

Terms of reference for

Scoping and Functional Design of the Transport Community Digital Mobility and Innovation Hub PS/SRV/DMI/027/2026

1. Background

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 Southeast European Parties (the Republic of Albania, Bosnia and Herzegovina, Kosovo*, Montenegro, the Republic of North Macedonia, and the Republic of Serbia - hereinafter referred to collectively as “regional partners”) and the three observing participants (Georgia, Republic of Moldova and Ukraine). 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 with the EU.

The organisation was founded with a Treaty¹ Establishing the Transport Community, signed on 9 October 2017 by all partners (Council Decision (EU) 2019/392).

The aim of the Treaty, therefore, is the creation of a Transport Community in the fields 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 Transport Community shall be based on the progressive integration of transport markets of the South East European Parties into the European Union transport market based on the relevant acquis, including in the areas of technical standards, interoperability, safety, security, traffic management, social policy, public procurement and environment, for all modes of transport excluding air transport. For this purpose, this Treaty sets out the rules applicable between the Contracting Parties under the conditions set out hereinafter. These rules include the provisions laid down by the acts specified in Annex I2.

The Transport Community Permanent Secretariat supports the development of a more integrated, sustainable and digitally enabled transport system in the Western Balkans and its progressive integration into the EU transport market.

* 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

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

² <https://www.transport-community.org/wp-content/uploads/2024/07/annex-1.pdf>

The Transport Community Permanent Secretariat organised the workshop “Bridging Research & Innovation in the Western Balkans, Observing Participants and EU Neighbouring Regions” on 19 May 2026, during the Transport Research Arena (TRA 2026) in Budapest. The workshop brought together stakeholders to discuss how research, innovation and digitalisation can strengthen transport connectivity, competitiveness, climate resilience and integration with the EU transport system. Discussions highlighted persistent challenges, including fragmented data systems, limited institutional capacities, shortages of specialised skills and insufficient cooperation between public authorities, academia and industry. The main conclusion was the need to move from policy alignment and isolated pilot initiatives towards coordinated, scalable and interoperable solutions, supported by stronger regional cooperation, university and industry partnerships, joint innovation projects and better use of EU funding opportunities. Particular emphasis was placed on establishing a regional mechanism for knowledge exchange, innovation cooperation and project development, including the proposed Digital Mobility and Innovation Hub, to accelerate the practical deployment of innovative transport solutions across the region.

Digitalisation, innovation and stronger cooperation between public authorities, academia, industry, transport operators and European partners are increasingly important for implementation of EU transport policies and development of modern transport services.

Against this background, the Transport Community intends to establish a Digital Mobility and Innovation Hub as a permanent regional mechanism for knowledge exchange, capacity building, cooperation and development of digital mobility and transport innovation initiatives.

The purpose of this assignment is to define the Hub's strategic, functional, institutional and technical concept and prepare procurement-ready Technical Specifications for subsequent development of the digital platform.

2. Description of the assignment

The objective of the assignment is to define the strategic, functional, institutional and technical concept for the Transport Community Digital Mobility and Innovation Hub and prepare procurement-ready Technical Specifications for development of its digital platform.

The Hub should function as a permanent regional mechanism for knowledge exchange, capacity building, cooperation and development of digital mobility and transport innovation projects, connecting public authorities, academia, industry and other relevant partners.

The assignment shall build on the Digital Mobility Hub concept and the conclusions of the Transport Community Workshop on Bridging Research & Innovation, which identified the need

for stronger regional cooperation, structured capacity building, knowledge exchange and a regional pipeline of priority transport innovation projects.

Specific objective to which the services shall contribute:

- a clearly defined strategic and functional concept for the Digital Mobility and Innovation Hub;
- validated stakeholder needs and priority use cases;
- defined Hub modules, functionalities and user groups;
- an agreed high-level functional and technical architecture;
- a practical governance and operational model;
- an indicative approach to sustainability and future development; and
- procurement-ready Technical Specifications enabling the Contracting Authority to proceed with development of the platform.

3. Scope of work

The contractor is requested to carry out the following tasks:

Task 1 – Benchmarking and Scoping

The Consultant shall review relevant European and international digital mobility, innovation, knowledge-sharing and collaboration platforms and identify good practices applicable to the Transport Community. The assessment shall cover platform functionalities, target users, governance, stakeholder engagement and sustainability.

The Consultant shall use the findings to refine the purpose, target groups and proposed services of the Hub.

Task 2 – Stakeholder Consultation and Needs Assessment

The Consultant shall identify and consult key stakeholders, including ministries and public authorities, municipalities, transport operators, universities and research institutions, industry, EU institutions and international partners.

Consultation shall include an online regional survey complemented by targeted interviews and/or focus groups. It shall identify stakeholder needs, expected use cases, and willingness to contribute content and priority functionalities.

Task 3 – Functional Concept of the Digital Mobility and Innovation Hub

Based on benchmarking and consultations, the Consultant shall develop the functional concept of the Hub. As a minimum, the following areas shall be assessed:

- **Knowledge Exchange Area** – documents, studies, guidance, legislation, standards, good practices and research;
- **Priority topics** – key topics that hub should deal with in line with TCT goals and EU objectives;
- **Priority Projects & Innovation Pipeline** – regional database of digital mobility and transport innovation projects, including project maturity, financing needs, partners and implementation status;
- **Members Area & Thematic Forums** – dedicated communities and working spaces for knowledge exchange and cooperation between public authorities, academia, industry and other members;
- **Capacity Building & Academy** – training, webinars, educational resources and university cooperation;
- **Funding & Opportunities** – relevant EU and international calls, funding opportunities and partner-search information;
- **Events & Networking** – regional calendar, event publication, registration and related materials;
- **Surveys & Consultations** – tools for regional surveys, stakeholder consultation, results aggregation and basic visualisation;
- other functionalities identified through the scoping exercise, including possible advisory services, expert networking and future regional innovation monitoring.

The concept shall clearly distinguish between **public content, registered-member services and administrative functions**.

Task 4 – Platform Architecture and Governance

The Consultant shall translate the agreed functional concept into a high-level functional and technical architecture of the digital platform, including:

user types and access rights; information architecture and sitemap; user journeys; members area and forums; document management and search; project database; survey functionality; events; notifications; content management; interoperability/integration requirements; cybersecurity, data protection and accessibility requirements; and indicative UX/wireframes.

The Consultant shall also propose a governance and operational model, defining platform administration, membership, content ownership, moderation, project validation and responsibilities for maintaining the platform.

Task 5 –Technical Specifications

Based on the agreed architecture, the Consultant shall prepare **procurement-ready Technical Specifications/Terms of Reference** for development, deployment and initial maintenance of the Digital Mobility and Innovation Hub platform, including functional and non-functional requirements, deliverables, implementation schedule, testing and acceptance requirements, maintenance and support, and indicative implementation costs.

4. Deliverables

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

Deadlines for delivery refer to 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	1 month from commencement
2.	Benchmarking and Stakeholder Needs Assessment	2.5 months from commencement
3.	Digital Mobility and Innovation Hub Functional Concept, Functional/Technical Architecture and Governance Model	5 months from commencement
4.	Procurement-ready Technical Specifications/ToR for platform development	6 months from commencement

5. Qualifications, exclusion criteria and work experience

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 point 5.1.

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.

5.1 Main /key experts' profile

Role of expert	Digital Mobility & Business Analysis Expert
Educational and/or professional qualification	University degree in transport, engineering, economics, business administration, information technology, innovation management or another field relevant to the assignment. Proficient English user.
General professional experience	At least 5 years of professional experience in digital mobility, innovation, digital transformation, business analysis, transport policy or development of digital platforms/services or related fields.
Specific professional experience	At least 3 years of experience in stakeholder needs assessment, business and functional analysis, development of digital service concepts, and definition of platform requirements. Experience in innovation ecosystems, knowledge-sharing platforms, stakeholder engagement and/or platform governance models.
Project-related experience	Participation in at least 2 completed projects related to digital mobility or digital platform/service development, including at least one project involving the development or functional design of a digital platform, portal or knowledge-sharing environment.

Role of expert	IT Platform Architecture Expert
Educational and/or professional qualification	University degree in computer science, information technology, software engineering, information systems, UX/digital design or another relevant field. Proficient English user.
General professional experience	At least 5 years of professional experience in web development, digital platform architecture, software engineering, UX/UI or digital product development.
Specific professional experience	At least 3 years of experience in designing or developing web platforms, portals or collaborative digital environments. Demonstrated experience in functional and technical architecture, UX/user journeys, platform integrations and preparation of technical specifications. Experience with member areas, forums, knowledge repositories, surveys, dashboards, document sharing and data visualisation would be an advantage.

Project-related experience	Participation in at least 2 projects involving the design or development of web platforms or digital services, including experience in translating business/user requirements into technical specifications.
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Reference letters/contracts confirming the professional experience should be included in the Technical Offer.

5.2 Non-key experts (secondary experts)

The Contractor is responsible to select, hire and/or use additional experts based on needs. The costs for other experts, backstopping and support staff, as needed, are considered to be included in the tenderer's financial offer.

6. Languages

The working language is English.

7. Timing and Location

The assignment foresees work from home/online or if needs arise in the premises of Transport Community Secretariat in Belgrade. The assignment is expected to start in January 2027.

8. Remunerations

Estimated total value without VAT is: 15.000 EUR

The estimated value of the procurement represents the estimated total maximum value for the entire duration of the contract.

Currency EUR

The payment will be made in one instalment following the submission and approval of all deliverables, including, but not limited to, the invoice, and other documents relevant to this procurement

Each deliverable will be subject to quality control and approval by the TCT Secretariat prior to payment.

Payment will be processed upon submission of all documents as stipulated in the contract

9. Financial Offer

The Financial Offer shall be drafted using the form provided in Annex 4. **Tenders exceeding the estimated total value without VAT (EUR 15,000) will be considered unacceptable.**

10. Selection and Award criteria

The contract agreement will be awarded based on the most economically advantageous tender, according to the 'best price-quality ratio' award method.

Tenders will be evaluated on the basis of the following award criteria and their weighting:

1. Price - 20%

The price considered for evaluation will be the total price of the Financial Proposal, covering all the requirements set out in the Technical Specifications.

2. Quality – 80%

The quality of the tender will be evaluated based on the criteria set in the following table. The maximum total quality score is 100 points.

Tenders must score a minimum number of points for each criterion, as indicated in the table below. The minimum no. of total points to be scored is 60. Tenders that do not reach the minimum thresholds for each criterion or a total number of 60 points will be rejected and will not be ranked.

No	Award Criteria	Maximum Points	Minimum threshold
1.	Qualification and experience of key personnel as per article 5.1 Meeting the minimum requirements for the key expert whose profile is defined in section 5.1 of the ToR equals to 26 points. The remaining 24 points shall be granted based on the project related experience of the key expert, as following: - 8 points shall be granted for each additional project covering the criteria defined in section 5.1 of the ToR (project related experience row), other than those considered for proving fulfillment of the minimum requirement. - No more than 5 projects shall be considered overall (2 for reaching the minimum threshold, other 3 for getting the maximum no. of points). The key expert's CV could, however, include as many projects as the tenderer considers appropriate.	50	30

No	Award Criteria	Maximum Points	Minimum threshold
2.	Quality of the proposed methodology This criterion assesses the applicability and adequacy of the proposed approach and methodology. The methodology section of the Technical Proposal shall be of maximum 30 pages and should describe: - all tasks and activities which shall be realised for the successful delivery of the project; - How the tenderer intends to approach each task to achieve the end result - Proposed delivery schedule; - Risk management plan. Scoring under this criterion shall be made based on the following: - Mere repetition of the terms of reference will result in a low score; - Further breakdown of tasks per sub-activities will get higher score, but artificial split should be avoided; - Detailed description of <i>how</i> activities shall be carried out in correlation with the proposed team structure shall get higher score; - Presentation of a general risk management plans shall get lower score; - identifying risks that are relevant for this assignment and well-targeted and realistic mitigations measures shall be scored higher; - Quality Assurance and Quality Control Measures	50	30
	Total	100	60

Ranking of tenders

The contract will be awarded to the most economically advantageous tender, i.e. the tender offering the best price-quality ratio determined in accordance with the formula below. A weight of 80/20 is given to quality and price.

Score for tender X	=	cheapest price	*	100	*	20%	+	total quality score (out of 100) for all award criteria of tender X	*	80%
		— price of tender X								

Should the outcome of the formula lead to two or more tenders with the same result, the tenderer who has been awarded the highest marks for quality will be deemed to be the most economically advantageous tender. This approach will continue to be applied to each of the award criteria in the descending order listed in below until a most economically advantageous tender can be determined: criterion no. 1, criterion no. 2.

The contract shall be awarded to the tender ranked first, which complies with the minimum requirements specified in the procurement documents and is submitted by a tenderer having access to procurement, not in an exclusion situation and fulfilling with the selection criteria.

11. Contract Management and approval of services

11.1. 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:

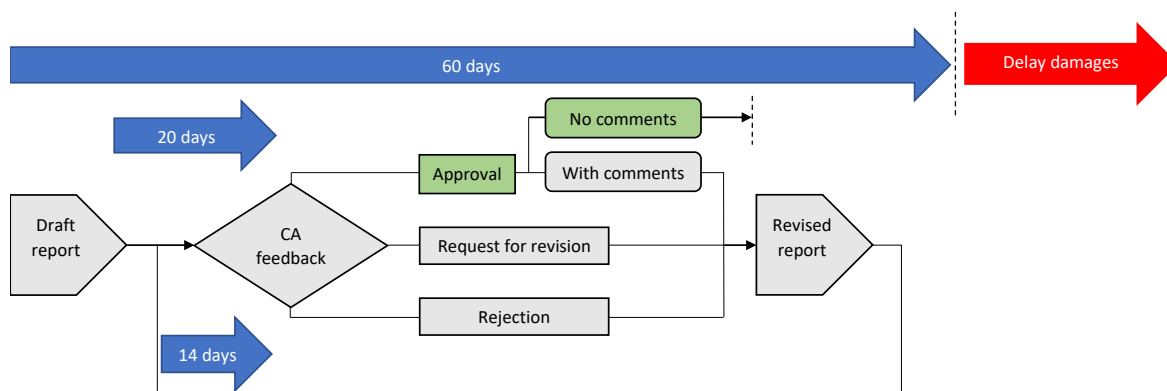
- a. Unconditioned approval;
- b. Approval with comments;
- c. Request for revision (in case the deliverable needs quality and/or content improvement);
- d. Rejection (in case the minimum contractual requirements on the deliverable's content and quality are not met).

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:



11.2. 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 – 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, receive feedback and conduct interviews will be held with the stakeholders from RPs

