**Terms of Reference for**

**Business Model Recommendations and Preparation of Project Procurement Strategy for Development (PPSD)**

**Istanbul North Rail Crossing Project (INRAIL)**

**April 2025**

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# Sector Background

**Türkiye has a remarkable track record of economic growth and poverty reduction, but new engines of growth need to be solidified to continue on this path going forward.** Over the 20-year period between 2003 and 2023, the Turkish economy grew at an average annual rate of 5.4%, significantly above that of comparable upper middle-income countries like Argentina (2.4%), Brazil (2.2%), South Africa (2.0%), and Mexico (1.7%). This growth was accompanied by rapid poverty reduction, with the poverty rate (US$6.85 2017 PPP poverty line) halving from above 20% in 2007 to less than 10% in 2021. However, over the coming years Türkiye’s pace of economic expansion—3.3% per year between 2023 and 2029—is expected to be well below that of the previous 20 years. That is in contrast with the growth expectations of our comparable sample of upper middle-income countries. With the only exception of South Africa, these countries are expected to grow faster during 2023-2029 than they did over the previous 20 years, including Argentina (2.6%), Brazil (2.5%), and Mexico (1.9%). Türkiye therefore needs to find sources of sustained economic growth to continue to strengthen standards of living at a sufficiently rapid clip. A key opportunity in this regard is the need to increase productivity, whose contribution to growth in Türkiye during 2016-2021 was only half of that during 2010-2015.

**One way of improving Türkiye’s productivity prospects is through trade-oriented investments in connectivity and logistics.** Evidence shows that Turkish firms that engage in import-export activity or are linked to cross-border value chains, thus exposed to greater competition and technological spillovers, are more productive than their purely domestic counterparts.[[1]](#footnote-2) To facilitate international integration, Türkiye has the opportunity, unique among upper middle-income countries due to its geographic location, to better link itself to intercontinental logistics corridors. Aware of this opportunity, the Government of Türkiye (GoT) has adopted the goal of becoming a logistics hub in the **Trans-Caspian Middle Corridor** (Middle Corridor) linking Asia and Europe.[[2]](#footnote-3) It also aims to develop additional Asia-Europe intercontinental connections through Türkiye, most notably the proposed **Iraq Development Road**, which would link Asia and the Europe Union via the Middle East and Türkiye by rail, using the greenfield Iraqi port of Al-Faw as maritime gateway. In addition to boosting trade, the development of these rail-based corridors would deepen multimodal low-carbon logistics in Türkiye, thus contributing to the decarbonization of transportation consistent with the country’s stated goal of becoming a net-zero economy by 2053.

**In this context, Türkiye is investing in its mainline rail connectivity along the Middle Corridor as a priority.** These investments are being sequenced based on operational urgency, with an initial focus on railway sections that are both in need of modernization and directly linked to railway border crossings along the corridor. Specifically, the Government of Türkiye (GoT) is currently modernizing and expanding the freight and passenger carrying capacity of the Halkalı-Kapıkule line at the westernmost end of the Turkish railway network, thus linking Türkiye’s network with the EU network at the Türkiye-Bulgaria border. This investment, in implementation since 2019, has received financial support from the European Commission, the Asian Infrastructure Investment Bank (AIIB), and the European Bank for Reconstruction and Development (EBRD). Similarly, the GoT is embarking on the modernization and capacity expansion of the Divriği-Kars-Georgia border railway line at the northeastern end of the network, liking Türkiye with Georgia via the Baku-Tbilisi-Kars railway line. This investment, which will launch implementation in December 2024, is being financially supported by the World Bank, the Islamic Development Bank (IsDB), and AIIB. With the Halkalı-Kapıkule line upgrades ongoing, World Bank research shows that the single most capacity-constrained railway section across the entire length of the Middle Corridor, from the China-Kazakhstan border to the Türkiye-Bulgaria border, is the Divriği-Kars-Georgia border railway line, thus justifying its prioritization.

**As the eastern and western ends of the Turkish network along the Middle Corridor are being addressed, the next major bottleneck, expected to become a binding constraint to rail freight flows across the country by the early to mid-2030s, is the crossing of the Bosphorus Strait in Istanbul.** Under current conditions, rail freight and passenger flows across the Bosphorus can only take place via the underwater Marmaray tunnel. The Marmaray tunnel is a particularly pressing bottleneck for freight, as it is only available for freight crossings for a few hours at night. In addition to severely limiting the tunnel’s freight carrying capacity, the fact that the tunnel is used around the clock to allocate passenger during the daytime and evening hours and freight activity during the overnight hours means that the tunnel does not have sufficient downtime to undertake routine maintenance, further exacerbating the tunnel’s transportation capacity limitations and long-term sustainability. For freight operations, the only available alternative to Marmaray tunnel crossings is to transship freight from rail to truck, travel across the Bosphorus by truck, and transfer the freight back to rail at the other side of the Strait. This transshipment operation, which takes place in a densely populated metropolitan area, is highly inefficient, increases logistics costs, has sizable congestion and other negative externality implications for Istanbul, and makes the Türkiye branch of the Middle Corridor less attractive relative to its Black Sea branch (via Georgia and across the Black Sea). For passenger operations, an alternative to the Marmaray tunnel would increase operational resilience to strengthen urban mobility and could bring high-speed inter-city connectivity to parts of the Istanbul metropolitan area not currently served by passenger rail, including major nodes like Istanbul’s two airports.

# The Istanbul North Rail Crossing Project (INRAIL)

## 2.1 Project Description

**Providing a high-capacity, alternate overland railway crossing across the Bosphorus is the next railway investment priority under the GoT’s trade corridors and inter-city passenger connectivity strategy.** By in effect completing the uninterrupted overland length of the rail-based Middle Corridor across Türkiye, construction of an alternate railway crossing of the Bosphorus would further position the country as a transit hub and logistics base of the Middle Corridor. This would boost trade, attract revenue-generating transit traffic, and positioning Türkiye as a facilitator of global commerce. In addition to the Middle Corridor, the crossing would serve other intercontinental, import-export, and purely domestic trade corridors that pass through Istanbul, most notably (a) the proposed **Iraq Development Road** intercontinental link, and (b) Türkiye’s sizable volumes of exports to the European Union, a significant portion of which originate at points west of Istanbul. The crossing would further generate significant benefits to urban mobility and livability in Istanbul, by helping take heavy truck traffic off the roads that traverse the metropolitan area and incentivizing public transit adoption, thus reducing congestion and associated emissions of greenhouse gases and local pollutants from road vehicles, reducing wear-and-tear of local roads and motorways, and improving road safety.

**The GoT intends to build the proposed alternate crossing as an approximately 122-km greenfield railway bypass of the Istanbul metropolitan area: The Istanbul North Rail Crossing Project (INRAIL) or the “Project”.** The proposed railway bypass would start at or near the Çayırova station on the Asian side and end at the Çatalca station on the European side, crossing the Bosphorus Strait using the existing track space allocated on the Yavuz Sultan Selim (YSS) Bridge at the Bosphorus’ northern end. The bypass is proposed as an electrified, fully signalized, mixed-used line to carry passengers and freight. It will be connected to the Turkish national high-speed rail network, with the intended capacity of moving passenger trains at a top design speed of 160km/h. Freight trains will move at up to 80-120km/h. The line will connect Istanbul Airport on the European side to the urban and inter-city railway network, as well as Sabiha Gökçen Airport on the Asian side, thus facilitating (i) domestic and international air and rail passenger connectivity, and (ii) urban mobility within Istanbul. The two airports will be the bypass line’s only two stations, with capacity to mobilize passenger flows and support multimodal logistics, including rail freight to air freight transfers.

**The Project involves the construction of multiple tunnels and viaducts: 61 km out of 122 km of total project length (50%) consists of these types of structures.** The Project includes 3 single-track boring machine (TBM) tunnels (~19.6 km in total), 19 double-track New Austrian Tunneling (NATM) tunnels (~21.5 km in total), 11 cut-and-cover tunnels (~5.3 km in total), and 29 viaducts (~14.7 km in total) along its alignment, in order to minimize environmental and social impacts. To feed electrification facilities, 154/25 kV transformer centers (3 units) are to be built. For signaling, ERTMS/ETCS /ATP/Level 1-2 automatic train protection and control systems will be installed.

**The Project will be implemented by the Directorate-General of Infrastructure Investments (AYGM) of Türkiye’s Ministry of Transport and Infrastructure (MoTI).** Once the Project is built, operations will be managed by the State Railways of the Republic of Turkey (TCDD), a government-owned national holding company under the MoTI, responsible for ownership and maintenance of the railway infrastructure in Turkey.

## 2.2 Procurement and Financing

**AYGM** intends to raise financing for, and build the bypass line over the next 6-7 years, by approximately mid-2032 at latest. The delivery of infrastructure and equipment will be based on a concept design for the Project.

**The Project is expected to be developed in three (3) sections:**

* **Section 1** (approximately 40.2 km in length) starts at or near the Çayırova station along the main high-speed rail network, passes nearby (or possibly through) Sabiha Gökçen Airport Station and continues to Km:38+330.
* **Section 2** (approximately 40.1 km) starts from the end of Section 1, traverses YSS Bridge, and ends about 12 km before Istanbul Airport.
* **Section 3** (approximately 41.0 km) starts at the end of Section 1 at Km:19+540, enters Istanbul Airport Station at Km: 31+420 and continues until Km: 28+242.92 at Çatalca Connection-1.

**The Project is likely to be financed by a combination of development and commercial financing, possibly including co-financing and guarantees by multiple international financial institutions (IFIs), including the World Bank.** Raising IFI financing and/or guarantees will require confirmation that the procurement methods used follow international standards providing for competition to achieve economy, efficiency, value for money, and transparency (for commercial financings), and meet the procurement policies of these institutions (for direct IFI financing). At the same time, the GoT will also need to consider the best sequencing and packaging of works, as well as the best business model to optimize the terms of any commercial finance that is raised for the Project.

**It is expected that the Project could potentially be financed and procured through a combination of public financing and procurement under IFI rules and the EPC+F model.** Recently, AYGM has developed several railway projects and mobilized commercial finance through the EPC+F business model, including the Ankara-Izmir and Mersin-Gaziantep projects.The term EPC+F refers to a contracting modality, where the offer for the design and construction of the railway project also includes a financing package, which can encompass development financiers, private financing and financing guaranteed by Export Credit Agencies (ECAs). In the financing package, the borrower has been the Ministry of Treasury and Finance. In addition, AYGM has also resorted to IFI financing and procurement methods for other projects, including the Divriği-Kars project financed by the World Bank.

**Given the Project’s sizeable financing required and implementation complexity, a detailed assessment needs to be made on the procurement capacity and strategy to help ensure that the Project is delivered in an optimal manner.** This includes evaluating a business model that can help in: (i) maximizing the competitive nature of any tender for the Project to ensure the lowest cost, (ii) attracting the required amount of financing required and optimizing the cost of said financing, and (iii) ensuring that the procurement provides value for money to AYGM.

# Objective of the Assignment

**Considering the above context, AYGM is seeking to hire specialized consulting firm (the “Consultant”) to evaluate the most suitable business model for the delivery of the Project and to assist in the preparation of the Project’s Procurement Strategy for Development (PPSD) and Procurement and Contract Management Plans.** The business model for the Project is understood as the combination of procurement (and when included, financing) schemes that can be used to deliver the project in an optimal manner. The business model will define the sequencing, packaging, allocation of financing and contracting modalities for the different contracts required to implement the Project. In addition to providing recommendations to optimize the business model for the delivery of the project, this assignment will also serve to prepare the Project’s Procurement Strategy for Development (PPSD) as defined in the World Bank’s Procurement Regulations for Investment Project Financing (IPF) Borrowers.

**The Consultant will by hired by AYGM (the “Client”), utilizing financing by the World Bank.** While the assignment will be managed by, and all deliverables thereof addressed to AYGM, the products of the consultancy will also be subject to comments by the World Bank in its fiduciary quality assurance capacity as financier of this assignment and main prospective financier of the INRAIL Project. The Consultant will also be required to hold discussions and coordinate with the World Bank team and other development partners that are considering the Project.

**AYGM has developed a basic feasibility study for the Project that will provide the general information on the Project characteristics and costs to the Consultant.**

# Scope of Work

**This scope of work should be considered essential to achieve the objectives mentioned above but is not all inclusive.** The Consultant is expected to proactively identify all necessary areas of work within its scope of expertise, ensuring that the analytical output is thorough and complete such that the objectives are achieved. As the consultancy evolves, the Consultant must be able to identify needs for complementary analysis.

**The Consultant will be expected to collect all data necessary to conduct the analyses under the assignment.** AYGM will make every effort to provide the Consultant with available information on the procurement and financing of previous projects, as well as on the Project. The Consultant will be expected to back up assumptions with well-documented benchmarked data, parameters, and cost and financial information obtained from available sources.

**The Consultant shall implement its internal quality control and assurance procedures during the execution of the assignment and shall demonstrate that they are being applied to the work.**

The Consultant will carry out the following tasks:

## Task 1: Strategic Assessment of Operating Context

This task includes the following activities:

### Evaluation of Procurement Experience

This task consists of the evaluation of the business models that have been used for the procurement and development of railway infrastructure projects in Türkiye. This includes the following activities:

* **In General:**
	+ Describe and analyze the degree of development of local procurement practices in the sector.
	+ Evaluate Client capacity needs to carry out the procurement for the Project considering current work program for the Client.
	+ Assess AYGM experience to date in the procurement and financing of railway infrastructure projects, including through traditional procurement methods, IFI procurement regulations, and EPC+F schemes.
	+ Provide lessons learned from this previous experience that should be considered in the development of procurement and financing strategies for future projects.
	+ Describe current best practices for procuring from the international and domestic market, including pricing methods, risk allocation, and benchmarks of performance and cost.
	+ Describe and analyze recent procurements and financings for railway projects in Türkiye. This includes a review of all available procurement documentation and analysis of the process and outcomes.
	+ Assess level of competition in previous procurements.
	+ Investigate any signs of non-competitive practices, potential conflicts of interest, or collusion among bidders.
* **For the EPC+F model:**
	+ Describe the legal and regulatory framework applicable to the EPC+F procurement and financing of railway infrastructure projects in Türkiye. This includes public procurement and financing laws and regulations governing previous procurements, including those carried out under Law No. 4734.
	+ Provide a schematic explaining the procurement process under the EPC+F modality in detail.
	+ Provide a general procurement evaluation of the above-mentioned legal and regulatory framework, including consistency with principles of open competition, economy, efficiency, value for money, and transparency, without regard to political or other non-economic influences or considerations, for financing and for delivery of works.
	+ Provide a list of investors, financiers guarantors, and contractors involved in previous EPC+F procurements.
	+ Assess precedent projects procured under and EPC+F model and provide lessons learned as it relates to financing and implementation.

### Evaluation of Procurement Capacity

The Consultant will evaluate the procurement capacity of the Project Implementation Unit (PIU) at AYGM considering ongoing and planned contracts and evaluate capacity needs via regular meetings and provide related recommendations.

### Definition of Project Requirements and Procurement Objectives

The Consultant will prepare a final definition of Project requirements based on latest technical information provided by AYGM. This should reflect the technical and timeline requirements based on AYGM objectives.

Based on the updated Project concept / requirements, the Consultant will also define a financing needs assessment. The Consultant will obtain the latest Project Capex, Opex, and any other relevant assumption for the definition of the Project from the Client. The Client will provide any other information that is relevant for the definition of the Project and sizing of the financing required.

#### Outputs:

* Client Presentation
* Strategic Assessment Report

## Task 2: Market and Risk Analysis and Evaluation of Alternatives

This task includes the following activities:

### Market Sounding and Engagement

The Consultant will carry out a market assessment of the engineering, construction and equipment industries relevant to the Project. Evaluating the expectations and capacity of the private infrastructure engineering, procurement and construction firms and of potential financiers is fundamental for assessing the potential level of competition and resulting value for the government from procuring and financing a project.

This sub-task includes a description and evaluation of the market for engineering, construction, equipment and financing that is relevant for the development of the Project:

* International and domestic market capability to meet the AYGM’s needs, including typical experience levels, package sizes, and financial performance.
* Previous experience in the market of the AYGM and other customers, including World Bank Projects and non–World Bank projects.
* Level and nature of competition in the market and what is needed to ensure adequate levels of participation, including for developing appropriate qualification criteria and technical rated criteria in the bidding documents.
* Market’s view of the AYGM as an attractive customer.
* Procurement trends.

This also includes sharing the preliminary bidder qualification criteria for each procurement package with prospective national and global contractors and suppliers and soliciting their feedback. To achieve this, the Consultant will conduct a survey and subsequently organize a workshop in collaboration with AYGM. The workshop will gather additional feedback from national and international prospective suppliers and contractors through face-to-face discussions, with an option for online participation for those unable to attend in person. Based on the above, the Consultant will recommend the best approach to interact and maximize influence with the supply market and attract suppliers.

### Risk Identification

The Consultant will identify the potential procurement risks given Project characteristics and evaluate mitigants for these risks. This exercise should determine the risks in critical areas for the success of Project procurement, including market complexity and competitiveness; delivery and supply security; suppliers and supplier relationships; procurement agency experience, capacity, and capability; cost trends; technical innovation and change; and sustainability. The analysis should also qualify the risks according to likelihood and impact. Based on the above evaluation, propose actions/features to address the risks identified.

### Evaluation of Alternatives

Based on the above analysis, the Consultant will identify and evaluate the options and recommend the most suitable procurement strategy for the Project. The Consultant will explain the trade-offs involved in the selection of the preferred Option(s) and if deemed appropriate, propose different alternatives, involving different combinations of the models identified.

Options will be evaluated against a set of objectives that need to be discussed and agreed upon with the Client, and include the following parameters: cost and availability of funding; terms and conditions; risk allocation and transfer (Value for Money); transaction costs; fiscal capacity; Incentives to ensure quality of service delivery; ease of implementation and feasibility of execution under Project execution schedule; market appetite based on the results of the market sounding; institutional capacity to carry out the procurement process and to adequately manage the contract.

In addition, the preferred model will have to be compatible with the current regulatory regime and institutional realities. Any necessary modifications to previous implementation practices to accommodate the suggested business model will need to be highlighted. The supporting evidence or justification for each approach should be drawn from the conclusions of previous tasks, including the construction and financing market sounding.

### Client and Stakeholder Presentation

This task will include a presentation of the findings of the procurement evaluation to AYGM and other relevant government stakeholders. The presentation will serve to gather feedback in relation to the options and proposed business model. The Consultant will prepare a client presentation summarizing the main conclusions and recommendations emanating from this task. Following the client presentation, the Consultant will also deliver a final report including the observations made during the presentation and the comments of the Client for incorporation in the next task.

**Outputs:**

* Client and Stakeholder Presentation
* Analysis Report

## Task 3: Procurement Strategy and Plan

This task includes the following activities:

### Project Procurement Strategy for Development (PPSD)

Incorporating the results of the assessment and comments received in the client presentation, the Consultant will prepare a final procurement strategy, including a detailed explanation of the procurement and financing schemes, as well as outline a plan for its implementation. Specifically, the Procurement strategy should provide recommendations on how AYGM should approach the market, establish scope and sequence of contracts, select contractors, and manage the contracts. The strategy should suggest modification to the requirements, if needed, to align them to the market’s capability, or actions to influence the marketplace so that it is willing and able to meet the requirements. For the development of the PPSD, Consultants are expected to follow the World Bank’s Procurement Regulations and Guidelines, as well as related templates. [[3]](#footnote-4)

Building on the risk analysis in the previous task, the Consultant will develop a Risk Management Plan to form part of the PPSD. This risk management plan should cover all major risks to achieving the defined needs through the implementation of procurement arrangements. Risks can relate to the operating environment, market conditions, implementing agency capacity, procurement complexity and risk of SEA/SH, if applicable. The likelihood and impact of each risk will be assessed, and a prioritized Risk Mitigation Plan developed and maintained throughout the life of the project, procurement risks and opportunities identified are managed through the Procurement Process, including procurement arrangements, technical specifications, contractual terms and conditions, evaluation criteria, and contract management.

### Procurement Plan

The Consultant will prepare a Procurement Plan (PP) for the Project based on the strategy developed in the previous task. The PP shall also outline the proposed bid evaluation approach and methodology, the various stages of evaluation and, where Rated Criteria are to be used[[4]](#footnote-5), the specific non-price/qualitative criteria and their proposed prioritization and weightings, e.g. methodology, sustainability, innovation, etc. The PPSD shall provide adequate justification for the selection methods in the Procurement Plan. The initial Procurement Plan shall normally cover at least the first eighteen (18) months of the project implementation.

### Contract Management Plan

The PPSD will identify those contracts requiring a Contract Management Plan, including recommended requirements and roles for construction supervision and/or project management oversight consultants that can support contract management. Where required Key Performance Indicators (KPIs) are set to ensure that contractor performance is satisfactory, contract requirements are met, and relevant stakeholders are well informed and satisfied with the Works provided under the contract. The Contract Management Plans will contain a summary of details as follows:

1. Identified potential risks (such as delays in the contractor’s right of access to site, payment delays, and other defaults in the Client’s contractual obligations that could potentially lead to contractual disputes), and their mitigation.
2. Identified mitigants and contract management support.
3. Key contacts and roles and responsibilities of the parties:
	1. the names and contact details of the key contacts for each party,
	2. ensuring that each party has established the necessary authorizations and delegations for its personnel at the beginning of the contract is an important prerequisite to ensuring that all contracting decisions are valid and enforceable.
4. Communication and reporting procedures
5. Key contractual terms and conditions.

#### **Outputs:**

* PPSD
* Procurement and Contract Management Plans

# Deliverables and Timeline

The table below lists the key deliverables under the various tasks:

|  |  |  |
| --- | --- | --- |
| **Task** | **Deliverable** | **Timeline** |
| Task 1: Assessment of Strategic Context | Context Report | 1 month from contract start date |
| Task 2: Market and Risk Analysis and Evaluation of Alternatives | Analysis Report | 3 months from contract start date |
| Task 3: Procurement Strategy and Plan | PPSD and Procurement and Contract Management Plans | 4 months from contract start date |

All MS word and MS PowerPoint deliverables will be submitted in English and Turkish. Excel-based and other modeling output will be submitted in English, with Turkish versions optional. Payment will be made against final deliverables incorporating the comments provided and approved by the Client.

# Consultant Qualifications

The Consultant is expected to be a firm or association of firms with capabilities in transportation engineering, project financing and legal analysis, with relevant experience in the Turkish transport market. The Consultant should have significant experience in the planning, procurement, and/or financing of transportation projects in general, and railway projects in particular. This includes experience in the technical, institutional and financial assessment of projects involving IFI and commercial financing, as well as experience in the planning, evaluation and supervision of these projects.

Local expertise will be critical for successful execution of this assignment, particularly a solid knowledge and understanding of the applicable legal and regulatory framework in Türkiye, and of the railway sector market dynamics in the country.

The Consultant will be expected to mobilize a team comprising at least the following profiles:

* **Project Manager:** At least Master’s Degree in Finance, Business Administration or another relevant field or professional qualifications supporting his/her senior management position. At least 15 years of relevant international experience as a project finance specialist, including experience with public and private financing of transportation infrastructure projects in Türkiye. Experience working with IFIs and ECAs and knowledge of the guarantee and financing products of these entities is required.
* **Senior Railway Engineer:** At least Master’s Degree in civil engineering, transport engineering or another related field. At least 15 years of relevant experience in railway projects, including feasibility studies, procurement, and project supervision. Experience in the railway sector in Türkiye is required.
* **Senior International Legal Specialist:** At least Master’s Degree, Juris Doctor or equivalent in Law. At least 15 years of relevant international experience in public led development of railway and/or transport infrastructure projects and project finance for railway and/or transportation sector projects, including procurement, contract negotiation, and financing. Experience working with IFIs and ECAs and knowledge of the guarantee and financing products of these entities is required.
* **Local legal Specialist:** At least Master’s Degree in law and qualifications to practice law in Türkiye. At least 10 years of relevant experience in the procurement, contracting and/or financing of transport and railway infrastructure projects in Türkiye, and with demonstrable experience working with local legislation and regulations applicable to such projects.
* **Procurement specialist:** At least Bachelor’s Degree in Engineering, Law, Economy, Finance, Business or Commerce or any other discipline relevant for the scope of the services required. Advanced degree will be an asset. . Minimum 10 years of relevant experience in carrying out procurement following international procurement procedures. This should also include demonstrated experience in having prepared project procurement strategies of large-scale infrastructure contracts under public procurement, PPP, or IFI financing arrangements, preferably in the transport/railways sector.
* **Financial Specialist:** At least Master’s Degree in Finance, Business Administration or another relevant field or professional qualifications supporting his/her senior management position. At least 10 years of relevant international experience as a financial specialist in the evaluation and financing of transportation projects and previous experience working with projects in Türkiye.
* **Support Staff:** Financial analysts, economists, researchers and administrative staff required to coordinate the execution of the assignment, carry out research and help prepare deliverables. All support staff should have advanced degrees in relevant areas.

The Consultant team shall have adequate Turkish language capabilities to fully engage with government agencies. At the same time, team members should have sufficient knowledge of the English language.

In the technical proposal Consultant should specify the level of effort (person-days) to be provided by each of the roles in its proposed team of experts.

1. World Bank (2019), *Firm Productivity and Economic Growth in Türkiye*, Türkiye Productivity Report 2019. [↑](#footnote-ref-2)
2. Republic of Türkiye, Ministry of Transport and Infrastructure (2022), [*Transport and Logistics Masterplan 2053*](https://sgb.uab.gov.tr/uploads/pages/yayin-sunum-ve-tablolar/uab-2053-master-plan.pdf). [↑](#footnote-ref-3)
3. <https://thedocs.worldbank.org/en/doc/ae0f8a5bf130bce9c3bf23f088a6c3a9-0290012024/original/PPSD-Procurement-Guidance-FINAL-Aug-24-WEB.pdf>

<https://thedocs.worldbank.org/en/doc/123601488224013672-0290022017/original/ProcurementPPSDShortFormFeb2017.pdf> [↑](#footnote-ref-4)
4. https://projects.worldbank.org/en/projects-operations/products-and-services/brief/rated-criteria [↑](#footnote-ref-5)