



**CONTRACT NO. : PF/3543/2019**  
**PROJECT NO. / ITT NO.: 3688/3420**

**Terms of Reference (ToRs)**  
**Rail Management Training for Colombian Government**

**Colombia Prosperity Fund Programme**

**Contents**

1. Introduction .....	2
2. Background .....	2
3. Objective .....	2
4. Scope and Methodology .....	3
5. Tendering .....	3
6. Outputs .....	4
7. Skills and Competencies.....	4
8. Assessment .....	4
9. Management Arrangements.....	5
10. Budget.....	5
11. Duty of Care .....	5

**ATTACHMENT 4 – STATEMENT OF SERVICE REQUIREMENTS****1. Introduction**

In 2015, the UK Government announced the creation of a GBP 1.2bn global Prosperity Fund (PF) to support selected partner countries with: i) poverty reduction and gender equity through economic development; and ii) the creation of commercial opportunities for international business, including for UK companies. The Colombia PF Programme (2017-2-22) is investing GBP 25.5m in post-conflict areas where inclusive economic growth is most-needed, with a focus on women and girls. This Programme targets three key sectors: institutional strengthening, infrastructure and agriculture. These are areas where UK companies have either an established track record in Colombia, or where the opening of new markets would attract their interest. In support of the Programme's rail development work within its infrastructure strand, the PF Colombia wishes to procure the services of UK experts to build much-needed capacity within the Government of Colombia (GoC) on rail management. This includes planning, regulation and operational practices.

**2. Background**

Rehabilitation of Colombia's railways is one of the fastest ways to spread economic growth and prosperity, revolutionising access to domestic markets and export opportunities and improving resilience of the transport sector. In addition to enabling residents to travel further for work and education, improved rail links also make it easier for women to reach services in cities, including access to medical treatment for themselves and their families.

Colombia's rail network functioned as the main freight transportation system in the beginning of the 20th century. However, mismanagement and incompetence led to the abandonment of rail over the last 50 year. Road transportation subsequently became more competitive and the sector fell into disrepair. About 62% of the network is currently inactive. Capitalising on its impressive economic growth in the last few years, Colombia has made serious efforts to enhance its transport infrastructure, but rail has not benefitted from the same investment as roads and airports.

The Duque Administration has prioritised rail rehabilitation in its 2018-2022 National Development Plan, with the (ongoing) formulation of a Rail Master Plan. This envisages private investment in the construction and operation of the railways. Outdated regulatory norms and laws, combined with weak institutional capacity must be urgently addressed to ensure the successful implementation of the Master Plan and revival of this valuable infrastructure. In view of its historical relationship with Colombia on rail, that dates back to its construction, the GoC looks to the UK as a natural partner to provide expert guidance.

**3. Objective**

Capitalising on British expertise, this project aims to upskill a cadre of approximately 30 GoC officials in rail management, including planning, regulation and operational practices. This must integrate gender and inclusion priorities and would ideally include certification.

To ensure the sustainability of this knowledge transfer, the project will also create relationships between the provider (delivering this course) and a Colombian university. This initial support from the PF will facilitate longer-term UK-Colombian collaboration on rail regulation and operations, with a view to increasing academic research in this area in Colombia, as well as embedding sustainable learning opportunities around the rail sector in-country.

## ATTACHMENT 4 – STATEMENT OF SERVICE REQUIREMENTS



#### 4. Scope and Methodology

This project will consist of:

- i) Production, facilitation and delivery of a 28-hour **training** spread over **four-days in Bogota**, providing a credible course for participants that capitalises on UK rail expertise.

This should involve a mixture of academic and practical input and an opportunity for trainees to demonstrate their newly-acquired knowledge, and ideally lead to certification.

The target audience will be approximately 30 mid-to-senior government officials involved in rail planning and delivery. These would be drawn from the: i) National Planning Department - DNP, ii) Ministry of Transport, iii) National Infrastructure Agency - ANI, and iv) any other individuals suggested by the National Rail Technical Committee through Prosperity Fund contacts in the DNP.

Learning outcomes for this course should focus on:

- Providing an insight to both conventional and modern rail development planning, based upon the principles of controlling projects and management of change; and
- Equipping trainees with an understanding of available techniques and technologies to develop strategies, design and manage improved rail infrastructure.

The course should address three main themes: planning, regulation and operational practices. The course must integrate gender and inclusion priorities and, where possible, refer to innovation and new technologies from the UK. It is up to the provider to research and design an appropriate course that incorporates these, as well as plan the teaching methodology.

The provider would need to identify and organise a suitable training location, along with refreshments. Course content could be delivered in English, but if this is the case, the provider would need to organise and factor in the translation of materials and interpretation services into their budget.

- ii) The creation of longer-term **institutional links** between the UK provider and a chosen **partner university in Colombia**. Ideally this would begin prior to and be built into the training. This would be evidenced in the planned substantive contribution of the Colombian partner institution to developing context-appropriate course content. However, the budget should also cover time in Colombia to undertake structured face-to-face meetings with the Colombian partner university. The provider would need to supply a short (2-page) readout of these meetings, laying out a draft strategy for institutionalising this UK-Colombian university relationship on rail. A solid plan would propose future joint research and knowledge sharing projects for the development of academic modules on rail management that the Colombian university could deliver as part of regular teaching programmes, possibly including future student exchange opportunities.

The project should be delivered at the earliest opportunity, given the urgent capacity-building need within the Colombian Government. Dates and a preparation timeline must be coordinated with the Prosperity Fund and the Government counterparts at the National Planning Department. Delivery may not be possible before the end of 2019, but the course must take place by 31 March 2020.

#### 5. Tendering

**ATTACHMENT 4 – STATEMENT OF SERVICE REQUIREMENTS**

The UK provider will be contracted using the FCOs Terms & Conditions (available within the tender package) for delivery of the training and a two-page draft strategy for institutionalising its academic relationship with a partner Colombian university on rail management.

Interested parties are asked to tender the following documents:

- a) Attachment 4 – Proposed methodology; evidence of experience, risk management and delivery; and a cover letter; and
- b) Attachment 5 – Schedule of Prices and Rates, outlining the budget

All applications must be uploaded to Bravo by 23.59pm (US Eastern Time) on 22 November 2019.

**6. Outputs**

The provider is required to:

- a) Team up with a partner Colombian university to develop course material and provide these to the Prosperity Fund one month prior to the training. The Prosperity Fund reserves the right to comment on these and request changes, if necessary.
- b) Translate any documents for distribution to participants into Spanish. (The language of delivery could however, be in English, as long as interpretation services are provided);
- c) Organise logistics arrangements for delivery of the four-day training course in Bogota, including location, audiovisual equipment, printing of material, interpretation services and refreshments (coffee and snacks, not lunches);
- d) Facilitate and deliver the four-day training in Bogota;
- e) Draft a two-page summary of the key take-aways from the training, lessons learned and any recommendations for future such trainings; and
- f) Undertake structured, face-to-face meetings with the chosen Colombia partner university, as well as a draft a two-page readout of these, describing an action plan for further collaboration for knowledge-sharing and research on rail management and development in Colombia.

**7. Skills and Competencies**

Applicant institutions, and the individuals identified to develop and facilitate this project, should have a demonstrated expertise in regulation and the operational management of the UK rail industry.

**8. Assessment**

Evaluation Criteria for selection will be based on:

- a) Quality and relevance of the proposed course content, with attention to gender and social inclusion considerations;
- b) Clarity of methodology for delivery, the identification of milestones with a realistic timeline and attention to risk assessment/management;
- c) Demonstrated relevant experience of rail planning, regulation and operational management, including understanding of the Colombian context;

**ATTACHMENT 4 – STATEMENT OF SERVICE REQUIREMENTS**

- d) Teaching experience of the proposed facilitators;
- e) Motivation; and
- f) Value for money.

Additional points will be awarded for providers that will offer certification, and to those that already have relationships with Colombian universities on which they can capitalise for joint planning of this project.

**9. Management Arrangements**

The selected provider will liaise with the Colombia Prosperity Fund Policy Adviser for project logistics and deliverables.

**10. Budget**

A total budget of up to GBP 1,000 per trainee is allotted to this project (ie around GBP 30,000 in total.) This must include:

- Production of course, facilitation and delivery;
- Printing of course materials in Spanish;
- Flights and accommodation for UK experts in Bogota;
- Rental of an appropriate space, with appropriate audiovisual equipment;
- Refreshments during the four days of training for 30 participants, plus the facilitators and any additional administrative staff the provider chooses to employ; and
- Interpreting services for four days (if not taught in Spanish).

The provider must explain the breakdown of the proposed budget in their application. Payment will be made to the provider in pounds.

**11. Duty of Care**

In training facilitators are responsible for the safety and well-being of themselves and Third Parties affected by their activities under this Contract during travel to Colombia, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

BE Colombia will however share available information with the provider on security status and developments in-country where appropriate. The implementer is responsible for ensuring appropriate safety and security briefings for all of their personnel working under this contract and ensuring that their personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the implementing agency must ensure they (and their personnel) are up to date with the latest position.