

# **LOAN 3806-SRI: RAILWAY EFFICIENCY IMPROVEMENT PROJECT**

## **TERM OF REFERENCE**

### **FOR DIGITAL TRANSFORMATION AND ROI CONSULTANT - RAILWAY SECTOR**

#### **A. Background and Objectives**

1. Sri Lanka has received financing from the Asian Development Bank (ADB) for the Railway Efficiency Improvement Project (REIP) (the project) and intends to apply a portion of proceeds to engage a national consultant (the consultant) for digital transformation and ROI - Railway sector. The Ministry of Transport and Highways/Sri Lanka Railways (SLR) will be the executing agency. The project will be implemented by the Project Management Unit (PMU) of REIP.

2. Implement the island-wide railway telecommunication system and Smart Ticketing and seat reservation system for SLR by REIP, The Ministry of Transport and Highways is undertaking a comprehensive modernization project aimed at revolutionizing the railway sector through digitalization and operational enhancements. Our primary objectives are to elevate customer satisfaction levels and increase profitability. To achieve these goals, we seek the expertise of a seasoned Digital Transformation and ROI Consultant to guide the strategic deployment and utilization of digital systems.

3. The main objective of the consulting services is to identify and prioritize current SLR workflows, such as commercial and resource monetization, operations and information management, fleet and assets management, human resources, and finance management, for digitalization. Develop strategies for the effective integration of digital technologies to achieve objectives that align with our goals of customer satisfaction and profitability. Provide a roadmap for digital transformation that ensures a tangible return on investment.

4. The consultant will report directly to the Secretary of the Ministry of Transport and Highways.

#### **Scope of Services**

The Consultant shall carry out all the activities necessary to achieve the objectives stated above and shall assist the PMU through the provision of hands-on in-line services, including but not necessarily limited to the following.

The Scope of Services includes:

1. Identify and prioritize SLR workflows for digitalization.
  - Conduct a comprehensive review of existing SLR workflows and infrastructure, such as commercial and resource monetization, operations and information management, fleet and assets management, human resources, and finance management, etc.
  - Identify and prioritize possible workflows for digitization.
2. Strategy Development
  - Develop strategies for digital integration that align with SLR requirements.
  - Propose digital solutions aimed at customer satisfaction.
3. ROI Analysis
  - Perform cost-benefit analyses for proposed digital initiatives.
  - Establish key performance indicators (KPIs) to measure the success and ROI of digital transformations.
4. Implementation Roadmap
  - Outline a phased implementation plan for prioritized recommended digital strategies.
  - Provide guidance on change management to ensure smooth adoption of new technologies if necessary.
5. Capacity Building
  - Identify skill gaps among the SLR workforce related to digital transformation.
  - Recommend training and awareness programs and knowledge transfer sessions to fulfill identified gaps.
  - Recommend additional skilled staff requirements to initiate and implement digital transformation if necessary.
6. Sustainability and Scalability
  - Prepare guidance to ensure the digital systems are sustainable and scalable to accommodate future growth and technological advancements.

## B. Qualification & Experience

The consultant should have the following qualifications and experience.

**Table 1: Experience and Qualification**

No.	Title	Relevant Experience and Qualification	Positions	Person-Months/ days
<b>International</b>				
NC01	National Expert for digital transformation and ROI - Railway sector	<ul style="list-style-type: none"> <li>• Proven experience in digital transformation consulting, preferably in the railway or broader transportation sector.</li> <li>• Strong background in operational efficiency optimization and customer experience enhancement.</li> <li>• Expertise in ROI analysis and financial modeling for technology investments.</li> <li>• Familiarity with the latest digital technologies and trends.</li> <li>• Excellent analytical, strategic planning, and communication skills.</li> <li>• A Master of of Engineering /IT and Post Graduate degree in Management (MBA/ PGDBM/ PGDM) is necessary.</li> <li>• Minimum General Experience- 15 Years</li> <li>• Minimum Specific Experience Relevant or similar 3 assignment</li> <li>• The Consultant shall also be computer literate in word processing and spreadsheets and shall be fluent in the written and spoken use of the Contract language which is English.</li> </ul>	1	period of 9 months (198 Days)

### C. Consultant's Inputs

The assignment will be carried out over a period of 198 Days (intermittent) of consultant's input within an overall period of 9 months from the date of commencement by the individual consultant.

### D. Output and Reporting Requirements

The consultant will carry out activities according to the following time schedule and submit reports about the activities and outputs.

**Table 2: Reporting Requirements**

S. No.	Deliverable	Due Date	Payment Percentage
1.	Assessment Report on current SLR workflows and infrastructure	30 days from date of award	10%
2.	ROI Analysis Report with cost-benefit analysis and KPIs for digital initiatives.	4 months from date of award	25%
3.	Implementation Roadmap detailing the phases, timelines, and key milestones	5 months from date of award	20%
4.	Strategic Digital Transformation Plan, including recommendations for digital integration and innovation	6 months from date of award	15%
5.	Capacity Building Plan focusing on training and skill development.	7 months from date of award	10%
6.	Final Consultation Report summarizing findings, recommendations, and future considerations. (3 Hard copies and Digital copy)	9 months from date of award	20%

### E. Facilities provided by PMU

PMU will provide the Consultant with suitable office facilities, complete with internet connection in the PMU office. Transport will be provided only for the field visits if required.

