

# Serbia Local Infrastructure and Institutional Project – LIID

## **Terms of Reference**

Technical assistance for Design/Revision of sustainable urban mobility plans (SUMPs)  
and specific transport management strategies for up to 30 local self-governments  
(LSGs)

January, 2025.

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## ABBREVIATIONS

EU	European Union
PIU	Project Implementation Unit
LSG	Local Self-Government
GHG	Greenhouse gas
SUMP	Sustainable Urban Mobility Plan
ToR	Terms of Reference
GoS	Government of Serbia
MCTI	Ministry of Construction, Transport and Infrastructure
SCTM	Standing Conferences of Towns and Municipalities
SUDS	Sustainable Urban Development Strategy

# 1. BACKGROUND INFORMATION

The Republic of Serbia is located in the central part of the Balkan Peninsula, on an increasingly important route linking Europe and Asia. Serbia's international road, railway, and inland waterway networks are connected to the broader Western and Central European corridors, as well as to intercontinental corridors linking Central and South-eastern Europe with the Middle East, Asia and Africa. Serbia's geographic position, opens up significant opportunities to deepen trade and economic integration with neighboring economies.

Serbia aspires to become a member of the European Union (EU) but still faces persistent challenges. Major fiscal consolidation supported by structural reforms since 2014 has helped to restore macroeconomic stability and to create fiscal buffers needed for a decisive response to the COVID-19 pandemic. At the same time, the country needs a stronger focus on the key constraints to inclusion, sustainability, and resilience. Environmental sustainability concerns have become more prominent, with pressing issues such as air pollution and an extremely carbon-intensive economy. Improvements in government effectiveness and accountability have stagnated in recent years, despite some reform efforts, holding back stronger progress across other areas. The ongoing EU accession process offers opportunities to accelerate the reform agenda.

The European Green Deal provides a unique opportunity for Serbia to take steps toward a cleaner, low carbon economy. The European Green Deal sets ambitious climate action goals, including reduction of greenhouse gas (GHG) emissions by 55 percent by 2030 and carbon neutrality by 2050. Serbia confirmed its commitment to the EU Green Deal and addressing climate change by signing the Sofia Declaration on the Green Agenda for the Western Balkans in November 2020 and adopting a 58-point action plan for the period until 2030 in October 2021. Serbia has also promoted several policies such as the Sustainable Urban Development Strategy (SUDS, 2019), the Law on Climate Change in 2021, and four new energy related laws in 2021. In 2022, Serbia revised its Nationally Determined Contribution (NDC) to a 33.3 percent GHG reduction by 2030<sup>1</sup>.

The burden to deliver on the green commitments of the Sofia Declaration will partially fall on Serbia's Local Self Governments (LSGs) and the transport sector. LSGs suffer from environmental pollution. Serbia has Europe's worst per capita level of pollution-related deaths (175 per 100,000 inhabitants). The Yale University's Environmental Performance Index shows Serbia's environmental health and ecosystem vitality scoring below most Western Balkans Six (WB6) countries and comparator transition economies of Europe. Serbia's CO<sub>2</sub> emissions per unit of GDP are about twice those of the EU average. Energy productivity is low, at one fourth of the EU28 average, and Serbia is highly dependent on fossil fuels. Transport is the second main contributor to GHG emissions, the fastest growing emissions source, and a significant cause of air and noise pollution in cities. At the same time, the country has some of the lowest resource productivity and recycling rates in Europe, with much of municipal solid waste being disposed in landfills that do not meet sanitary standards, and most wastewater discharged without treatment.

Serbia is organized as a unitary state, with a strong central government and significant regional inequalities. At the subnational government levels, LSGs consist of municipalities, the city of Belgrade and other cities. The LSGs have an average population of 48,000, being 37 percent higher than EU average. They are grouped in 25 districts, out of which 13 are classed as "lagging regions". Most responsibilities are shared between the central government and LSGs. Regions mostly play a coordinating role with limited functions, but there are efforts between the Government of Serbia (GoS) and LSGs to create intermunicipal cooperation bodies. The Standing Conferences of Towns and Municipalities (SCTM) represents LSG interests and provides a convening forum for integrated planning and policy development.

At the national level, the population of Serbia is declining. However, decline is less significant in urban areas. For the last 10 years, Serbia's total population has declined by 7.5 percent. Over the past 20 years, the depopulation

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<sup>1</sup> [https://unfccc.int/sites/default/files/NDC/2022-08/NDC%20Final\\_Serbia%20english.pdf](https://unfccc.int/sites/default/files/NDC/2022-08/NDC%20Final_Serbia%20english.pdf)

rate is more pronounced, at 11.3 percent, with decline being most striking in non-urban areas. Despite declining populations, most cities are expanding their urban footprint<sup>2</sup>.

Using the global definition of “urban clusters”, the largest Serbian cities (population over 100,000) command a relatively lower share of the country total population. A look at the distribution of city sizes of Serbia and comparator countries shows Serbia has a relatively smaller proportion of towns below 10,000, but a comparatively higher number of small cities (having populations between 10,000 and 50,000). Larger cities of more than 100,000 are only a small fraction of the total. Small cities (having a population of 10,000 to 50,000) have witnessed the fastest shrinkage, with their populations having declined 9 percent between 2011 and 2021. Medium sized cities (those between 50,000 to 100,000 of population), on average, with the exception of Novi Pazar, have also lost population but less dramatically, experiencing a 6 percent decline. For the four secondary cities (population greater than 100,000 but less than 1 million), the average population grew by a minimal one percent, but the change in population varied across the four cities<sup>3</sup>

Decades of underinvestment and weak management have left LSGs’ infrastructure in poor condition, which has contributed to environmental pollution. These phenomena led to deteriorating living conditions in many cities and towns, increased vulnerability to climate change, and considerable inequities in living standards. Local roads, estimated at twice the length of the national road network, need renewal. Collection rates of solid waste are low, and disposal practices are generally not in conformance with modern standards. The upgrading and greening of ageing local infrastructure and services, together with improving citizens’ access to markets, jobs, and public services, are therefore crucial to increase the attractiveness of cities, towns and lagging regions and to drive economic growth. An urgent shift towards green and resilient urban development is key to making Serbian LSGs more livable and to fulfilling national sustainability and climate goals. Along with significant physical investments by the LSGs, the main future activities should be directed to strategic planning improvement, capacity building of LSGs and improvement of coordination and support from the central government<sup>2</sup>.

The local transport sector is one of lead polluters and suffers from poor infrastructure, low safety performance and deteriorating public services. These factors hinder citizens’ access to social, health and educational services and employment opportunities outside their immediate communities. With an average vehicle age of 17 years and poorly maintained diesel engines, transport is the second biggest contributor to GHG emissions and the third main contributor to overall air pollution levels. Emissions from the transport sector are increasing, with vehicle ownership levels forecast to increase by 30 percent, to 429 cars per 1,000 inhabitants, by 2033. According to data from Road safety annual report 2022 regarding the improvement of traffic safety in Republic of Serbia there is room for significant improvements. The World Bank has supported Serbia with its Road Safety Strategy, which was adopted in 2016.

To support local economic and urban development, GoS adopted in 2019 the Sustainable Urban Development Strategy (SUDS). SUDS presents an integrated package for planning the next stage of the development of Serbia’s cities and municipalities. Its implementation will contribute to Serbia’s EU accession process and harmonization of its urban development policy with the objectives of the EU Urban Agenda and the EU Green Deal. SUDS is also the first step in implementation of the UN Habitat III New Urban Agenda. The SUDS envisages that the Ministry of Construction, Transport and Infrastructure (MCTI) will be the lead agency and will establish a special unit for the implementation of the Strategy. SUDS will be complemented by various local sectoral plans including Sustainable Urban Mobility Plans (SUMPs), which are also an important focus of this operation. SUMPs are multisectoral strategic plans that seek to improve the movement of people and goods in a safe and sustainable way.

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<sup>2</sup> Green, Livable, Resilient Cities in Serbia: Comparative Analysis of Ten Cities, 2023.  
<https://www.worldbank.org/en/country/serbia/brief/green-livable-resilient-cities-in-serbia-program>

<sup>3</sup> Sustainable Cities Serbia: Unlocking the transformational potential of cities for the green transition, 2023.  
<https://www.worldbank.org/en/country/serbia/brief/green-livable-resilient-cities-in-serbia-program>

Sustainable Urban Mobility Planning is a new concept for strategic planning of the urban transport in cities which is based on a vision and focuses on people and places, and it is applied due to improving transport network efficiency and resilience, improving mobility, reducing the transport impacts on the environment, ensuring accessible transport options for all citizens, ensuring safety within the urban transport system and improving the quality of life of citizens. This concept implies application of the existing planning practices by incorporating the principles of integration, participation and evaluation, i.e. integrated development of all modes of transport, full involvement of all stakeholders and citizens in the planning process from the beginning and demonstrating a clear link between objectives and measures due to assessing the achieved results in relation to the objectives.

## 2. LOCAL INFRASTRUCTURE AND INSTITUTION DEVELOPMENT PROJECT - LIID

The objective of the LIID project is to improve LSGs capacity to manage sustainable infrastructure and increase accessibility to economic and social opportunities in a climate aware manner. The LIID Project objective is to be achieved through activities clustered in three components:

**Component 1. Climate Smart Mobility.** The objective is to improve mobility within the LSGs through strengthening systems for transport infrastructure service delivery and supporting transport infrastructure renewal that will increase resilience to natural hazards while reducing emissions of GHGs and local pollutants including PM2.5 and NoX.

### Subcomponent 1.1. Investments in Climate Smart Mobility

#### Subcomponent 1.2 Sustainable Mobility

- (i) Improve local road network management and resilience
- (ii) Mainstream sustainable and integrated mobility planning
- (iii) Smart mobility research centre and solutions through digital technologies

**Component 2. Strengthening Capacity for Infrastructure Service Delivery.** The objective is to improve the effectiveness and sustainability of infrastructure service delivery at the local level through strengthening LSGs' capacity to implement current planning and PFM policies.

### Subcomponent 2.1. Enhanced Participatory Planning and Preparation of Pipeline Projects

- (i) Participatory Local Development Planning in Pilot LSGs.
- (ii) Identification and Preparation of Pipeline Projects in Pilot LSGs.

### Subcomponent 2.2. Strengthened Infrastructure Service Delivery Enablers

- (i) Improving access to financing.
- (ii) Strengthening institutions and human capacities.
- (iii) Enhancing capacities for climate aware infrastructure service delivery.

**Component 3: Project Management and Awareness Raising.** The objective is to establish an institutional arrangement that will enable successful implementation of the Project and raise awareness about the importance of green transition and sustainable mobility.

As part of the planned activities within the LIID project this ToR is focused on Subcomponent 1.2 Sustainable Mobility.

### 3. OBJECTIVE OF THE ASSIGNMENT

The process of transformation of the LSGs current urban transport system into a sustainable mobility system implies inter alia improvement of the efficiency and cost-effectiveness of the transport network, reducing the transport impact on the environment, ensuring diverse accessible transport options for all citizens, ensuring personal safety and security within the transport system and improving the overall quality of life for the citizens. Majority of LSG's urban transport systems in the Republic of Serbia are conceptualized in the 20st century and have been only expanded since then, while the deep rethinking of the employed concept did not take place.

Objective of this assignment is to support the Government of the Republic of Serbia and LSGs in rethinking their urban transport systems and paving the way toward sustainable approaches that will improve overall mobility of people while reducing the impact on environment and improving overall well being of the citizens.

To this end, this assignment supports development of 30 SUMP's and revision of one existing SUMP. According to different characteristics, capacities and size of LSGs, methodology approach, required budget, effort and duration of SUMP development per LSGs will vary. In addition, the specific public transport strategy, parking management and cycling strategies will be done for 3 selected LSGs between them. In summary, the expected achievements of the assignment are:

- Developing of up to 30 SUMP's and revision/update of one existing SUMP that satisfy the mobility needs of people and business in LSGs and its surroundings, promote better integration of different transport modes and improving efficiency of solving urban mobility problems
- Design/update of 3 strategic documents for parking management, public transport and cycling in LSGs
- Enable transformational changes towards more inclusive, liveable, and efficient LSGs by applying the best international practices in developing and implementation of Sustainable Urban Mobility Plans
- Encourage more comprehensive, integrated and participatory urban mobility planning approach
- Reduction of transport-related GHG emissions
- Create a connection between strategic urban mobility planning, investment planning and budgeting, and sources of financing
- Use of innovative planning technics, well proven methodologies and up to date technologies in sustainable urban mobility planning
- Update existing SUMP's with new data and projects and their interconnection with current and planned investments initiatives
- Encourage shift toward non motorized transport through development of cycling and parking management strategies for selected LSGs.

The side goal of the assignment is to raise capacities of LSGs to manage their urban mobility in sustainable manner. Therefore, the approach should be tailored to support LSGs in development of SUMP's in a manner that ensures full accountability and ownership of LSGs.

The Consultant in his proposal is required to provide a detailed methodology on how he will meet the objectives of this ToR. The Consultant should develop the overall SUMP methodological approach for two concepts: Comprehensive SUMP development and Simplified SUMP development. A proposed concept for each LSG is presented below (Table 1). The methodology should reflect the requirements from the ToR and at least propose the standardized content of the SUMP's which may include variations depending on the size and topology of the LSGs, general proposed approach for citizen engagement and consultative process, methodology for data collection and analysis, template of the questionnaires (if any) that will be shared with LSGs/various stakeholders, a dissemination plan and envisaged consultative and outreach platforms, methodology for capacity building and Community of Practice and skills of his staffing to fulfil the defined requirements.

In the methodology, the Consultant must clearly differentiate between on-field and desk work. Continuous on-field presence is recommended and will be considered as an advantage.

Also, the Consultant in his proposal should include and explain methodology approach related to other activities such as revision of the existing SUMP's and methodology approach for three proposed development sectorial strategies. The proposal is subject to PIU review and Approval.

## 4. SCOPE OF SERVICES

Within this assignment, the Consultant shall perform the following tasks for up to 30 LSGs:

- Activity 0: Dissemination, SUMP Methodological Approach and collection and analysis of available data
- Activity 1: Development of Sustainable Urban Mobility Plans (SUMP's) for up to 30 LSGs;
- Activity 2: Revision and support in operationalization of one existing SUMP
- Activity 3: Development of cycling, parking management and public transport strategies for up to 3 selected LSGs
- Activity 4: Knowledge dissemination about sustainable urban mobility planning and Community of Practice (CoP)

During the implementation of each of the four required activities, the Consultant should keep in mind capacities and specific characteristics of LSGs and according to that apply flexible and appropriate engagement approach.

### 4.1. Inception report

Within 4 weeks from contract signing the Consultant should deliver inception report with the detailed explanation of the approach and timeline that will be used for the project delivery as per the below described tasks.

### 4.2. Activity 0: Dissemination, SUMP Methodological Approach and collection and analysis of available data

At the beginning of the project activities, to support dissemination and citizen engagement and consultative purposes the Consultant should develop Web Page and create account on most popular social media in the country (at least 3 like for example LinkedIn, Facebook and Instagram) with the aim to provide actual information about project activities, examples of best practice, information about the following events, approved deliverables, etc. The Web Page proposed by this ToR should be created as a part of the planned LIID project website.

SUMP's development will adapt to different configurations according to the size of the LSG and its existing internal and external mobility patterns, depending on their perimeter for the organization and provision of transport services, and according to the LSG's capacity to design, implement and monitor their strategies:

- Major metropolises and secondary urban conurbations with a population approximately of 100 000 inhabitants, with adequate physical perimeter for organization of transport and mobility services. For these LSGs, EU Guidelines for developing and implementing SUMP's can be used as a reference framework<sup>4</sup>. For medium size cities with a population less than 100 000 inhabitants the general SUMP framework could be adapted and simplified according to the local context. For example: existence of data and household surveys, transport model availability, condition of existing public transport services, etc.
- For smaller LSG and urban settlements, Simplified SUMP's can be defined. These kind of document will focus on the design, implementation and monitoring of operational measures at local level, taking into consideration the fact that they should be compliant with and included in a future SUMP on a wider

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<sup>4</sup> [https://urban-mobility-observatory.transport.ec.europa.eu/sustainable-urban-mobility-plans/sump-guidelines-and-decision-makers-summary\\_en](https://urban-mobility-observatory.transport.ec.europa.eu/sustainable-urban-mobility-plans/sump-guidelines-and-decision-makers-summary_en)

perimeter. Simplified SUMP should focus on enhancing multimodality, on promoting and securing active modes (walking and cycling), on defining relevant user information based on ITS systems and on implementing infrastructure for electric vehicles. They should focus on solving mobility issues with operational solutions, proposing education measures and engaging public and stakeholder consultation.

In this task the Consultant should collect and analyze all available data for each LSGs which are relevant and necessary for SUMP development and develop structured database with the relevant data (data repository). This database should be regularly updated during the course of the project. Also, analysis of institutional framework in order to define LSGs competencies related to other national and regional policies and strategies should be done. In data collection process utilization of modern technologies is highly encouraged (satellite imaginaries, Artificial Intelligence, Internet of Things, GIS, etc.).

Based on the above assessment, data collected and EU best practices and relevant Guidelines, the Consultant will prepare the Methodological Guidelines and Toolbox for SUMP development for the Comprehensive and Simplified SUMP. Toolbox should provide interactive platform for LSGs to create their SUMP and also check whether the SUMP they have satisfies minimum requirements and best practices. Finally, among other things, the Guidelines should include Project “fiches” template to be used within SUMP. This guide should facilitate the preparation of the SUMP by providing assistance in the selection and implementation of appropriate measures, indicating potential effects of proposed measures, providing assistance in the selection of KPIs for monitoring the implementation of the SUMP, etc. encouraging LSGs that are not included in this ToR to initiate the SUMP making process themselves.

**Deliverable(s):** 2 months after the contract signing the Consultant is expected to deliver: (i) Established web page (as part of LIID project web page) to be maintained throughout the project life, along with social networks Project profiles (ii) Report about collected data and institutional framework analysis together with the established corresponding database to be accessible from web page; and (iii) SUMP guidelines and toolbox for the Comprehensive and Simplified SUMP.

The above deliverables should be delivered and approved by the Client.

#### **4.3. Activity 1: Development of Sustainable Urban Mobility plans (SUMP) for up to 30 LSGs**

LIID implementation is planned in all Serbian LSGs, but Sustainable Urban Mobility Plans (SUMP) will be developed (or revised where they exist) only in selected LSGs along with specific strategic documents related with public transport, car parking and cycling. As preparatory activity, survey on LSGs interests for SUMP development is conducted in period March 6 – 17, 2023. Questionnaire is sent to 53 LSGs through network of nominated LIID coordinators (the questionnaire results are given in the Annex to this ToR).

For the prioritization of LSGs, a multi-criteria analysis was applied, which took into account the following criteria: LSGs characteristics (population, motorization index, development index, traffic accidents number and think hazard climate index<sup>5</sup>), affiliation of LSGs on year when SUMP should be started and priority list of LSGs for air reduction activities.

Based on the analysis, a cohort of the first eleven LSGs for SUMP development was formed. In the first iteration the Consultant shall develop a Comprehensive Sustainable Urban Mobility Plans (SUMP) or a Simplified SUMP for selected LSGs. Comprehensive SUMP development should be based on the sustainable urban planning

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<sup>5</sup> <https://thinkhazard.org/en/report/2648-serbia>

concept and followed by Guidelines for developing and implementing a Sustainable Urban Mobility Plan<sup>6</sup> while concept of Simplified SUMP's development among other could rely on Guideline for Sustainable Urban Mobility Planning in Smaller Cities and Towns<sup>7</sup> (Table 1).

For each category, the Consultant will explain his detailed methodology approach for 2 possible cases:

- New Comprehensive SUMP development
- New Simplified SUMP development

**Table 1. First cohort of LSGs**

LSGs for SUMP development						
No	Name	Territorial organization of LSG (city/municipality)	Inhabitants* (2022)	Area (km <sup>2</sup> )	Number of Private Cars (2021)	Category
1	Loznica	City	72319	612	26789	Comprehensive SUMP
2	Novi Pazar	City	106663	742	29248	Comprehensive SUMP
3	Prijepolje	Municipality	32315	827	9830	Simplified SUMP
4	Leskovac	City	124467	1025	38649	Comprehensive SUMP
5	Smederevska Palanka	Municipality	42400	421	13455	Simplified SUMP
6	Ivanjica	Municipality	27870	1090	10268	Simplified SUMP
7	Smederevo	City	98258	484	28827	Comprehensive SUMP
8	Odžaci	Municipality	25062	411	7863	Simplified SUMP
9	Kragujevac	City	171437	835	60727	Comprehensive SUMP
10	Arandelovac	Municipality	41301	376	15395	Simplified SUMP
11	Kikinda	City	49541	782	14654	Simplified SUMP

\*number of inhabitants for Cities refers to the wider city area with all associated settlements

The list of all LSGs that expressed interest in development of SUMP's is given in the Table 2. It should be noted that the list in the Table 2 might be slightly changed during the course of the assignment in terms of finally selected LSGs, but substantial changes are not expected and would be authorized by PIU/MCTI). The Client reserves the right to add the additional LSGs required to reach the final number of 30 during the implementation process, in accordance with the proposal from the PIU/MCTI.

**Table 2. Cohort of the rest LGSs which have shown reediness for SUMP development as per the current situation**

LSGs for SUMP development						
No	Name	Territorial organization of LSG (city/municipality)	Inhabitants (2022)	Area (km <sup>2</sup> )	Number of Private Cars (2021)	Category
12	Velika Plana	Municipality	35544	345	13417	Simplified SUMP

<sup>6</sup> [https://urban-mobility-observatory.transport.ec.europa.eu/sustainable-urban-mobility-plans/sump-guidelines-and-decision-makers-summary\\_en](https://urban-mobility-observatory.transport.ec.europa.eu/sustainable-urban-mobility-plans/sump-guidelines-and-decision-makers-summary_en)

<sup>7</sup> <https://civitas.eu/resources/topic-guide-sustainable-urban-mobility-planning-in-smaller-cities-and-towns>

13	Kovin	Municipality	28201	730	8832	Simplified SUMP
14	Knjaževac	Municipality	25469	1202	7669	Simplified SUMP
15	Čuprija	Municipality	25479	287	10112	Simplified SUMP
16	Čačak	City	105840	636	37728	Comprehensive SUMP
17	Stara Pazova	Municipality	62215	350	23087	Comprehensive SUMP
18	Sremska Mitrovica	City	72811	762	24519	Comprehensive SUMP
19	Subotica	City	124161	1007	45656	Comprehensive SUMP
20	Kula	Municipality	35674	481	10897	Simplified SUMP
21	Jagodina	City	64893	470	21305	Comprehensive SUMP
22	Sombor	City	71094	1216	23897	Comprehensive SUMP
23	Vrbas	Municipality	36755	376	11331	Simplified SUMP
24	Bečej	Municipality	30748	486	9994	Simplified SUMP
25	Pirot	City	49792	1232	14912	Comprehensive SUMP
26	Negotin	Municipality	28467	1090	11056	Simplified SUMP
27	Zaječar	City	48262	1069	14938	Simplified SUMP
28	Vršac	City	45577	800	15272	Simplified SUMP

It is important to mention that for cities which are candidates for Comprehensive SUMP such as Novi Pazar, Leskovac, Smederevo, Kragujevac, Čačak and Subotica the proposed guidelines should be fully followed while in the case of the other candidates for Comprehensive SUMP development approach should be adopted to the context of specific characteristics of LSG. In the diagnosis phase, Consultant will also identify specific cases where LSGs are geographically close and dependent one to another for the organization of transport and mobility. In such cases, SUMP could be grouped together and Consultant will ensure coordination.

#### 4.3.1. Requirements

##### 4.3.1.1. ***Task 1.1: Set up working structure, determine the planning framework and stakeholder engagement***

The LSGs, with assistance and support of the Consultant, shall ensure participation of relevant stakeholders and delegate a person who will be the focal point in operational activities between the Consultant and LSG.

The Consultant will help each LSG to setup working structure i.e. the Project Committees, according to available personal capacities<sup>8</sup> and to prepare all necessary documents including Rules of Procedure for smooth working of the Committees.

At the beginning of the task, the Consultant shall provide appropriate workshop for Project Committees of all LSGs where SUMP are to be developed. It is up to the Consultant to propose the workshop form and approach (e.g. if it will involve one or more LSGs at once).

For each LSG, the Consultant will determine the planning framework of SUMP in relation to geographic scope, adequate physical perimeter, other planning processes, timeframe for SUMP development, etc. In addition, for

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<sup>8</sup> Common practice is to form Steering Committee in charge of the political validation of the SUMP and Technical Committee for the technical follow-up of the SUMP development. Some methodology also suggests the formation of Core Team, in charge of the daily follow-up of the SUMP.

each LSG, the Consultant shall develop a plan for stakeholder and citizen engagement, communication plan and timeline for the project life cycle in order to set out how they will undertake the engagement and communications activities during the life of the project.

According to preliminary evaluation of technical skills and availability of staff the Consultant should develop a Competency Management Plan to identify the internal or external capacities that may need to be additionally assigned by the LSG to certain tasks in sustainable urban mobility development.

The Consultant shall organize consultation with the wider stakeholders related to activities in this task which require a participatory approach. Innovative and tailor-made approaches are strongly encouraged. Visibility package should be designed for each LSGs (aligned with defined LIID visual).

Should be kept in mind that description of required activities are mostly related for the case of Comprehensive SUMP development. In the case of Simplified SUMP development Consultant should propose level of detail for this task requirement under the Activity 0. The Consultant in his proposal shall explain the methodology for implementation of this task in both cases.

**Deliverable(s): One and a half months** after start of work on the specific SUMP, the Consultant should deliver the following: (i) Reports on workshop(s) conducted with the Project Committees of LSGs (ii) Planning framework of SUMP (iii) Stakeholder and Citizen Engagement Plan and (iv) Competency Management Plan.

Reports on workshop(s) conducted with the Project Committees) should be a short report, up to 5 pages, summarizing the workshops/meeting content, main decisions made, list of participants, main takeaways relevant for the planning of assignment and deliverables, etc. Presentation delivered at the workshop should be given as an annex to the Reports on workshop(s) conducted with the Project Committees.

Planning Framework and Stakeholder Engagement Plan should cover information on: organized workshops, establishment of Project committees and other working bodies (formal decisions of LSGs), project delivery plan, competency management plan, citizen engagement plan, visibility package completed and approved by MCTI/PIU and other required activities in this task. The above deliverables and reports shall be prepared separately for each Local Self-Government (LSG).

Each deliverable must be submitted to the LSG Technical Committee and the PIU. Following a review and potential feedback from the PIU, the final approval shall be provided by the LSG Technical Committee. In cases where the LSG lacks the capacity to evaluate the reports, approval shall be sought from the PIU. For the avoidance of doubt, the final approval for initiating the payment procedure for deliverable is the responsibility of the PIU and may only be granted after completing the process described in this paragraph.

#### **4.3.1.2. Task 1.2: Analysis of current state of mobility**

At the beginning of the task, the Consultant shall provide appropriate workshop for each Project Committee of each LSGs related to activities within the task and present results regarding previous task, summarize the agreed steps forward and steps ahead, etc.

The Consultant in this task should carry out workshops with relevant stakeholders (including Citizens) in order to better understand situation about urban mobility and identify key challenges to urban mobility in LSG. Regardless of whether Consultant chooses option to organize more workshops with different focus groups or some other methodology, gender balance should be taken into account.

In addition to the collected data in Activity 0, the Consultant shall collect and analyze all other necessary data and formulate a diagnosis of the existing status and challenges regarding urban mobility, mainly for the purpose of

defining and evaluating scenarios in the subsequent task. Analysis of the current state of mobility would inter alia include the following:

- Analysis of urban structure and development including population characteristics, land use, and projects which are directly or indirectly connected to urban mobility. In addition to existing it is necessary to take into account future development plans.
- Analysis of Institutional and regulatory aspects through inventory of relevant legislation related to urban mobility i.e. transport and traffic, relations between transport authorities and operators as well as between different levels of local government authorities, analyze existing data on the financial capability of local authorities to engage in sustainable urban mobility activities, etc. Consultant shall familiarize oneself with the existing relevant documents such as strategies, policies, plans, studies, projects and designs, relevant legal acts such as laws, by-laws (rulebooks) and decisions as well as relevant institutional framework. For each Mobility strategy and SUMP, the Consultant will ensure coherence and compliance with on-going initiatives for mobility planning at regional, national and local levels (for example at the national level National Transport Development Strategy, National Transport Model, Multimodal Transport Strategy etc.). Lessons learnt from other advanced SUMP initiatives in Serbian LSGs should be taken into account.
- Transport infrastructure and characteristics of transport supply including road network characteristics, public transport characteristics, parking system, tariff politics, level of technical and other aspects of transport system accessibility, etc.
- Analysis of transport demand for all transportation system users' category and assess the mobility rate per categories, analysis of modal split, establish and evaluate traffic assignments for main passenger, freight, and non-motorized movement, traffic safety analysis, etc. For the Simplified Sumps, the demand assessment can be simplified, but it up to Consultant to propose the demand analysis approach for each LSG under Activity 0.
- Analysis of transport impact on environment

Consultant in his proposal should present the methodology for collecting the necessary data.

Current state assessment shall provide a comprehensive analysis and quantified critical review of the current status (baseline analysis) of urban mobility, transport policies and developments based on the gathered data to identify and analyze key problems, opportunities and major risks over the mobility and urban system which need to be addressed by the plan. The analysis will include reasonable projections for the next 5 and 10 years of the expected changes in travel behavior in the LSG.

Should be kept in mind that description of required activities are mostly related for the case of Comprehensive SUMP development. In the case of Simplified SUMP development Consultant should propose level of detail for this task requirement. The Consultant in his proposal shall explain the methodology for implementation of this task in both cases.

**Deliverable(s):** not later than **3 months** after start of work on specific SUMP, the Consultant should deliver the following (i) Short Report on the held Workshops and Meetings and (ii) Current state of mobility and obtained data (situation analysis).

Report on Meetings and Workshops should be of the similar size and content as from the previous task and should include information on Stakeholders workshops (the number depends on the Consultant's methodology proposal) and Workshop related to presentation of situation analysis results.

Report on the Current State of Mobility should present organized workshops, conducted surveys (with presented methodology and obtained results) and detailed situation analysis. All obtained data (graphical and numerical) sets should be delivered in machine readable format for further incorporation in GIS and relevant national and local databases.

The above deliverables and reports shall be prepared separately for each Local Self-Government (LSG). Each deliverable must be submitted to the LSG Technical Committee and the PIU. Following a review and potential feedback from the PIU, the final approval shall be provided by the LSG Technical Committee. In cases where the LSG lacks the capacity to evaluate the reports, approval shall be sought from the PIU. For the avoidance of doubt, the final approval for initiating the payment procedure for deliverable is the responsibility of the PIU and may only be granted after completing the process described in this paragraph.

**4.3.1.3. Task 1.3: Strategy development - common vision, indicators and targets, development and selection of preferred scenario**

At the beginning of the task, the Consultant shall provide appropriate workshop for each Project Committee of each LSGs related to activities within the task and present results regarding previous task, summarize the agreed steps forward and steps ahead, etc.

The Consultant will assist each Project Committee to set the vision and to reach consensus on the common vision for urban mobility in the LSG.

Upon definition of the vision the Consultant will assist each Project Committee in formalizing objectives and prioritising urban mobility targets, aligned with LSG's vision for urban mobility. The set of targets could be seen as higher-level objectives to be used as evaluation criteria for proposed scenarios, i.e., effectiveness, economic efficiency/costs, environmental sustainability, accessibility and social inclusion, safety and quality of life, etc.

Usage of social networks and on-line forms in this phase besides mentioned approach, is obligatory. In addition, the Consultant shall propose a manageable set of strategic key performance indicators (KPIs), corresponding to defined higher-level objectives<sup>9</sup>, that will enable the LSGsto monitor and communicate the progress towards the targets. This wide set of KPIs will be finalized and targets confirmed within the task 1.5.

According to the analysis of current state of mobility in respective LSG and defined vision and objectives, the Consultant will set out the different future scenarios for promoting sustainable urban mobility. Number and in depth of scenarios can vary depending on the size of LSGs, as proposed under Methodological approach under Activity 0. For each scenario the Consultant should provide description and generally examine the effects of proposed scenarios and assess the impact on transport system. The Consultant will build the business as usual (BAU) scenario and at least two alternative scenarios. All scenarios (BAU and at least two alternative scenarios) should be analyzed on two time horizons, 5 years from the base year and 10 years from the base year. The Consultant will build the scenarios in close coordination with the established committees and citizens. For each scenario the set of the most important measures and effects should be identified and briefly described. Beside investment measures the scenarios should also address urban mobility enablers like inclusion, gender balance, capacities, financing, innovation, resilience considerations, technology, etc.

In both the short and long term, the proposed scenarios will be compared to the BAU scenario. Limits and risks of the BAU scenario should be clearly explained. The Consultant will undertake an Impact Assessment for each of the developed scenarios and based on the technical outputs, each of the scenario will be evaluated against a set of evaluation criteria corresponding to the high-level objectives, i.e., effectiveness, economic efficiency/costs, environmental sustainability, accessibility and social inclusion, safety and quality of life, etc. In this context the evaluation will be based on a well-defined hierarchical analysis. The Consultant will present a synthetic description of the various scenarios and results from the scenario comparison.

This kind of scenario analysis is mandatory in the case of the six mentioned cities which are proposed for Comprehensive SUMP development (Novi Pazar, Leskovac, Smederevo, Kragujevac, Čačak and Subotica). In the case of other cities and municipalities scenario analysis can be simplified based on feedback that the Consultant

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<sup>9</sup> <https://sdgs.un.org/goals>

will receive through communication with relevant stakeholders and methodology proposed and accepted under Activity 0.

If the Consultant plans the development of a transport model for certain LSG to analyzing some scenarios and testing the sensitivity to the measures implementation, he should state it in his proposal. Only for the six mentioned cities transport model development is recommended. In other cases, the Consultant through the proposed methodology should explain and justify the reasons why he would develop the transport model.

The goal of this task is to have define vision, higher level objectives, KPIs, set of scenarios with description of expected impact on defined higher level objectives and KPIs, brief description of most important measures under each scenario and selection of preferred scenario. Once the potential scenarios are confirmed with LSG, the Consultant can move to the next task, where selected scenario will be further elaborated and final set of measures will be confirmed and proceeded in detail.

Should be kept in mind that description of required activities are mostly related for the case of Comprehensive SUMP development. In the case of Simplified SUMP development Consultant should propose level of detail for this task requirement. The Consultant in his proposal shall explain the methodology for implementation of this task in both cases.

**Deliverable(s): not later than 5 months after start of work on specific SUMP, the Consultant should deliver** (i) short report on held workshops and meetings supporting strong participatory approach; and (ii) Urban Mobility Strategy Report including the vision. In the case of transport model development detailed report of transport model should be made.

The above deliverables and reports shall be prepared separately for each Local Self-Government (LSG). Each deliverable must be submitted to the LSG Technical Committee and the PIU. Following a review and potential feedback from the PIU, the final approval shall be provided by the LSG Technical Committee. In cases where the LSG lacks the capacity to evaluate the reports, approval shall be sought from the PIU. For the avoidance of doubt, the final approval for initiating the payment procedure for deliverable is the responsibility of the PIU and may only be granted after completing the process described in this paragraph.

#### **4.3.1.4. Task 1.4: Specification of measures**

At the beginning of the task, the Consultant shall provide appropriate workshop and conduct meetings for each Project Committee of each LSGs related to activities within the task and present results regarding previous task, summarize the agreed steps forward and steps ahead, etc.

The most appropriate measures which will contribute to achieving of the vision, objectives and targets should be defined for the selected scenario. All proposed measures shall be described in details as per the template of project "fiche" developed under Activity 0. If during implementation is observed that some types of projects cannot provide all information or need to provide more, project fiche template can be amended and adjusted accordingly. Each measure should be understood in terms of what it will achieve and it should be clearly presented to what extent the implementation of the proposed measure will contribute to changing the future characteristics of the transport system and the quality of life in the LSG through analyzed time horizon. The comparative analysis and prioritization of measures should allow choosing the most effective and, on this basis, formulating an optimal list of measures for meeting the SUMP objectives and the vision for each LSG.

Since the isolated measures can only have a limited impact consider the options of combining measures into packages (integrated approach) and evaluate their effect. The Consultant should take particular attention to the main directions and assessment of feasibility in the technical aspect, cost, timing, public engagement requirements,

gender equality, anticipated impacts, and potential implementation risks of each measure as well as integrated package of measures. Regarding potential implementation risk sensitivity analysis should be conducted.

The selected measures shall be elaborated in comprehensive action plan followed with detailed implementation plan.

Additionally, the Consultant should produce a Project fiche, including the Terms of Reference for selecting a firm that will support the LSG in conducting one activity from the action plan that would have the greatest impact on improving sustainable urban mobility in the LSG. The Project fiche should address areas such as public transport improvement, parking management enhancement, bicycle traffic development, and similar initiatives

The content and concept of Project fiche should be adjusted to the LSG characteristics. The selection of activity for which Project fiche will be created should be in compliance with the perspective of LSG Project Committees. PIU will provide support in the process as well as comments and suggestions, to be considered and discussed by LSG Project Committees, but the final adoption is accountability of LSGs. In cases where the LSG does not have the capacity to evaluate the reports, approval should be obtained from the PIU. The LSG will officially inform the PIU about its insufficient capacity. This Project fiche will represent the annex of the developed SUMP for every LSG. For the avoidance of doubt, the final approval for initiating the payment procedure for deliverable is the responsibility of the PIU and may only be granted after completing the process described in this paragraph.

Should be kept in mind that description of required activities are mostly related for the case of Comprehensive SUMP development. In the case of Simplified SUMP development Consultant should propose level of detail for this task requirement. The Consultant in his proposal shall explain the methodology for implementation of this task in both cases.

**Deliverable(s): not later than Seven months** after start of work on the specific SUMP, the Consultant should deliver the following: (i) Workshop(s) and Meetings(s) report and (ii) Action plan and implementation plan with Project fiche for selected SUMP activity in Annex.

Report from the Workshop and Meetings should be a short report, up to 5 pages, summarizing the workshops/meeting content, main decisions made, list of participants, main takeaways relevant for the planning of assignment and deliverables, etc. Presentation delivered at the workshop should be given as an annex to the Report from the Workshop and Meetings.

The above deliverables and reports shall be prepared for each LSG separately. Each deliverable should be deliver to the LSG Technical Committee and PIU. After review and potential comments by the PIU, final approval is given by LSG Technical Committee. In cases where the LSG does not have the capacity to evaluate the reports, approval should be obtained from the PIU. The LSG will officially inform the PIU about its insufficient capacity. For the avoidance of doubt, the final approval for initiating the payment procedure for deliverable is the responsibility of the PIU and may only be granted after completing the process described in this paragraph.

#### **4.3.1.5. Task 1.5: Delivery of SUMP**

At the beginning of the task, the Consultant shall provide appropriate workshop for each Project Committee of each LSG related to activities within the task and present results regarding previous task.

The SUMP will be prepared based on the results from previous tasks and on feedback gathered from consultation with public stakeholders and citizens.

The Consultant shall organize public consultation with the wider stakeholders (including Citizens) related to activities in this task which require a participatory approach. Usage of social networks and on-line forms in this phase, besides direct communication with stakeholders, is obligatory.

The SUMP will comprise of both levels of mobility planning, that is, at a strategic level with broader and long-term goals for promoting economic, social and environmental sustainability and; at operational level with focused operational short-term and medium-term objectives for promoting sustainable mobility through specific measures, policies and plans. The action plan should clearly set out the projects to be pursued, the project budgets, sources of financing, priorities and timescales for a period of 10 years divided in two time periods reflecting short term and medium-term projects, respectively. The action plan should be followed with detailed implementation plan. In addition, a monitoring and an evaluation plan with clear Key Performance Indicators (KPIs) should be prepared involving a mechanism for monitoring and evaluation during and after implementation of projects/measures and assessing the progress with implementation of the SUMP. Monitoring and evaluation framework and defined KPIs should be aligned with Sustainable development goals (SDGs)<sup>10</sup> that covers urban mobility area.

Among other, implementation plan should cover:

- connection with mid-term and annual budgeting documents (definition of exact budgeting lines in annual budgets of LSGs)
- design of management network plans (visualization of implementation – usage of MS Project or other professional management software tools)

Should be kept in mind that description of required activities are mostly related for the case of Comprehensive SUMP development. In the case of Simplified SUMP development Consultant should propose level of detail for this task requirement. The Consultant in his proposal shall explain the methodology for implementation of this task in both cases.

**Deliverable(s): not later than Eight months** after start of work on the specific SUMP, the Consultant should deliver the following: (i) Workshop(s) and Meeting (s) report and (ii) SUMP report with belonging Action, Investment and Monitoring plan.

Report from the Workshop and Meetings should be a short report, up to 5 pages, summarizing the workshops/meeting content, main decisions made, list of participants, main takeaways relevant for the planning of assignment and deliverables, etc. Presentation delivered at the workshop should be given as an annex to the Report from the Workshop and Meetings.

The above deliverables and reports shall be prepared for each LSG separately. Each deliverable should be delivered to the LSG technical committee and PIU. After review and potential comments by the PIU, final approval is given by LSG technical committee. In cases where the LSG does not have the capacity to evaluate the reports, approval should be obtained from the PIU. The LSG will officially inform the PIU about its insufficient capacity. For the avoidance of doubt, the final approval for initiating the payment procedure for deliverable is the responsibility of the PIU and may only be granted after completing the process described in this paragraph.

#### **4.4. Activity 2: Provide support in revision and implementation of existing SUMP**

Methodology approach for implementation of Activity 2 is the same as Activity 1, but with focus to “up-to-date” of current situation in urban mobility of LSGs, innovation of implementation plans, development scenarios etc. This activity is related to the LSGs which have developed SUMP and contain two tasks.

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<sup>10</sup> <https://sdgs.un.org/goals>

## Task 2.1 Revision of SUMP

This task will especially include:

- Evaluation of implementation of previous SUMP – introduction chapter in SUMP draft
- In case KPIs for existing SUMP are missing, develop the KPIs in cooperation with the LSG
- Consult with wider stakeholder group on issues relevant for SUMP development
- Update of the previous version of SUMP taking into account all changes which have a direct or indirect impact on sustainable urban mobility and which are considered as a mandatory component in methodology of SUMP development.
- Presentation of current implementation status to Steering committee and interested public (public hearings)

Together with the first cohort of LSGs for which SUMP should be developed in Activity 1 the Consultant should include one LSG for SUMP revision. First LSG which will do SUMP revision with Consultant's support is City of Šabac (Table 3).

Table 3:

LSG for SUMP revision and detailed elaboration of implementation plan					
No	Name	Territorial organization of LSG (city/municipality)	Inhabitants (2022)	Area (km <sup>2</sup> )	Number of Private Cars (2021)
1	Šabac	City	105768	797	38982

### Deliverables:

1. 2 months after the contract signing and forming of the Project Committee by the LSG, the Consultant should deliver the review of existing SUMP with recommendations for improvement. Recommendations will be based on consultants own assessment and on results from consultative process with authorities, citizens, and other relevant user groups. Inter alia, it will take into account the goals of the SUMP, changes since the SUMP was adopted, and its connection with current LSG budgets and planning process. Recommendations should also include the proposal for measuring implementation of the SUMP (KPIs)
2. 5 months after the contract signing the Consultant should deliver the updated SUMP taking into account all changes which have a direct or indirect impact on sustainable urban mobility and which are considered as a mandatory component in methodology of SUMP development.

## Task 2.2. Development of a detailed implementation plan for LSGs

After the process of SUMP revision, the Consultant have to prepare detailed implementation plan of proposed measures. This task needs to be done after the completion of activities from the Task 2.1.

Among other, implementation plan should cover:

- connection with mid-term and annual budgeting documents (definition of exact budgeting lines in annual budgets of LSGs) making sure the LSG is provided with capacity for implementation and monitoring.
- design of management plans (visualization of implementation – usage of MS Project or other professional management software tools)

As in the case of LSGs from the Activity 1 the Consultant should produce Project fiche (including ToR) for one activity from action plan of revised SUMP that would achieve the greatest effect of sustainable urban mobility

improvement in LSG. That Project fiche should refer to public transport improvement, parking management improvement, bicycle traffic improvement, etc.

The content and concept of that Project fiche should be adjusted to the LSG characteristics. The selection of activity for which Project fiche will be created should be in compliance with the attitude of LSGs Project Committees and approved by PIU. This Project fiche will represent the annex of the revised SUMP.

**Deliverables: not later than** 7 months after the contract signing, the Consultant will deliver SUMP Implementation plan with selected project fiches.

The above deliverables and reports shall be prepared for each LSG separately. Each deliverable should be delivered to the LSG technical committee and PIU. After review and potential comments by the PIU, final approval is given by LSG technical committee. In cases where the LSG does not have the capacity to evaluate the reports, approval should be obtained from the PIU. The LSG will officially inform the PIU about its insufficient capacity. For the avoidance of doubt, the final approval for initiating the payment procedure for deliverable is the responsibility of the PIU and may only be granted after completing the process described in this paragraph.

#### **4.5. Activity 3: Development of cycling, parking management and public transport strategies for selected three LSGs**

The idea of this Activity is to provide additional support to LSG for transport system transformation in a sustainable and much more detailed manner for three selected LSGs. In close cooperation and consultation with PIU/MCTI and according to previously mentioned survey on LSGs interests for SUMP development and other LSG characteristics three LSGs were selected for this activity. They are: Sombor, Leskovac and Pirot.

In addition to SUMP development for these three LSGs local cycling strategy, parking management strategy and public transport (urban/interurban) strategy should be developed. All the listed strategies will be developed for each of the selected LSG.

##### **Cycling strategy**

This activity should be focused to support cycling development at the local level and should include, but not being limited to:

- Proposal for establishment of a local cycling strategy council<sup>11</sup>
- Community needs analysis based on participatory approach
- Identification of critical planning issues (including review of other strategic and planning documentation which are related and connected to the cycling development)
- Mapping of existing conditions (existing and committed cycle network infrastructure, cycling share in the modal distribution, analysis of existing and planned trip generators and attractors, level of integration with other transport modes and other transport networks both at the local and regional level, analysis of physical and nonphysical barriers, etc.)
- Identification of practical opportunities for developing and integration the cycle network with urban development promoting and following base urban design principles (through the analysis of different scenarios, vision and targets)
- Mapping the cycling network and using relevant criteria assess route suitability
- Cycling network implementation plan as well as investment plan

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<sup>11</sup> SUMP will have Project steering comity, but on strategy development level suggestion is to establish a lower level body but more focused on a specific strategy development, implementation and monitoring

- Methodology for monitoring and evaluation of the strategy implementation progress

### **Parking management strategy**

Parking management strategy should ensure parking as an integral part of sustainable urban transport system and assist to LSG planning staff in determining appropriate activities for integrated transport policies in urban development, land use policies and business practices. Parking management should take into consideration on and off street parking. Parking management strategy should include, but not being limited to:

- clear assessment of the current parking situation and demand and supply characteristics.
- relevant stakeholder and public engagement in the process of strategy development
- forecast of the future parking scenarios with the assessment and evaluation of each scenario according to defined vision and targets
- opportunities, measures and solutions to improve parking management in accordance with modern practices and using modern technology
- parking management strategy implementation plan as well as rough investment plan, with identification of capital projects that might benefit from private sector participation
- methodology for monitoring and evaluation of the strategy implementation progress

### **Public transport strategy**

Public transport represents a key part of the sustainable transport system and transport strategy design should include, but not be limited to:

- analysis of the current situation in the public transport system and its performance per established benchmarks
- creating public transport visions, missions, and objectives through the relevant stakeholders and public engagement
- proposals of measures to achieve strategic objectives which are related to improvement of public transport management system and organization structure, defining network and service concept, information system, tariff politics, improvement of service quality, vehicle technologies, etc.
- proposed strategic scenarios and its evaluation, analysis of potential alternatives and select the strategy for public transport system development
- public transport strategy implementation plan as well as investment plan
- methodology for monitoring and evaluation of the strategy implementation progress

All above analysis should be gender sensitive and should identify opportunities to larger or enhanced private sector participation.

The Consultant in his proposal shall explain the methodology for implementation of this activity and should develop general Guidelines and accompany Toolbox for development of these type of strategies with easy to follow walk through tutorial.

**Deliverables: Not later than 10 months after contract signing, the Consultant should deliver interactive Guidelines and Toolbox for development of these strategies to be included to the web page as well.** Not later than by 18 months of the contract signing, the Consultant will deliver required three strategies for each LSG. The Consultant has the freedom to propose the exact delivery schedule within these time period as per the Consultant's time plan.

The above deliverables shall be prepared for each LSG separately. Each deliverable should be delivered to the LSG technical committee and PIU. After review and potential comments by the PIU, final approval is given by the LSG technical committee. In cases where the LSG does not have the capacity to evaluate the reports, approval should be obtained from the PIU. The LSG will officially inform the PIU about its insufficient capacity. For the avoidance of doubt, the final approval for initiating the payment procedure for deliverable is the responsibility of the PIU and may only be granted after completing the process described in this paragraph.

#### **4.6. Activity 4: Knowledge dissemination about sustainable urban mobility planning and Community of Practice (CoP)**

##### **Capacity building of LSG staff**

In this task it is expected that the Consultant will strengthen the existing LSG capacities for sustainable urban mobility planning through various activities and knowledge dissemination group mechanisms throughout the project assignment. While the focus will be on LSGs staff who are involved in activities from this ToR and relevant decision makers, representatives from other LSGs interested in the topic should be included. The aim of the activity is to create long-standing engagement on the topic and raise awareness on its importance and technical expertise across the country. The Consultant is obliged to provide trainings, seminars and study visits for the LSG staff and relevant decision makers. While the final approach is to be proposed by the Consultant as part of the offer, some minimum requirements for CoP are defined below.

The Consultant will propose a methodology and an indicative budget for two one-day training sessions per year (6 in total) during which LSG representatives will be grouped together in working groups for training and networking sessions. Trainings should be ideally outside of the working environment to motivate focusing on the topic. The plan is that 30 LSGs staff members per training should go through the training program (180 participants during the LIID project). During these seminars, the Consultant will provide insights on SUMP methodology to the working group (on themes such as data collection, stakeholder engagement, mobility financing, mobility strategy monitoring, etc.), the Consultant will moderate networking workshops during which LSG representatives can expose their experience, share their operational issues and their best practices. Utilizing and cooperating with the networks that already exist in the country is recommended (such as SKGO, LSGs with existing SUMPs in Serbia, EU Transport Community, EU Embassies in Serbia, GIZ, etc.). Within the methodology, as a part of the proposal, the Consultant should elaborate on the content of such technical sessions, topics of trainings and its interactive elements, cooperation with other partners, etc.

The Consultant is required to organize **three Study Visits** during the project to showcase international best practices in SUMP implementation. These visits should be to countries or cities relevant to the LSGs benefiting from SUMP development under the project. Each LSG will have the opportunity to participate in one study visit, with one representative per LSG. As there are thirty LSGs in total, each study visit will accommodate representatives from approximately ten (10) LSGs (ten representatives of LSGs per visit). The Consultant must ensure that all three study visits collectively include representatives from all thirty LSGs.

In addition, each study visit should include up to three (3) representatives from the MCTI/PIU, as well as up to four (4) participants from stakeholders such as AFD, WB, and other relevant organizations. The selection of all participants will be carried out in coordination with the Project Implementation Unit (PIU).

The Consultant's proposal must detail the approach and methodology for executing this task, including logistical arrangements and coordination with the PIU to ensure equitable representation. The budget should account for travel, accommodation, and any related costs for all participants, including the LSG representatives, MCTI/PIU personnel, and stakeholder representatives.

## Community of practice (CoP)

In this task the Consultant should ensure that knowledge about sustainable urban mobility planning and its importance bring close to a wide population from children to the elderly at the national level of Republic of Serbia. The aim of this task is not only related to thirty selected LGSs. Consultant have to provide activities which will raise the level of interest of other LGSs about sustainable transport planning and at the same time raise the population's awareness of its importance. The aim is to presents main benefits of sustainable transport planning in a way to be clearly recognized by wider population. Regarding that, the Consultant is obliged to organize at least once a year, within the duration of the Services, a workshop/seminar/conference at the national level that would promote the importance of sustainable urban mobility planning. Conference should last 1 day and should envisage participation of speakers from outside of the country, from academia, technical and student population, that will share their experience and knowledge. Up to 150 participants are envisaged at such events, whereby the final list of participants is to be confirmed with the PIU before events. Also, the Consultant should propose methodology how to coordinate and communicate relevant stakeholders' engagement and communication with wider public (decision makers, academy, NGOs, representatives of relevant institutions and public and private enterprises, students, etc.). Engaging and educating student population at relevant faculties, is considered as important element in this process. The Consultant will be responsible for organizing and coordinating the conference, which includes providing all necessary materials, arranging the venue, catering, and managing the technical setup. The Consultant will also handle participant registration, facilitation of the event, and any required follow-up activities. However, accommodation and transport for participants will not be covered by the Consultant and will be the responsibility of the respective parties

Consultant in his methodology proposal will explain how will accomplish this task and engage different stakeholders in the CoP.

The other part of this task is related to actively populating and maintaining e-learning platform for knowledge exchange and as support in SUPMs development as part of the web page developed under Activity 0 0. E-learning platform should provide information about importance of sustainable transport planning and current events and activities at the national level related to sustainable transport planning during the project. E-learning platform should contain interactive guide for SUMP development taking into account different LGSs characteristics (size of LSG, transportation system characteristics, socio-economic data, etc.) as developed under Activity 0. It should also share all relevant documents from trainings, working group meetings, study tours, latest developments in the area of sustainable urban mobility, etc. it should also have Serbian translation of the relevant EU documents and Guidelines. The eLearning platforms should be in Serbian with English translation.

After the Consultant finish their activities related to the LIID project MCTI should be in charge for maintenance and update this E- learning platform.

Consultant in his proposal will explain how he will accomplish this task.

**Deliverables:** The Consultant has the freedom to propose the exact delivery schedule within these time period as per the Consultant's time plan.

***All proposed activities resulting from these strategies and plans will undergo screening for potential Environmental and Social (E&S) impacts in accordance with the World Bank Environmental and Social Framework (ESF) and applicable national laws. Comprehensive E&S assessments will be conducted during the project design stage, contingent upon the selection of recommended projects for implementation.***

## 4.7. Summary of Deliverables and Timeline

This section provides an overview of the key deliverables, associated timelines, and the roles of the Consultant in ensuring timely and quality outputs. To streamline tracking and monitoring, all deliverables are listed with their

expected submission dates, grouped by activities, and terminology is clarified for consistency throughout the Terms of Reference (ToR).

## **Deliverables Overview by Activities**

### **Activity 0: Dissemination, Methodological Approach, and Data Collection**

- 1. Inception Report**
  - **Content:** Detailed explanation of the approach and timeline to be used for the project delivery.
  - **Timeline:** Within 4 weeks of contract signing.
- 2. Web Page and Social Media Profiles**
  - **Content:** Established project web page (integrated with the LIID project website) and social media profiles on at least three platforms (e.g., LinkedIn, Facebook, Instagram).
  - **Timeline:** Within 2 months of contract signing.
- 3. SUMP Guidelines and Toolbox**
  - **Content:** Comprehensive methodological guidelines for developing and implementing both Comprehensive and Simplified SUMPs, including interactive tools.
  - **Timeline:** Within 2 months of contract signing.

### **Activity 1: Development of Sustainable Urban Mobility Plans (SUMPs)**

- 1. Reports on workshop(s) conducted with the Project Committees of LSGs**
  - **Content:** Summarized reports of workshops, including key decisions, participant lists, and takeaways.
  - **Timeline:** Delivered 1.5 months after the start of the respective activity.
- 2. Planning framework of SUMP**
  - **Content:** The deliverable will provide an analysis of each LSG's SUMP planning framework, including geographic scope, physical perimeter, alignment with other planning processes, and the timeframe for SUMP development.
  - **Timeline:** Delivered 1.5 months after the start of the respective activity.
- 3. Stakeholder and Citizen Engagement Plan**
  - **Content:** The deliverable will outline a detailed plan for each LSG, including stakeholder and citizen engagement strategies, a communication plan, and a project timeline to guide engagement and communication activities throughout the project lifecycle.
  - **Timeline:** Delivered 1.5 months after the start of the respective activity.
- 4. Competency Management Plan**
  - **Content:** The deliverable will include a Competency Management Plan for each LSG, identifying internal or external capacity needs based on an evaluation of technical skills and staff availability for tasks related to sustainable urban mobility development.
  - **Timeline:** Delivered 1.5 months after the start of the respective activity.
- 5. Short Report on the held Workshops and Meetings (Analysis of current state of mobility)**
  - **Content:** The reports will summarize workshops and meetings conducted with relevant stakeholders, including citizens, to assess urban mobility challenges in each LSG, incorporating insights from diverse focus groups and ensuring gender balance.
  - **Timeline:** Within 3 months of starting work on a specific SUMP.
- 6. Current State of Mobility Report**
  - **Content:** Detailed analysis of existing urban mobility conditions, challenges, and opportunities.
  - **Timeline:** Within 3 months of starting work on a specific SUMP.
- 7. Short Report on the held Workshops and Meetings (Strategy development - common vision, indicators and targets, development and selection of preferred scenario)**
  - **Content:** The reports will summarize workshops and meetings conducted.
  - **Timeline:** Within 5 months of starting work on a specific SUMP.
- 8. Urban Mobility Strategy Report**

- **Content:** Vision, objectives, scenarios, and Key Performance Indicators (KPIs) for sustainable urban mobility.
- **Timeline:** Within 5 months of starting work on a specific SUMP.
- 9. Short Report on the held Workshops and Meetings (Specification of measures)**
  - **Content:** The reports will summarize workshops and meetings conducted.
  - **Timeline:** Within 7 months of starting work on a specific SUMP.
- 10. Action Plan and Implementation Plan**
  - **Content:** Detailed action and implementation plans with prioritized measures, including Project Fiches.
  - **Timeline:** Within 7 months of starting work on a specific SUMP.
- 11. Short Report on the held Workshops and Meetings (Specification of measures)**
  - **Content:** The reports will summarize workshops and meetings conducted.
  - **Timeline:** Within 8 months of starting work on a specific SUMP..
- 12. Final SUMP Reports (Delivery of SUMP)**
  - **Content:** Comprehensive SUMP documents with action, investment, and monitoring plans.
  - **Timeline:** Within 8 months of starting work on a specific SUMP.

## **Activity 2: Revision and Implementation of Existing SUMPs**

- 1. Review of existing SUMP with recommendations for improvement**
  - **Content:** The deliverable will provide a review of the existing SUMP with recommendations for improvement, based on the Consultant's assessment and consultations with stakeholders, addressing SUMP goals, changes since adoption, alignment with LSG budgets and planning, and proposing KPIs for implementation measurement.
  - **Timeline:** 2 months after contract signing and forming of the Project Committee by the LSG.
- 2. Revised SUMP for City of Šabac**
  - **Content:** Evaluation, recommendations, and updated SUMP reflecting current conditions and stakeholder inputs.
  - **Timeline:** 5 months after contract signing.
- 3. Implementation Plan for Revised SUMP**
  - **Content:** Detailed implementation plan of proposed measures, including connection with budgeting documents.
  - **Timeline:** Within 7 months of contract signing.

## **Activity 3: Development of Specific Strategies for Selected LSG - Cycling, Parking Management, and Public Transport Strategies**

- 1. Guidelines and Toolbox for development of strategies**
  - **Content:** interactive Guidelines and Toolbox for development of the strategies, to be included to the web page as well.
  - **Timeline:** within 10 months after contract signing.
- 2. Specific Strategy for selected LSGs**
  - **Content:** Separate strategies for selected LSGs (Sombor, Leskovac, and Pirot) covering local cycling, parking management, and public transport.
  - **Timeline:** within 18 months of contract signing.

## **Activity 4: Knowledge Dissemination and Community of Practice (CoP)**

- 1. Conduct Training Sessions for LSG Staff**
  - **Content:** Two one-day training sessions per year (6 in total) for LSG representatives, focusing on SUMP methodology, stakeholder engagement, data collection, mobility financing, and strategy monitoring. The sessions will include interactive workshops and networking opportunities.

- **Timeline:** Conducted semi-annually over the project duration.

## 2. Organize Study Visits

- **Content:** Three international study visits to showcase best practices in SUMP implementation, ensuring participation from all 30 LSGs, along with MCTI/PIU representatives and key stakeholders.
- **Timeline:** Organized at intervals throughout the project, with one visit every year.

## 3. Host National-Level Conferences or Workshops

- **Content:** Annual one-day events promoting sustainable urban mobility planning, featuring international speakers and diverse stakeholder participation, including representatives from academia, NGOs, and the public and private sectors.
- **Timeline:** Conducted once a year during the project duration.

## 4. Develop and Maintain an E-Learning Platform

- **Content:** Creation of an interactive platform featuring guides, training materials, best practices, translated EU guidelines, and updates on sustainable urban mobility, tailored to the characteristics of Serbian LSGs.
- **Timeline:** Initial launch within 6 months of project start, with updates and maintenance throughout the project.

## 5. Engage Stakeholders and Raise Awareness

- **Content:** Implementation of activities to engage and educate stakeholders and the public on sustainable urban mobility planning, including targeted outreach to students, NGOs, and decision-makers.
- **Timeline:** Ongoing throughout the project duration, with major activities aligned with other deliverables.

## 6. Screen Activities for Environmental and Social (E&S) Compliance

- **Content:** Ensure all activities align with the World Bank Environmental and Social Framework (ESF) and national laws, conducting necessary evaluations and adjustments.
- **Timeline:** Conducted continuously as part of each activity's implementation.

# 5. LOCATION AND DURATION OF THE ASSIGNMENT

## 5.1. Location

The assignment and all of the Consultant's activities should be implemented in Republic of Serbia.

## 5.2. Duration of implementation services

The indicative duration of implementation services is 48 months from the commencement/contract date, whereby the Consultant is encouraged to deliver the above work even in shorter period of time.

## 6. REPORTING

### 6.1. Reporting requirements

The consultant shall prepare the following reports:

- Inception Report which defines the work plan;
- Progress Reports which inform about the project progress and quality of Consultant work;
- SUMP Reports which refer to the completion of SUMP development or SUMP revision for each LSG
- Final report which covers the overall project achievement

**The Inception** stage of the TA shall start with the Consultant's team kick off meeting with the MoCTI and PIU team. The aim of the meeting is to establish the general contract management modalities between the Consultant and the MoCTI, agree upon the approach and methodology to undertake the scope of work, discuss all relevant implementation modalities, agree on the expected delivery schedule, review data and information requirements, and discuss risk mitigation measures and any other relevant issues (as needed).

The Inception Report is intended to provide opinions as to whether or not the actual situation, in relation to the contract, is as described in the Terms of Reference, to describe the implementation approach to the contract and detailed methodology under each task together with results of initial scoping that the consultant did in inception phase, if it differs from that of his original technical proposal, to present the proposed work schedule and the planned resource mobilization and to inform about any other issues that should be identified at the earliest stages of the contract, in order to minimize any potential delays or problems during the implementation phase. As the output of the inception and methodology period, the Consultant shall present an Inception Report, presenting the overall approach, and detailed work plan outlining all planned activities, methodology, delivery schedule etc. The Report should contain, but is not limited to, the following main elements and should not be longer than 50 pages without annexes:

- Project synopsis;
- Executive summary;
- Activities implemented (in the inception period);
- Assessment of the project start situation;
- Project Objectives, results, assumptions and risks;
- Planned activities and outputs (overall project duration and first reporting period);
- Methodology for completion of each of the tasks
- Communication and Visibility Plan;
- Project management;
- Mobilization of experts;
- Annexes.

**The Progress Reports** are intended to assesses and inform about the project progress in implementation of activities, delivery of outputs and results and to plan the activities for the next reporting period and raise any issue observed during the reporting period. The Progress Reports should contain, but is not limited to, the following main elements and should not be longer than 20 pages without annexes:

- Executive summary;
- Summary of progress since the project start;
- Project progress in the reporting period with the main results and outputs;
- Detailed description of communication activities;
- Summary of project planning for the remainder of the project;
- Project planning for the next reporting period;
- Issues resolved and those that require client attention

- Annexes, project findings, recommendations;

For each SUMP under development/revision, accompanying reports as per the deliverable list under Scope of the Assignment should be submitted to the client.

The Final Report is intended to summarize all carried out activities during the whole project period and to include an overall assessment of the achievement of project objectives. The report should reply to every requirement set in the Terms of Reference reflecting all activities carried out and results achieved etc. The Final Report should contain, but is not limited to, the following main elements:

- Project synopsis;
- Executive summary;
- Summary of Project progress since the project start;
- Overall assessment of the performance of the project;
- Evaluation of communication activities;
- Lessons Learned;
- Annexes – outputs of the project.

## **6.2. Submission and approval of reports**

The reports shall be prepared in Serbian and English language and it shall consist of a hard copy and an electronic copy in editable unprotected format and PDF format. The reports shall be submitted to the Client with cover letter that contains the basic data about the Consultant, the contract and the report that is subject of delivery. The report shall be delivered in 2 (two) hard copies and electronic copy in Serbian language and 2 (two) hard copies and electronic copy in English language;

The reports shall be submitted in draft version as follows:

- Inception Report shall be submitted within 4 weeks following the contract signing..
- Progress Report shall be submitted every three months.
- Reports refer to the completion of SUMP development or SUMP revision for each LGS or specific strategies shall be submitted as per the schedule defined under Scope of Work for SUMPs
- Final Report shall be submitted no later than 30 days before the end of the assignment.

The Client, shall provide comments (if any) on the draft version of the reports within 15 days upon receipt. Within 10 days of receiving comments from the Client, the Consultant shall submit the final version of the reports. If no written comments are received from the Client within 15 days upon the receipt, the draft version of the reports will be considered as agreed by the Client and the Consultant shall submit the final version of the reports.

The final version of the report has to be approved by the Client within 10 days upon receipt. The Client has right to reject the final version of the report. If the final version of the report is rejected, the Consultant has to revise the report accordingly and resubmit the revised final version of the report within 5 days of receiving letter of rejection from the Client.

## **7. PROJECT MANAGEMENT AND MONITORING**

### **7.1. Project management**

The Consultant shall ensure proper project management including organizing of the meetings, preparing and circulating the agenda, writing and distributing the minutes, and follow-up/implementing the client decisions etc. The date of the meetings, the agenda and the necessary documents shall be set and circulated among the

interested parties tentatively with a reasonable time in advance. The Client will provide support to the Consultant to reach out to relevant stakeholders and ensuring their participation. The Consultant has to keep all documents in a file as project documentation. These tasks shall be performed in co-ordination with the Client. The Consultant shall propose the way for monitoring of the delivering and reporting process (commencement, submission of the reports, providing feedback for the report, acceptance of the report etc.) in which the exchange of documents and its versioning will be followed and tracked. Copyright on all deliverables and reports and other material prepared under this Contract shall remain within the Client.

The awarded Consultant must utilize appropriate transportation modeling software for the assignment. At the time of contract award, the Consultant must have the necessary software. Any costs associated with licensing or acquiring the software, if not already owned, must be covered by the Consultant. These expenses should be factored into the overall project cost, as no additional compensation will be provided for software-related costs.

## **7.2. Project monitoring**

Suitable and objectively quantifiable indicators shall be proposed in the technical proposal of the Consultant, which will be reviewed during the Inception phase and confirmed by the Client as part of the process of approval of the Inception Report. Indicators to be proposed in the Proposal shall be based on required outputs and may take the nature of descriptive indicators; performance indicators; qualitative indicators; quantitative indicators etc.

The purpose of these indicators is to track the progress and evaluate the effectiveness of the Consultant's activities in achieving the goals outlined in the Contract (Service), ensuring they align with the objectives of the LIID project. These indicators will serve as benchmarks for assessing the quality and timeliness of deliverables, guaranteeing consistency with the agreed Contract (Service) objectives.

Achievement of the indicators will signify successful completion of the corresponding activities and contribute to the overall success of the LIID project. Conversely, non-achievement of indicators may necessitate corrective actions, revisions to the approach, or additional measures to address delays or shortcomings. The implications of non-achievement may affect the approval of specific deliverables or milestones, as well as the Consultant's performance evaluation.

## **8. COMPANY PROFILE AND EXPERTISE REQUIRED**

### **8.1. Requirements for the consultant's staff**

The Consultant shall provide adequate staff in terms of expertise and time allocation, as well as the equipment needed to complete the activities required under the scope of work and to finally achieve the objectives of the project in terms of time, costs and quality. The numbers and person-months for all staff shall be included in the technical proposal and the costs in respect of these personnel are to be included in the financial proposal. The Consultant is encouraged to use local expertise, as appropriate.

The Consultant will be responsible for securing the working space and equipment for their own staff. Also, all costs of using necessary software, tools, licenses, etc. are to be borne by the Consultant.

A Team Leader and five additional (5) Key experts from which one will be Deputy Team Leader (6 in total) as well as minimum eight (8) Non-key experts are foreseen to carry out the assignment throughout the life of the Contract. The minimum required qualification and experience of these key experts is presented in Table 7.1.

**It should be noted that the experts will not be evaluated during the shortlisting stage.**

## 8.1.1. KEY EXPERTS

Table 4. Qualifications and Experience of the Consultants' Key Expert Team

	Expert		
1	KE1 Team Leader/ Urban Planer	University degree (Bachelor or Master) in Spatial planning/Urban planning/Civil engineering/ Traffic/Transport Engineering equivalent	<b>General Experience:</b> -minimum 15 years of proven professional working experience in proving consultancy/technical assistance <b>Specific experience:</b> -at least 10 years of proven working experience in Sustainable Urban transport Planning/ Urban Transport Planning -at least 2 projects of similar nature and scope (SUMPs and/or urban transport development plans, studies and strategies) in a position of team Leader in the previous 10 years <b>Language:</b> Good command of spoken and written English language is required Knowledge of Serbian language will be considered an asset
2	KE2 Deputy team Leader/Urban Transport Planning Expert	University degree (Bachelor or Master) in Traffic/Transport Engineering or equivalent  Post-Graduate degree in the relevant field related to the scope of the assignment is an advantage	<b>General Experience:</b> -minimum 10 years of working experience in urban planning <b>Specific experience:</b> -at least 10 years of proven working experience in Sustainable Urban Planning/ Urban Transport Planning, at local level (with LSGs) -at least 2 project of similar nature and scope in previous 10 years in a position of key expert (SUMPs and/or urban transport development plans, studies and strategies) <b>Language:</b> Good command of spoken and written English language is required Knowledge of Serbian language will be considered an asset
3	KE3 Public transport engineering expert	University degree (Bachelor or Master) in Traffic/Transport Engineering/Civil engineering equivalent  Post-Graduate degree in the relevant field related to the scope of the assignment is an advantage	<b>General Experience:</b> -minimum 10 years of working experience in public transport planning and management <b>Specific experience:</b> -at least 10 years of proven working experience in Urban Transport Planning and Design at local level (with LSGs) -at least 2 project of similar nature and scope in previous 10 years - Demonstrated expertise in transport modeling, supported by a certificate from a recognized training course. <b>Language:</b>

			Good command of spoken and written English language is required Knowledge of Serbian language will be considered an asset
4	KE4 Transport planner expert	University degree (Bachelor or Master) in Traffic/Transport Engineering/Civil engineering equivalent  Post-Graduate degree in the relevant field related to the scope of the assignment is an advantage	<b>General Experience:</b> -minimum 10 years of working experience in transport planning <b>Specific experience:</b> -at least 10 years of proven working experience in Transport Planning and Design at local level (with LSGs) -at least 2 project of similar nature and scope in previous 10 years - Proven knowledge of transport modelling software would be an extra asset <b>Language:</b> Good command of spoken and written English language is required Knowledge of Serbian language will be considered an asset
5	KE5 Active mobility and micromobility engineering expert	University degree (Bachelor or Master) in Traffic/Transport Engineering /Civil engineering equivalent	<b>General Experience:</b> -minimum 15 years of working experience in mobility /road transportation field <b>Specific experience:</b> -at least 5 years of proven working experience in Urban Transport Planning and Design at local level (with LSGs) - at least 5 years of proven working experience in sustainable urban mobility planning -at least 2 project of similar nature and scope in previous 10 years - Demonstrated expertise in transport modeling, supported by a certificate from a recognized training course would be an extra asset. <b>Language:</b> Good command of spoken and written English language is required Knowledge of Serbian language will be considered an asset
6	KE 6 Environmental and Social (E&S) safeguard specialist	University degree (Bachelor or Master) in Environmental Science, Environmental Engineering, Social Development, Sociology, Natural Resources Management, or a related field in Environmental Science, Natural Resources Management, Civil Engineering, or a related field.	<b>General Experience:</b> -Minimum of 5 years of professional experience in environmental and social safeguards, with expertise in assessing, managing, and mitigating environmental and social risks for infrastructure or urban development projects. -Experience working with international environmental and social frameworks (e.g., World Bank Environmental and Social Framework - ESF) and ensuring compliance with local environmental and social regulations in Serbia.

			<p>-Demonstrated experience in implementing Environmental and Social Management Frameworks (ESMF) and Environmental and Social Commitment Plans (ESCP), along with knowledge of impact assessment, pollution control, and stakeholder engagement practices.</p> <p><b>Specific Experience:</b></p> <ul style="list-style-type: none"> <li>-At least 3 years of experience in environmental and social risk management on infrastructure or urban mobility projects, preferably working with Local Self-Governments (LSGs).</li> <li>- Expertise in environmental assessments, including pollution mitigation, waste management, climate-resilient infrastructure, and biodiversity conservation.</li> <li>-Proficiency in social impact assessment (SIA), citizen engagement, and stakeholder consultation, particularly in addressing community health, social inclusion, and equitable project benefits.</li> <li>-Proven experience in designing and implementing citizen engagement strategies, managing grievance mechanisms, and conducting training sessions related to E&amp;S safeguards for project stakeholders.</li> </ul> <p><b>Language:</b></p> <p>Language proficiency in Serbian and English, with skills in report preparation, data analysis, and presenting E&amp;S findings to diverse audiences.</p>
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### 8.1.2. NON KEY EXPERTS

Table 4.1. Qualifications and Experience of the Consultants' Non Key Expert Team

7	Non key Environmental protection engineering specialist	University degree (Bachelor or Master) in the field of environmental engineering environmental protection or environmental management	<p><b>General Experience:</b></p> <ul style="list-style-type: none"> <li>-minimum 10 years of working experience in environmental protection and environmental</li> <li>-at least 5 years of proven working experience in Environmental Protection research concerning human environment interactions Urban Transport Planning and Design at local level (with LSGs)</li> <li>-at least 1 project of similar nature and scope in previous 10 years</li> </ul>
8	Non key Stakeholder engagement and	University degree (Bachelor or Master) in the relevant field (Mass Media Management and	<p><b>General Experience:</b></p> <ul style="list-style-type: none"> <li>-Minimum 10 years of working experience in managing and implementing strategic communication and branding projects,</li> </ul>

	public communication specialist	Public Relations, social science and marketing)	including the development of communication frameworks, stakeholder engagement strategies, and capacity-building initiatives, with a proven track record of successful project delivery over an extended period. -A minimum of 5 years of proven professional experience working with governmental institutions and local self-governments. - Experience in designing and delivering education and training programs in communication, public relations, and strategic planning, tailored to various audiences, including public institutions, corporate entities, and local self-governments will be considered as an advantage. - Experience in creating strategies and coordinating PR activities for transportation, infrastructure, or traffic safety projects will be considered as an advantage. -
9,10,11	Non-key– Traffic/transport Specialist (LSG focal points)	University degree (Bachelor or Master) in Traffic/Transport Engineering/Civil Engineering/Urban planning or equivalent	<b>General Experience:</b> -minimum ten 10 years of working experience in Traffic Engineering /Transport Engineering/Civil Engineering/Urban planning -at least 5 years of proven working experience in Sustainable Urban Transport Planning/ Urban Transport Planning at local level (with LSGs) - Proven knowledge of transport modelling software – certificate of training course would be an extra asset.
12,13,14	Non-key– Urban planning Specialist (LSG focal points)	University degree (Bachelor or Master) in Traffic/Transport Engineering/Civil Engineering/Urban planning or equivalent	<b>General Experience:</b> -minimum ten 10 years of working experience in Traffic Engineering /Transport Engineering/Civil Engineering/Urban planning -at least 5 years of proven working experience in Sustainable Urban Transport Planning/ Urban Transport Planning at local level (with LSGs)

The consultants will not be evaluated during the shortlisting stage.

The Consultant is expected to engage an adequate number of additional non-key consultants, beyond those listed in Table 4.1 (Qualifications and Experience of the Consultants' Non Key Expert Team), who possess expertise in transport planning to lead the development of individual SUMP. Each additional non-key consultant assigned to this role should meet the minimum requirements of University degree in Spatial planning/Urban planning/Civil engineering/ Traffic/Transport Engineering equivalent and at least 3 years of proven working experience in

Sustainable Urban transport Planning/ Urban Transport Planning. These consultants can only be assigned to lead the development of Simplified SUMP. To ensure effective management, each consultant may lead a maximum of 4 SUMP. The team leader will oversee the entire SUMP process but will not serve as the direct lead for each individual SUMP.

## 8. CLIENT'S INPUTS

To facilitate the successful implementation of the assignment, the Client will provide the following inputs to the Consultant:

### 1. Access to Relevant Documentation:

The Client will provide the Consultant with all relevant documentation, including, but not limited to:

- National and regional policies, strategies, and guidelines related to urban mobility and sustainable transport.
- Any available data or reports from past projects that are relevant to the development of SUMP or related strategies.

### 2. Coordination with Stakeholders:

The Client, through the PIU, will facilitate communication and coordination with LSGs and other stakeholders. This includes:

- Introducing the Consultant to LSG representatives and relevant authorities.
- Ensuring LSG participation in workshops, training, and consultations as required under the scope of work.

### 3. Support for Data Collection:

The Client will assist the Consultant in obtaining data from public authorities, institutions, and other stakeholders to support the development of SUMP and strategies. This includes:

- Letters of introduction or authorization to access restricted data, if necessary.
- Coordination with relevant agencies for data sharing.

### 4. Logistical Support:

The Client will:

- Provide a list of LSGs and their points of contact for the assignment.
- Facilitate the scheduling of meetings, workshops, and public consultations, including coordination with stakeholders to ensure participation.

### 5. Review and Feedback:

The Client will review and provide feedback on all deliverables within the timelines specified in the Terms of Reference. This includes:

- Providing comments and suggestions on the draft reports and deliverables.
- Confirming approval of final deliverables as per the defined approval process.

### 6. Communication and Visibility:

The Client will ensure visibility of the project activities through its established communication channels, such as newsletters, websites, and social media. The Client will also provide branding guidelines to ensure consistency in project-related communication.

### 7. Work Space for Key Meetings:

For key meetings, workshops, or public consultations conducted, the Client may assist in arranging suitable meeting facilities, subject to prior agreement.