbia

Internet addresses: <https://www.transport-community.org/>

## **2. Background**

### **2.1. Information about the Contracting Authority**

The Transport Community is an international organisation in the field of mobility and transport. Transport Community is working on integrating Western Balkans' transport markets into the EU by assisting the regional partners in adopting and implementing the EU legislation in the transport field and supporting projects connecting the region and with the EU. The aim of the Treaty therefore is the creation of a Transport Community in the field of road, rail, inland waterway, and maritime transport as well as the development of the transport network between the European Union and the Western Balkan Parties.

The Permanent Secretariat of the Transport Community (further on "TCT") has been tasked to support the parties on the path towards achieving their common goals. The organisation was founded by the

Treaty<sup>1</sup> establishing the Transport Community signed on 9<sup>th</sup> of October 2017 by all partners (Council Decision (EU) 2019/392).

## **2.2. Information about the context which has made necessary the procurement of the services**

The Transport Community Treaty Annex I.3 Rules applicable to road transport relevant EU acquis incorporates two EU Regulations that pertain to the admission of road operators in the field of road haulage and passenger transport.

Regulation (EC) No 1071/2009 of the European Parliament and of the Council <sup>2</sup> establishes the guidelines for companies seeking to enter and operate in the road haulage and passenger transport industry, specifically concerning the transport of goods or people. It applies to all EU-based companies that are currently engaged in or planning to engage in these activities. Additionally, Article 16 of Regulation (EC) No 1071/2009 mandates that each Member State maintains a national electronic register of authorized road transport undertakings. These authorities, designated by the Member States, are responsible for authorising companies to engage in the occupation of a road transport operator. The minimum data to be contained in the national electronic registers is laid out in Article 16(2) of Regulation (EC) No 1071/2009. The requirements for this data entered in the national electronic registers are laid out in Commission Decision 2009/992/EU<sup>3</sup>, as last amended by Commission Implementing Decision (EU) 2024/773<sup>4</sup>.

Regulation (EC) No 1071/2009 has been partially transposed by all the Regional Partners, according to the information provided to the TCT. Regulation (EU) 2020/1055 of the European Parliament and of the Council <sup>5</sup>, which amends Regulation (EC) No 1071/2009, is part of Annex I of Treaty. It updates the rules concerning the conditions to be complied with to pursue the occupation of a road transport operator, including to address the presence of letterbox companies and prevent unfair competition. Its focus is to enhance the rules governing the occupation of road transport operators.

The technical specifications of the ERRU system are laid out in Commission Implementing Regulation (EU) 2016/480<sup>6</sup>, as last amended by Implementing Regulation (EU) 2023/2381<sup>7</sup>.

The European Register of Road Undertakings (ERRU) was established based on the need to interconnect EU Member States' national electronic registers. Therefore, ERRU is designed as a messaging system created by the European Union (EU) and managed by the European Commission to facilitate information exchange among EU member states regarding road transport operators. It serves as a tool to facilitate the work of enforcement authorities when checking the compliance of road

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\* This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence

<sup>1</sup> <https://www.transport-community.org/wp-content/uploads/2022/10/treaty-en.pdf>

<sup>2</sup> OJ L 300, 14.11.2009, p. 51. ELI: <http://data.europa.eu/eli/reg/2009/1071/oj>.

<sup>3</sup> OJEU L 339, 22.12.2009, p. 36. ELI: <http://data.europa.eu/eli/dec/2009/992/oj>.

<sup>4</sup> OJ L, 2024/773, 06.03.2024, ELI: [http://data.europa.eu/eli/dec\\_impl/2024/773/oj](http://data.europa.eu/eli/dec_impl/2024/773/oj)

<sup>5</sup> OJ L 249, 31.7.2020, p. 17. ELI: <http://data.europa.eu/eli/reg/2020/1055/oj>.

<sup>6</sup> OJEU L 87, 2.4.2016, p. 4. ELI: [http://data.europa.eu/eli/reg\\_impl/2016/480/oj](http://data.europa.eu/eli/reg_impl/2016/480/oj).

<sup>7</sup> OJ L, 2023/2381, 05.10.2023. ELI: [http://data.europa.eu/eli/reg\\_impl/2023/2381/oj](http://data.europa.eu/eli/reg_impl/2023/2381/oj).

transport operators' with applicable EU rules, fostering transparency and cooperation among member states in regulating the road transport sector.

More information on the status of transposition for each Regional partner can be found in the latest report on Monitoring the Implementation of Action Plans and transposition of EU Acquis<sup>8</sup>. Furthermore, within the framework of ITF, Regional Partners have to comply with the requirements of the Quality Charter for International Road Haulage undertaken under the ECMT Multilateral Quota through national legal acts transposing relevant EU legislation. Reports on Implementation of Quality Charter prepared by Regional partners can be found in the ITF website.

In the context of road transport between the Western Balkans and the EU, various types of permits regulate the market, such as bilateral permits and ECMT permits. The Transport Community Treaty itself does not contain any rules or provisions concerning road transport permits. However, the permit system plays a vital role in facilitating the functioning of the road transport market in the region.

Bosnia Herzegovina and Serbia have already established their national register of all road undertakings. Montenegro is planning to launch soon the tender for establishing their national register, starting from the module of freight operators. The rest of the Regional partners do not have a register in place yet.

Transport Community Treaty's Regional Steering Committee in December 2023, recognized the need to enhance the regulation of the road transport operator business, focusing on:

- Establishment of a National Electronic Register: Each Regional Partner is to set up a national electronic register that lists companies authorised to operate as road transport operators. This register will serve as a central repository of information and will help ensure transparency and compliance with the relevant regulations.
- Western Balkans Electronic Register of Road Undertakings (WBRRU): In alignment with the European Register of Road Undertakings (ERRU), a WBRRU to be established specifically for the Western Balkans region. The WBRRU is to be set up as a compliant counterpart to the ERRU and facilitates the exchange of information between the Regional Partners. It will contribute to harmonisation and cooperation in regulating the road transport sector.
- Recognition of Digital Signatures: Parties involved in road transport operations, such as road transport undertakings and authorities, recognise and accept digital signatures. This recognition ensures the authenticity and integrity of electronically exchanged documents and streamlines administrative processes in the road industry.
- Development of the e-Permit Exchange Module: Within the WBRRU, a dedicated module to be created to serve as an exchange terminal for permits. This module will enable a secure and efficient exchange of permit-related information among the relevant stakeholders. It will act as an intermediary platform until the complete opening of the road transport market. This initiative aims to simplify and expedite the permit issuance and verification processes.

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<sup>8</sup> <https://www.transport-community.org/wp-content/uploads/2023/12/Action-Plans-and-EU-Acquis-Progress-Report-2023-WEB.pdf>

These activities aim to contribute to effectively regulating and managing the road transport operator business, promoting transparency, cooperation, and compliance within the Western Balkans region.

In addition, on 8 November 2023 the European Commission presented a new Growth Plan for the Western Balkans for the period 2024 - 2027 including €6 billion in grants and loans to accelerate economic convergence with the EU. To this effect, the Commission proposed a new growth plan for the Western Balkans based on four pillars, aimed at:

1. Enhancing economic integration with the European Union's single market, subject to the Western Balkans aligning with single market rules and opening the relevant sectors and areas to all their neighbours at the same time, in line with the Common Regional Market;
2. Boosting economic integration within the Western Balkans through the Common Regional Market, based on EU rules and standards, which could potentially add 10% to their economies;
3. Accelerating fundamental reforms, including on the fundamentals cluster, supporting the Western Balkans' path towards EU membership, improving sustainable economic growth including through attracting foreign investments and strengthening regional stability;
4. Increasing financial assistance to support the reforms through a Reform and Growth Facility for the Western Balkans, a new instrument worth EUR 6 billion in non-repayable support and loan support, with payment conditioned on the Western Balkans' partners fulfilling fundamental reforms, and in particular specific socio-economic reforms.

As part of this growth plan, the Commission has identified seven initial priority areas for Integration into the EU's single market. Regarding transport **Action 4 - Facilitation of Road Transport** specifies:

- (i) Support Western Balkan countries to integrate their road transport in the region on the basis of the adoption of the relevant EU acquis.
- (ii) In parallel work towards granting access of the Western Balkan partners to the relevant EU information systems (IMI, ERRU) and consider further facilitation of bilateral transport operations, through a separate agreement complementing the SAAs.

Both actions should accelerate the adoption of the EU Road Transport acquis, provide significant economic benefits and progressively lead to further integration in the area of road transport.

Within this framework, Transport Community Permanent Secretariat have been tasked to assist the the six South East European Parties in setting up of Western Balkans Register of Road Undertakings including an exchange permit terminal. This process will be organised in phases. **Phase 1** that is the subject of this contract will develop the proposal and prepare the Tender Dossier including the Technical Specifications to launch the setting up of the WBRRU and the permit exchange module. Phase 2 will comprise the setting up of the Western Balkans Electronic register followed by permits exchange terminal.

### **2.3. Objectives (Information about the expected benefits)**

The overall objective of this assignment is to improve the regulatory alignment in the Western Balkans with the EU legislation, streamline processes related to road undertakings, improved business management, stimulate regional collaboration through exchange of information and digital

documents, increased competitiveness and enhanced transparency in the road transport sector within the Western Balkans region.

More specifically the scope of this assignment is to assist Regional Partners in preparing the concept, Tender Dossier including Technical Specifications for setting up the Western Balkans Electronic Register of Road Undertakings (WBRRU) in alignment with the European Register of Road Undertakings (ERRU), including the development of an e-permit Exchange module for streamlined electronic permit processes within WBRRU.

#### **2.4. Stakeholders**

Information about the stakeholders and their implications in the contract implementation:

- Transport Community Treaty Permanent Secretariat (TCT Secretariat) – Contracting Authority;

### **3. Description of the services**

#### **3.1. General objective to which the services shall contribute**

The general objective of this assignment is to contribute to the improvement of the efficiency and transparency of road transport operations within the Western Balkans by implementing a comprehensive digitalisation strategy, in line with the obligations derived from the Transport Community Treaty signed by Regional Parties.

#### **3.2. Specific objective to which the services shall contribute**

The specific objective of this assignment is to assist Regional Partners to start the setting up of the Western Balkans Electronic Register of Road Undertakings (WBRRU) in alignment with the European Register of Road Undertakings (ERRU) by fostering regional collaboration through the development of the concept, Technical Specifications including the digital e-permit platform.

#### **3.3. Services and activities to be performed**

The contractor is requested to perform the following activities/tasks:

The scope of the assignment is as follows:

##### ***Task 1 Assessment of Current Processes and gap analysis***

- Review existing legal and regulatory frameworks related to the establishment and management of a national electronic register for freight transport operators and bilateral permits;
- Identify any gaps or changes required as per TCT Annex I. 3 – Rules applicable to road transport, specifically Regulation (EC) No 1071/2009, Regulation (EU) 2020/1055; as well as Commission Decision 2009/992/EU, and Commission Implementing Regulation (EU) 2016/480 as last amended by Commission Implementing Regulation (EU) 2023/2381;

**Task 2 *Develop a proposal for setting up the Western Balkans Electronic Register of Road Undertakings (WBRRU)***

Based on the results of Task 1, the Contractor is expected to:

1. Electronic Register of Road Undertakings
  - a. Propose the functionality of the electronic register, aligning it with the European Register of Road Undertakings (ERRU);
  - b. Propose the technical infrastructure, considering scalability, security, and interoperability, and propose the data collection mechanism and architecture to support the electronic register;
  - c. Identify data sources in each Regional Partner based on the responsibilities and data stored or collected in ministries of transport, private stakeholders such as the association of international road operators, and any other relevant.
2. Digital permits exchange module.

This module will enable a secure and efficient exchange of permit-related information among the relevant stakeholders aiming to simplify and expedite the permit issuance and verification processes. The Contractor is expected to:

- a. Define the data exchange flow and architecture for the digital permits exchange module within the WBRRU, ensuring seamless integration with the overall electronic register.
  - b. Propose a legal template for the recognition of digital signatures associated with the digital permits, addressing legal and regulatory considerations to establish a standardised and legally compliant framework.
  - c. Investigate the feasibility of integrating the permits exchange module with established customs systems, such as SEED+, to streamline administrative processes and enhance efficiency.
3. Cost estimation
  - a) Prepare a comprehensive cost estimation, considering all aspects of setting up the WBRRU, operation, and maintenance. This task should include detailed breakdowns for initial investment and implementation, ongoing operational expenses, and routine maintenance costs.
  - b) Prepare a rough cost estimation for setting up national electronic register for the regional partners that do not have a register in place.

The Contractor should take into consideration factors such as hardware and software procurement, infrastructure development, personnel, training, licensing, and any other relevant costs.

**Task 3 *Develop Tender Dossier including Technical Specifications for setting up the Western Balkans Electronic Register of Road Undertakings (WBRRU)***

The Contractor shall prepare the Technical Specifications to include, as minimum the following:



- a. System design outlining the architecture, components, and functionalities of the WBRRU, ensuring alignment with specified standards and compatibility with existing systems;
- b. System's minimum operational and other parameters to define the minimum operational parameters, performance benchmarks, and any other essential system requirements to ensure optimal functionality and performance;
- c. Prepare a mock-up of the system to visualize its interface and conduct usability tests to ensure user-friendly navigation and efficient functionality;
- d. Specify the composition of the project team, including roles and responsibilities, along with the qualifications and expertise required for each team member;
- e. Quality assurance protocols incorporating dedicated testing provisions to verify the accuracy, reliability, and security of the WBRRU;
- f. Outline provisions for dedicated operation and maintenance, detailing the responsibilities and procedures for ongoing system upkeep. Include a comprehensive training plan for users and maintenance personnel.

The template for the Tender Dossier including Technical Specifications will be provided by the Transport Community Secretariat ensuring alignment with established standards and requirements.

#### ***Task 4 Implementation Workplan***

- a) Develop a roadmap and implementation plan for setting up WBRRU considering factors such as technical feasibility, legal requirements, and stakeholder readiness
- b) Develop a roadmap and implementation plan for the exchange permit module considering factors such as technical feasibility, legal requirements, and stakeholder readiness.
- c) Develop a roadmap and implementation plan for setting up national electronic register, considering factors such as technical feasibility, legal requirements, and stakeholder readiness.

These tasks are to be carried out in close consultation with relevant stakeholders such as ministries and agencies in charge of road transport, association of road transport operators, international organisations to gather their feedback and insights on the current system and proposed register.

#### ***Task 5 Institutional support***

The institutional capacity-building support of the Contractor shall be carried out by conducting one (1), one (1) day training event/study visit for the public servants of the relevant authorities from the region related to road undertakings electronic register and e-permits.

- to take place in the Western Balkans or in the EU
- on the topics of electronic registers and exchanges of information in this regard, the digitalisation of permits, as well as EU and international best practices.
- up to 12 participants in the training event from the respective authorities: Ministries of Transport, Road agencies etc.

The Contractor is responsible for securing the meeting venue, travel and accommodation for the participants and catering for all the workshops of the Institutional support Task. Online option for conducting the training is not considered as an option.

**The deliverable** under this activity, in addition to the organisation and carrying out of the training event, includes an overall Report presenting the separate reports after each training held, containing the achieved results, training programme/issues, trainers/speakers and list of participants.

### 3.4. Expected results/outcomes following the performance of the services

All deliverables shall be prepared in English and shall be handed over in electronic editable format.

Deadlines for delivery refer at the draft version of the reports. In principle, the deadlines set out below cannot be extended. The Contractor is deemed solely responsible for delays occasioned by subcontractors or other third parties (except for rare cases of *force majeure*). Adequate resources and appropriate organisation of the work including management of potential delays should be put in place in order to observe the timetable.

The following deliverables shall be produced by the Contractor under the Contract:

No.	Deliverable	Deadline for submission
1.	Inception Report and Methodology	2 weeks after the commencement date
2.	<b>Task 1 - Assessment of Current Processes and Gap analysis</b> The report should ideally not exceed 50 pages in total	2 months after the commencement date
3.	<b>Task 2 - Develop a proposal for setting up the Western Balkans Electronic Register of Road Undertakings (WBRRU)</b> The report should ideally not exceed 100 pages in total	5 months after the commencement
4.	<b>Task 3 - Tender Dossier for the Western Balkans Electronic Register of Road Undertakings (WBRRU)</b> The report should ideally not exceed 80 pages in total	7 months after the commencement
5.	<b>Task 4 - Implementation Workplan</b> The report should ideally not exceed 80 pages in total	8 months after the commencement
6.	<b>Task 5 – Report on Institutional building activities</b> <b>One training event/study visit</b> The report should ideally not exceed 20 pages in total	To be conducted after completion of Task 3

7.	<b>Final Report</b> - Shall incorporate a summary of all tasks carried under the Contract	9 months after the commencement date
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### 3.5. Duties and responsibilities of the parties

The Contractor shall be fully responsible for:

- ensuring resource planning in relation to the estimated schedule for the performance of the contract and presented in this document;
- fulfilling its obligations, in compliance with the best practices in the field, the relevant legal and contractual provisions, as well as with full understanding of the complexity related to the successful execution of the Contract, so as to ensure the fulfilment of the established objectives, ensuring that the activities performed and the obtained results are at the required quality parameters;
- ensuring the validity of all authorisations and certificates which might be needed for the performance of the services;
- ensuring a certain degree of flexibility in the performance of services according to the objective needs of the Contracting Authority at any time during the course of the contract. This might include slight adaptations of the schedule of performing the services, to bring it in line with challenges on the ground.
- performing the services - and presenting the results - in accordance with the requirements of the Technical Specifications;
- collaborating with the assigned staff of the Contracting Authority.

The Contracting Authority shall be responsible for:

- facilitating contacts with relevant stakeholders in all regional partners;
- taking over the deliverables and paying the contract price at the time and in the manner prescribed in the contract.

### 4. Assumptions and risks

The Consultant is deemed to have acknowledge all the relevant constraints in this regard and include in its bid all the costs for addressing them accordingly.

### 5. Approach and methodology

The Contractor will have to define a methodology, describing in detail the activities and sub-activities (if any) that will be performed according to these ToR to achieve the expected results. Additional activities may also be suggested, and their need justified for the successful implementation of the assignment.

The methodology should indicate the intended results in the realisation of the respective (sub)activity by linking it to the specifics of the activity itself and the proposed way of its implementation and to clearly describe the chronological, technological, and logical interconnection of the processes in the implementation of the individual (sub)activities.

The methodology should include a detailed schedule with specific deadlines for the implementation of specific activities in the individual stages and the assignment as a whole. The proposed timetable should comply with the overall deadlines under the project and shall be presented in the form of a Gantt Chart.

The Contractor has to apply a system for the management of the risks within this assignment. This risk management process of the Contractor has to include, as a minimum, a risk analysis, identification of possible risks and the necessary actions to avoid, transfer, mitigate or accept them.

The methodology shall be included in the tender and further refined at Inception stage.

## **6. Work plan for activities/services**

The main relevant milestones for the contract implementations are defined in sections 3.3 and 3.4 above. In due observance of the deadlines therein provided, the Contractor will prepare the implementing schedule as part of its methodology (see point 5 above).

## **7. Place and duration of activities/services**

### **7.1. Place and duration of activities/services**

Contracting Authority's headquarters is located in Belgrade, Republic of Serbia. While the Contractor shall not be asked to open a branch office or otherwise register in Serbia for the scope of performing the contract, physical presence of its team in Belgrade shall be required from time to time.

### **7.2. Commencement date and completion date for the execution of the services or the Time/Period for Completion of the Services**

The contract shall last 9 months from the commencement date.

## **8. Staff**

The team delivering the services should include, as a minimum, the profiles hereunder provided.

The team should provide experts who have qualification and legal capacity to perform in a timely manner all the obligations of the Contractor described in this Terms of Reference throughout the term of the contract.

Experts who have a crucial role in implementing the contract are referred to as key experts. The profiles of the key experts for this contract including minimum requirements with regard to qualification and skills, specific professional and project related experience are provided below.

For carrying out the activities under the Contract, the Contracting Authority anticipates that certain fields of expertise or the following categories of professions (as applicable):

The team should include experts of sufficient qualification and capacity to perform in a timely manner all the obligations of the Contractor described in this Technical Specifications throughout the term of the contract.

The team delivering the services should include, as a minimum, the profiles provided under Annex 1 - Instruction to Tenderers.

The Contractor is responsible to select, hire and/or use any other experts whose inputs might prove necessary for the proper delivery of services without seeking Contracting Authority's prior approval in this regard.

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

### 8.1. Main /key experts' profile

<b>Role of the expert:</b> Team Leader	
<b>Educational and/or professional qualification</b>	University graduate in a field of transport/ civil engineering/ economics or equivalent  Proficient English user.
<b>General professional experience</b>	10 years of general professional experience in the transport sector acquired after graduation.
<b>Specific professional experience</b>	At least 5 years of experience in the transport sector with a focus on transport databases or digitalisation of transport services
<b>Project related experience</b>	Team leader in at least 2 completed Projects related to the scope of work of this project, and with team management of a minimum of 3 experts
<b>Responsibilities under the Contract</b>	Team Leader/Project Manager will lead the implementation of all the components and retain the leadership and capacity of overall coordination, communication as well as the quality control of the project's outputs and outcomes. The team leader will be part of and will manage the team of experts, organise all aspects of the technical project work, ensure good communication with the project partners and Contracting Authority.

<b>Role of the expert: Product solutions - IT services expert</b>	
<b>Educational and/or professional qualification</b>	Computer Science/Electronics/Geography/Geodesy or Spatial Planning departments  Proficient English user.
<b>General professional experience</b>	At least 8 years of general experience
<b>Specific professional experience</b>	At least 5 years of professional experience in database solutions.
<b>Project related experience</b>	Working experience in 2 completed projects as product solution or database architecture

<b>Role of the expert: Digitalisation expert</b>	
<b>Educational and/or professional qualification</b>	Computer Science, Information Technology, Information Systems, Business Information Systems, or equivalent  Proficient English user.
<b>General professional experience</b>	At least 5 years of professional experience in digitalisation/transport acquired after graduation.
<b>Specific professional experience</b>	At least 3 years' professional experience in digitalisation projects
<b>Project related experience</b>	At least 2 completed projects related digitalisation of paperless services

## 8.2. Non-key experts (secondary experts)

The Contractor is responsible to select, hire and/or use local experts in each WB6 partner if needed, especially for data collection and other activities, as well as other experts whose inputs might prove necessary for the proper delivery of services without seeking Contracting Authority's prior approval in this regard.

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

## **9. Contract Management and approval of services**

### ***9.1. Services approval***

All the services and deliverables to be produced under the contract shall be subject to acceptance by the Contracting Authority. The following acceptance procedures shall apply.

Contracting Authority's feedback shall be submitted within 20 calendar days upon receipt of the draft version of a deliverable and may take one of the following forms:

- a. Unconditioned approval;
- b. Approval with comments;
- c. Request for revision (in case the deliverable needs quality and/or content improvement);
- d. Rejection (in case the minimum contractual requirements on the deliverable's content and quality are not met).

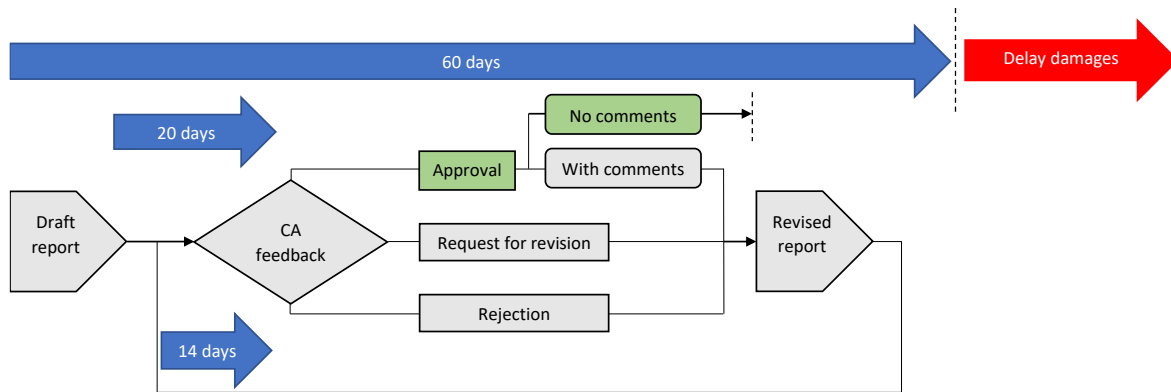
In cases listed at points b, c and d above Contracting Authority's decision shall be accompanied by a list of comments that the Contractor will have to consider when preparing a revised version of the deliverable. The Contractor shall send the revised version as soon as practically possible, and the Contracting Authority shall provide its feedback within 14 calendar days from such submission.

Notwithstanding Contracting Authority's entitlement to reject or request revision of a deliverable until its feedback properly addressed, failure of the Contractor to have its reports approved within 60 calendar days from the initial submission would trigger delay damages applicable starting from the first day following such deadline.

Contracting Authority's failure to send feedback within the time limits set under this article would result in the reports being deemed approved starting from the day following the date such feedback was due.

The typical sequence of report approval events is presented graphically below:





## 9.2. Meetings and phone conferences

TCT Secretariat will seek to facilitate the communication between the Contractor and beneficiaries whenever needed, but it is the ultimate responsibility of the Contractor to obtain a sufficient flow of information from the national focal points to be able to complete each of the tasks of this contract.

The Contractor shall be in regular communication with the Green/Multimodal/Innovative Transport Solutions Desk Officer from the TCT Secretariat for the entire duration of the contract.

The contractor is expected to participate in the following meetings and phone conferences:

- A kick-off meeting, virtual or in TCT Premises in Belgrade, at the latest 7 calendar days following the entry into force of the contract.
- Conference calls between the Contractor, TCT Secretariat and national focal points – shall be organised to discuss key deliverables, and any other important issues on request of any of the parties, Contractor or TCT Secretariat.
- Progress calls between the Contractor and TCT Secretariat shall be organised twice per month. The contractor will be notified in case a summary record is deemed necessary for any of those meetings or conference calls. If requested, the summary record should be drafted by the contractor within 3 working days following the meeting and it needs to be agreed among the participants.
- Online meeting to present deliverables and receive feedback will be held with the stakeholders from RPs for each deliverable (excluding inception report) at least once.