

TERMS OF REFERENCE

For

Selection of Consultancy Firm for Project Management Unit Group 2

For

Sustainable Urban Transport Project (SUTP) and Efficient and Sustainable City Bus Services Project (ESCBSP), India

1. BACKGROUND

The Sustainable Urban Transport Project (SUTP) aimed at encouraging application of the National Urban Transport Policy (NUTP, 2006) through implementation of Green Transport initiatives and achieving a paradigm shift in India's urban transport systems in favour of sustainable development.

Efficient and Sustainable City Bus Services Project (ESCBSP) is a step forward in the initiative taken by the Gol after National Urban Renewal Mission (NURM) and SUTP, to promote bus based public transportation in the country. ESCBSP is designed to complement the baseline project, Bus Funding Scheme of the Government of India, which provided buses to Indian cities, with additional activities that would help realize its full potential.

The projects are consistent with the focal area of Climate Change Mitigation of GEF 5, specifically with its objective 4, 'Promote Energy Efficient, Low- Carbon Transport and Urban Systems'. Demonstration project cities were selected by MoUD for purposes of preparation and implementation of sustainable urban transport through a competitive selection process.

1.1 Sustainable Urban Transport Project (SUTP)

SUTP is being funded with a combination of funds from the Gol, Global Environment Facility (GEF), World Bank and the UNDP. The demonstration cities include Mysore, Indore, Naya Raipur, Hubli- Dharwad and Pimpri-Chinchwad. SUTP has been under implementation since 2010 and is currently in advanced stages of implementation. The project is planned to be completed by 31st March, 2018. The project includes the following components:

- **Component-1:** *National Capacity Development initiatives*
- **Component-2:** *Implementation of Demonstration Projects in select cities*
- **Component-3:** *Project Management*

1.1.1 Component-1: National Capacity Development Initiatives

The National Capacity Development Initiatives seeks to strengthen institutional and individual capacity of government officials and institutions involved in urban transport to help develop and sustain green transport systems in their cities through its two sub-components, namely:

- ✓ **Sub-Component 1-A:** *Capacity Building for Institutions and Individuals; and*
- ✓ **Sub-Component 1-B:** *Technical Assistance (TA) to MoUD to improve National, State and local capacity to implement National Urban Transport Policy.*

Component 1-A: Capacity Building for institutions and individuals

The sub-component 1A includes four initiatives as listed below:

- ✓ **Sub component 1 (PC1):** Strengthening the Institute of Urban Transport (IUT)
- ✓ **Sub component 2 (PC2):** Preparation of 10 subject modules and training kits, including training of 100 trainers and a group of about 1000 urban transport professionals at national, state and local levels
- ✓ **Sub component 3 (PC3):** Preparation of 15 Tool Kits
- ✓ **Sub component 4:** Promotion, raising-awareness, and dissemination activities, to expand and enhance the impacts of the SUTP

Table 1 presents the current status of the Technical Assistance consultancies and training programme under Component 1A.

Table 1: Status of Implementation of Sub-Component 1-A

| Sub- Components | Current Status |
|---|---|
| Sub component 1 (PC1): Strengthening the Institute of Urban Transport (IUT) | Ongoing: 80% of the work has been done |
| Sub component 2 (PC 2): Preparation of 10 subject modules and training kits, including training of 100 trainers and a group of about 1000 urban transport professionals at national, state and local levels. | Preparation of Training Modules has been completed. 1020 professionals trained and 79 trainers have been trained. Apart from meeting the current target, it is also planned to train another 500 urban transport professionals under the programme. |
| Sub component 3 (PC3): Preparation of 15 Tool Kits | Complete |
| Sub component 4: Promotion, raising-awareness, and dissemination activities, to expand and enhance the impacts of the SUTP. | Ongoing activity to be continued till the completion of the SUTP. |

Component 1-B: TA to MoUD to improve National, State and city level capacity to implement National Urban Transport Policy

The sub-component constitutes TA Studies and Training of professionals involved in Urban Transport. Currently, two consultancies have been completed and the remaining are in various stages of implementation. A training program called “Leaders in Urban Transport Planning” is in its fourth round of implementation and a total of 271 officials have been trained. It is envisaged to conduct four more rounds of the programme to train at least 125 more government officials working in transport sector. Table 2 presents the current status of the Technical Assistance consultancies and training programme under component 1B.

Table 2: Status of Implementation of Sub-Component 1-B

| TA Studies | Current Status | |
|---|--|-------------------------|
| PC1B – 1 Developing Operations Documents for Unified Metropolitan Transport Authority and Urban Transport Fund (UMTA & UTF) | Ongoing: 80% of the work has been done. | |
| PC1B – 2 Operations Documents for Traffic Management Information Control Centre (TMICC) and National Public Transport Helpline (NPTH) | Complete | |
| PC1B – 3 Guidance Documents for Non-Motorised Transport (NMT), Bike Sharing and Transit Oriented Development (TOD) | Ongoing: 80% of the work has been done. | |
| PC1B – 4 | Develop Urban Transport Research Program in India | Complete |
| | Research in Urban Transport to be hosted by Institute of Urban Transport (IUT) | To be initiated by MoUD |

| | |
|--|---|
| PC1B – 5 Estimation of Green House Gas (GHG) Emission and Energy Consumption for SUTP cities | Ongoing: 65% of the work has been done; shall be completed by closure of SUTP. |
| PC1B – 6 Capacity Building for Leaders in Urban Transport Planning | Ongoing: 271 officials have been trained; 125 more officials to be covered under the programme in four rounds |
| PC1B – 7 Impact Evaluation Study for Bus Procurement under NURM | Ongoing: 60% of the work has been done. |
| PC1B – 8 Preparing Model Contracts for City Bus Private Operations | Ongoing: 70% of the work has been done. |
| PC1B – 9 Project Preparatory Consultancy for ESCBS | Ongoing: 90% of the work has been done; shall be complete with hiring of the proposed PMU GROUP 2 services. |

1.1.2 Component-2: Implementation of Demonstration Projects in Selected Cities

This component aims to implement green transport demonstration projects in five cities of India, which would enable reduction of greenhouse gases in the urban environment. These projects primarily focus on improving public transport and facilities and its usage and increasing the share of non-motorized transport in limited areas of the selected cities. The expected outcomes are to be used as a motivating factor for extending similar initiatives to other parts of the city and to other cities as well.

Table 3: Status of Implementation of Component 2

| S. No. | Component | Total Planned Contract Packages | Contracts Awarded | Contracts to be Awarded | |
|-----------|-----------------------------|---------------------------------|-------------------|-------------------------|--|
| | | No. of packages | No. of Packages | No. of Packages | Status |
| A. | Consultancy Services | | | | |
| 1. | Pimpri-Chinchwad | 5 | 4 | 1 | ToR for appointing Driver Training Consultant being prepared |
| 2. | Naya Raipur | 9 | 9 | 0 | Procurement completed |
| 3. | Hubli-Dharwad | 8 | 8 | 0 | Procurement completed |
| 4. | Mysore | 4 | 3 | 1 | Promotion and Outreach Program (POP) for ITS procurement ongoing |
| 5. | Indore | 5 | 2 | 3 | Procurement underway for BRT Accessibility Plan, Business Plan for AICTSL and M&E. |
| B. | Civil Works | | | | |
| 1. | Pimpri Chinchwad | 2 | 2 | 0 | Completed |
| 2. | Naya Raipur | 2 | 2 | 0 | Completed |
| 3. | Hubli-Dharwad | 10 | 9 | 1 | Jubilee circle to be initiated |
| C. | Goods and Equipment | | | | |
| 1. | Mysore ITS | 2 | 1 | 1 | Driver training simulator |
| 2. | Indore | 1 | 0 | 1 | ITS tender published. Procurement ongoing |
| 3. | Naya Raipur | 1 | 1 | 0 | Completed |
| 4. | Hubli-Dharwad | 2 | 0 | 2 | Procurement ongoing for ITS & plant & machinery |
| 5. | Mysore PBS | 1 | 1 | 0 | Contract awarded |

1.1.3 Component-3: Project Management

This component aims to provide technical assistance to Ministry of Urban Development (MoUD) to strengthen its project management capabilities in order to successfully manage the implementation of SUTP.

1.2 Efficient and Sustainable City Bus Services Project(ESCBSP)

ESCBSP is designed to complement the baseline project, Bus Funding Scheme of the Government of India, with additional activities that would help realize its full potential. The Project intends to fund the incremental cost of activities aimed to enhance sustainability, energy efficiency, and quality of city bus services, and therefore the potential for GHG emissions reductions from the baseline project. Based on an assessment of the key issues in the urban bus sector, the Project is designed to specifically focus on (i) Review of the legal, regulatory, institutional and fiscal constraints to operation of sustainable city bus services, identification of areas for reform and development of policy notes for initiating deliberations at the national, state and city levels for addressing these issues; (ii) A comprehensive capacity building program for the nascent urban bus sector including training programs, knowledge and exchange events for sharing of best practices and experiences among public and private stakeholders; (iii) Targeted city level modernization interventions to showcase low cost high impact initiatives in bus operations and user responsive initiatives.

ESCBSP has been funded by a mix of GEF grant through the World Bank, Gol funds provided under Bus Funding Scheme and State Government funds.

Four cities have been selected by MoUD for purposes of demonstration on modern and sustainable city bus service through a competitive selection process. These include Bhopal, Chandigarh, Jaipur and Mira - Bhaiandar. State Governments, and Implementing Agencies (IA). ESCBS is currently at initiation stage of its implementation. The planned completion date of implementation of the Project is 31st December, 2018. The project includes two components as discussed below.

1.2.1 Component 1: National Capacity Building for Urban Bus Sector

Primary objective of this component is to build capacities in the field of urban bus service operations. The main activities identified under component include (i) study policy and conducting deliberation workshops to initiate discussions around key policy, regulatory, institutional, and fiscal constraints to sustainable city bus operations to assist nodal government departments at the national and state level to address identified issues; and (ii) capacity building of the urban bus sector through development of knowledge materials (training toolkits), training activities, knowledge sharing and cross learning events, dissemination of best practices etc. in cutting edge areas aimed at development of the overall urban bus sector in the country.

1.2.2 Component 2A: City Demonstration Projects – Physical Improvements

This component supports physical improvements targeted at modernizing the city bus services in demonstration cities including (i) modern depot equipment for improved maintenance and life of buses, (ii) modern ITS - for vehicle tracking, passenger information systems and automatic fare collection – to make the services more user friendly, (iii) modern MIS - for improved management information systems, inventory management systems, vehicle dispatch and crew scheduling, maintenance management, improved collection, management, analysis, reporting and use of data for more scientific planning – to enable optimal use of facilities.

1.2.3 Component 2B: City Demonstration Projects - Technical Assistance and Capacity Building

The capacity building and technical assistance component is targeted at supporting the modernization efforts of the selected four demonstration cities. This involves assistance to improve their quality of service through technical assistance in focus areas such as service planning and route rationalization, greater private

participation including mainstreaming informal sector, improved branding and overall financial sustainability, vehicle and driver performance management with a view to improving fuel efficiency, overall financial sustainability and reform implementation. It will also include assistance capacity building through conducting workshops & training events. **Table 4** presents the sub-components under Component 2:

Table 4: Sub-Components Under Component 2

| Items | Jaipur | Mira-Bhaiander | Bhopal | Chandigarh |
|---|----------------------------|----------------|--------|------------|
| Physical Improvements | | | | |
| Modern fare collection system – ETM / Smart Card | - | X | - | X |
| Modern and well equipped depots – Equipment | X (including solar panels) | X | X | X |
| Depot Construction | X | X | - | X |
| ITS including Modern MIS / ERP, GPS / AVLS and PIS along with modern control room | X | X | X | X |
| Technical Assistance and Capacity Building | | | | |
| Marketing and branding program | X | X | X | X |
| Bus fuel efficiency program | X | X | X | X |
| Training & Capacity building initiatives | X | X | X | X |
| Comprehensive route planning study / Business Plan | X | X | X | X |
| Other TA's viz. PPP contracting, institutional/ funding options etc. | X | X | X | X |

(X-Component to be implemented in the concerned city)

Currently, 3 out of 4 project cities are in advanced stages of procurement of Project Management Consultant (PMC)2 services for ITS/ MIS implementation for their city bus operations.

2. PROJECT MANAGEMENT STRUCTURE

Ministry of Urban Development (MoUD) is the nodal Ministry for implementation of SUTP. The World Bank is the leading GEF agency for the Projects and also does due-diligence to ensure the quality of the entire project and the GEF grant will be routed through the World Bank. The GEF grant under the SUTP is partly routed through the UNDP, which is the agency responsible for the Component 1 of SUTP.

The SUTP is being implemented and monitored by the MoUD, through a Project Management Unit (PMU Group 1). A Steering Committee chaired by the Secretary of MoUD, consisting of members from MoUD, and other relevant Ministries oversees the implementation of the project. Figure 1 indicates the existing structure of the SUTP Project Management Setup and the channel of execution and reporting system. The ESCBSP will also be implemented through the existing project management structure framed for SUTP. Each Implementing Agency has set up a Project Implementation Unit (PIU) to assist with the project implementation in each city.

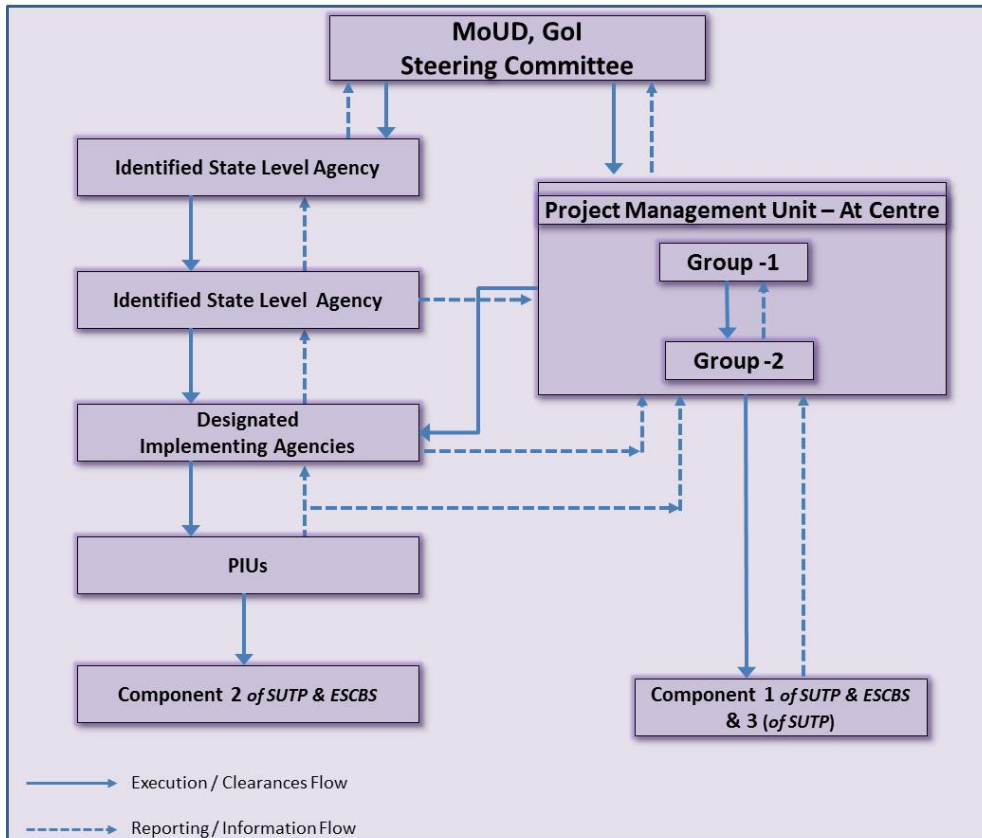


Figure 1: Project Implementation and Management Setup

2.1 Project Management Unit Group-1 (PMU Group-1)

The PMU Group-1 is headed by the National Project Director (NPD) who is a senior official of MoUD assisted by the National Project Manager (NPM). The role of PMU Group 1 is to provide assistance to MoUD in coordinating and implementing the entire Project. This involves (i) oversight and guidance to participating states and cities in managing preparation and implementation of the Projects; (ii) implementation of Component 1, (iii) overall project procurement, coordination, along with reporting, monitoring and evaluation, analysis of lessons learnt and dissemination of best practices along with financial management of the project implementation.

The NPM would be an interface between PMU Gr-1 and various committees of the government like the advisory, steering committee etc. The National Project Manager will be assisted by a team of professionals and other support staff.

In order to effectively function as the PMU Gr-1, the MoUD plans to augment its capacity by engaging a group of technical experts to be sourced through a consultancy firm. The proposed structure of PMU Gr-2 is shown in Figure 2.

2.2 Project Management Unit Group 2 (PMU Group 2)

The PMU Group 2 is expected to provide technical assistance in all aspects of project management required thereby assisting PMU Group 1 for the effective implementation of all components of SUTP and ESCBS. PMU Group 2 will be part of the PMU setup and shall report to the NPD through NPM of PMU Group 1.

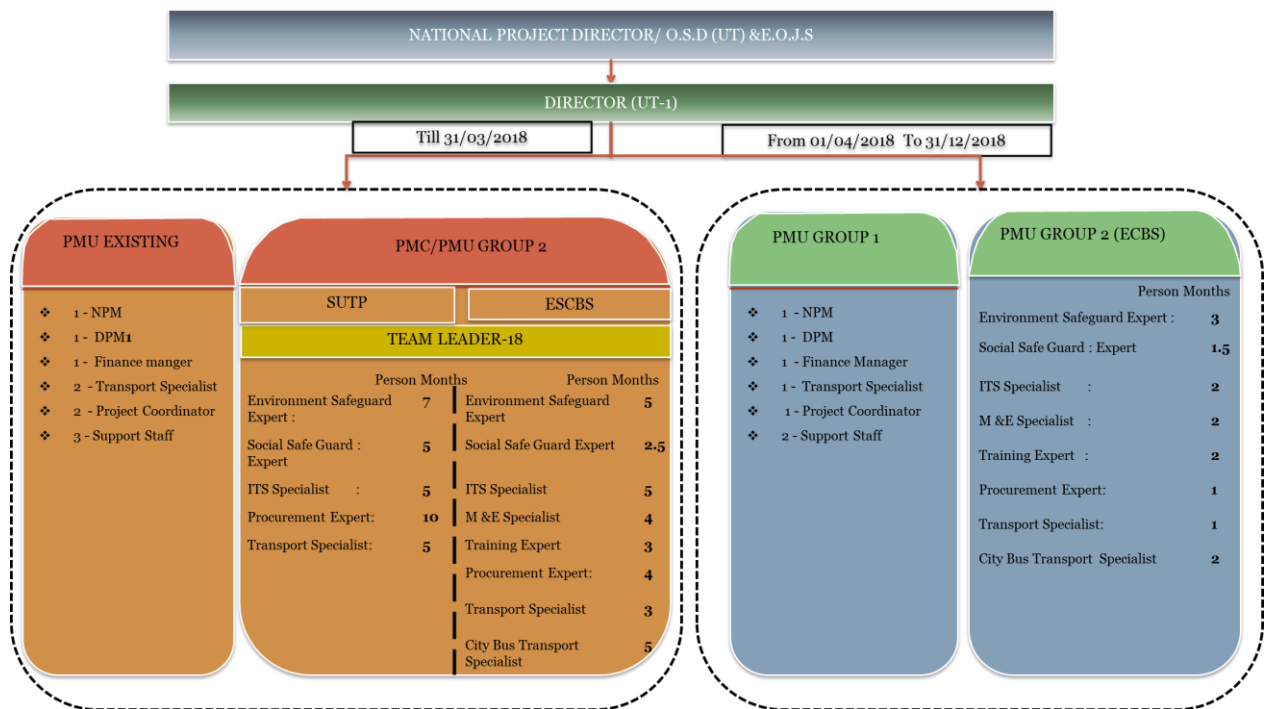


Figure 2: Structure of the Project Management Unit

3. OBJECTIVE OF THE PMU GROUP 2 SERVICES

The main objectives of the consultancy services are:

- Assist the MoUD/PMU Group 1 and the PIUs of project cities in effective and timely implementation of the projects.
- Monitor and evaluate the project implementation progress at regular intervals.
- Undertake knowledge sharing workshops, training programs and dissemination of project information and lessons learned from implementing efficient and sustainable urban transport measures.
- Assistance in Progress Monitoring and Impact Evaluation of project implementation as per the Results Framework indicators identified in the Operations Manuals of the projects.

4. BROAD SCOPE OF WORK

The broad scope of services for PMU Group 2 shall include the following:

- (i) **Assist in Implementation of Component 1 of SUTP and ESCBSP**
 - a. Assist in procuring consultancy services for the sub- components by way of preparing ToRs and RFPs and assisting in bid process management, as required;
 - b. Organise required training of professionals engaged in urban transport including city bus operations;
 - c. Organise project information dissemination and knowledge sharing workshops; and
 - d. Monitor and evaluate the progress and outcomes of the work under the component as per the results framework identified in the Operation Manuals.

(ii) Assistance in Preparation and Implementation of Demonstration Projects under Component 2 of SUTP and ESCBSP

- a. Review and provide technical assistance to cities in preparation and finalisation of project documents – DPRs, Comprehensive Bus Modernisation Plans, bid documents etc.;
- b. Supporting / advising project cities on procurement related issues;
- c. Guiding and handholding concerned departments and officials of the demonstration cities for timely and effective implementation of project and undertake further project implementation supervision;
- d. Undertake monitoring and evaluation project implementation impacts;
- e. Undertake city visits along with World Bank and as and when advised by PMU Group 1 to each project city;
- f. Advise and supervise project cities undertake collection of baseline situation data for Progress Monitoring and evaluation indicators as well as Result Framework of the M & E indicators identified in Operation Manual. Supervision of subsequent M & E Report submissions;
- g. Undertake preparation of ToRs for Technical Assistance studies under the component as required; and
- h. Undertake surveys, if required for M & E of the ESCBSP only.

(iii) Assist PMU Group 1 in Day to Day Management of the Project Implementation

- a. Strengthening of PMU Group 1 through effective technical assistance to the NPD and NPM in project implementation
- b. Effective monitoring and evaluation of the project implementation progress at regular intervals, sharing of monitoring and evaluation report on project at regular time intervals, with clear advice on actions and effects that are required to be made towards project implementation. Keep funding agencies fully briefed on project progress and achievements.
- c. Other tasks will include follow up with project cities and coordination with the World Bank, assistance in project review meetings including Standing Committee, Steering Committee meetings, presentations and preparation of project briefs as and when required.
- d. Dissemination of lessons learnt from implementing efficient and sustainable bus transport measures for replication of such project implementation.

5. DETAILED SCOPE OF WORK

5.1 Detailed Scope of Work for SUTP

The PMU Group 2 is expected to provide the following services for component 1 as listed below:

Task 1: Component 1-A: Capacity Building for institutions and individuals

Task 1.1: Sub component 1: Strengthening IUT

A Project Consultant (PC-1) was appointed by the PMU Group 1 to develop a business plan to enable IUT to become a self-sustaining institution. The business plan identified the institutional strengthening and capacity building requirements of IUT, which included setting up of a Knowledge Management Centre (KMC) consisting of a National Urban Transport Information Centre (NUTIC), a functional library and research and publication units. A consultancy firm was appointed to set up the KMC. As per the Project Plan, IUT would take over the activities

related to the operations of KMC once the consultancy period is over. The task of setting up of KMC is currently under progress.

In this context, the PMU Group 2 is expected to provide the following services for Sub-component 1:

- i) Assist PMU Group 1 in monitoring the services of the Project Consultant in design and implementation of KMC.
- ii) Evaluate the work of Project consultant for KMC; and
- iii) Provide any other assistance to the PMU Group 1 in managing this sub component.

Task 1.2: Sub component 2 (PC 2): Training Programs

The sub-component has two parts, namely, development of training toolkits and undertaking training. A Project Consultant (PC-2) was hired to design and implement training and skill development programs for urban transport professionals at national, state and local levels. The PC-2 has developed 10 training modules/materials in the areas of: *Financing and Cost Benefit analysis, Transport Planning, Procurement and Contracting, Institutional Development, Demand Assessment, Environment, Traffic engineering and management, Public Transport, Sensitization and Integrated infrastructure planning*. The PC-2 further identified training centers and organized training programs, which enabled IUT to handle these tasks subsequently. The training programme to professionals at city, state and national level associated with Urban Transport by IUT is currently under implementation.

The target number of trainee candidates was 1000 government officials working in transport sector, out of whom about 959 have already been trained; and 100 trainers for imparting training to the government officials. Currently 79 trainers have been trained. In this context, the PMU Group 2 is expected to provide the following services for Sub component 2.

- i) Monitor and evaluate the residual training program being undertaken by IUT; and
- ii) Assist the PMU GROUP 1 in managing this sub component including attending meetings/workshops, preparation of minutes, review of reports etc.

Task 1.3: Sub component 3 (PC 3): Manuals and Toolkits

The aim of preparation of the toolkits is to provide government officials involved in urban transport to plan and implement sound transport systems. Toolkits covering 15 topics: *Public Transport and Accessibility, Road Safety and Safety Audits, ITS for Traffic management, Land use transport integration and density of urban growth, Urban travel demand modelling, Financing and financial analysis, Urban Road Traffic System, Environmental analysis and Strategic environment assessment, Transport demand management, Social Impact, Public Transport Accessibility, Revision of CMP guidelines, Urban Freight Management, Urban mobility laws, City transport network, ITS for Public Transport & BRT required and Multimodal integration* have been developed by the various Centers of Excellences (CoEs).

The toolkits have been developed after review of materials already available or being developed under other programs in India.

As stated the preparation of toolkits have been completed. However it is expected of the PMU Group 2 to provide assistance to the PMU Group 1 for review of documents, if required, attending related meeting/workshops, preparation of presentations etc.

Task 1.4: Sub component 4: Promotion and Dissemination of Activities

The PMU Group 2 shall assist the PMU Group 1 in designing and organizing campaigns (at least one every year of the project implementation period), promotional and dissemination activities on the SUTP project. Regularly

update and assist in operating the project website (<http://sutpindia.com/>) to provide information on SUTP and its current status. The consultant will also prepare and issue of quarterly newsletter on SUTP.

Task 2: Component 1-B: Technical Assistance to MoUD to improve National, State and city level capacity to Implement National Urban Transport Policy

Currently 6 consultancies are in various stages of implementation and in addition to these two more TA studies are planned to be initiated under the component. The PMU Group 2 shall assist the PMU Group 1 in the following tasks:

- i) Prepare ToR, EoI and RFP for planned consultancy services;
- ii) Assistance in procuring the services of the PCs;
- iii) Monitor, review (of deliverables) and evaluate the work of PCs;
- iv) Design a feedback mechanism to identify the problems encountered during project implementation. Identify technical assistance needs of the existing consultancies through monthly, quarterly and annual reports;
- v) Prepare ToR for any special studies/training needed in the areas of urban Transport to resolve the problems encountered during project implementation;
- vi) Assist PMU Group 1 in coordinating the activities of the consultants and completing on going consultancies under Component 1B; and
- vii) Provide any other assistance to the PMU Group 1 in managing this sub component.

Task 3: Assistance in Procurement Planning and Management under Component 1

The PMU Group 2 shall assist in the following tasks:

- i) Preparation of ToRs for any new activities, as necessary;
- ii) Preparation of Procurement Plan for various sub-components;
- iii) Undertake preparation of required RFP documents; and
- iv) Bid Process Management for the component.

Task 4: Monitoring and Evaluation of the Outcome of Component 1

The PMU Group 2 shall assist the PMU Group 1 in the following tasks:

- i) Undertake regular progress review of the works being undertaken by various consultancies in the Component;
- ii) Regularly collect/update necessary data required for Monitoring and Evaluation (M&E) of Component 1;
- iii) Prepare 2nd evaluation report for Component 1 at the end of project; and
- iv) Conduct any other analysis of project implementation according to the requirement of the PMU Group 1.

5.1.2 PMU Group 2 Services for Component-2: Implementation of Demonstration Projects

The PMU Group 2 shall assist the PMU Group 1 in the following tasks:

Task 5: Preparation of Demonstration City Projects

- i) Review the DPRs, and bid documents prepared by the Implementing Agencies (IAs), and advising on gaps, if any, for each component of project. Ensuring that the proposed investments and complementary actions are technically sound and comply with the overall project objectives. Also ensure that subproject-specific environmental and social mitigation measures are incorporated into project document

- ii) Assist the PMU Gr-1 in appraising projects and in formulating modifications/additions to previously approved subprojects, where required.
- iii) Assist PIUs in preparing and regularly updating the procurement plans, matching with schedule for each item of work, goods and services and with annual budgets, expenditure and disbursal plans for all projects.
- iv) Assist the PMU Group 1 in preparing and regularly updating the overall project procurement plan and schedule for each item of work, goods and services
- v) Assist the PMU Group 1 in dealing with safeguard related preparation and implementation with IAs and the World Bank and participate in review meetings to appraisal on safeguard implementation status.

Task 6: Project Implementation of Demonstration Projects

- i) Provide technical advice to PIUs in all aspects of project implementation such as designs, specifications, procurement, social and environmental safeguards, installations etc. including review of project reports and documents;
- ii) Assist the PIUs to implement the safeguard action plans and carry out supervision of Implementation from time to time as needed;
- iii) Carry out site visits as advised by PMU Group 1 / MoUD from time to time to review progress and assist PIUs to solve any pending issues and deliverables. Accompany World Bank Missions and support discussions and review meetings with cities;
- iv) Review the periodical progress report on safeguard implementation received from IAs and in close coordination with the World Bank specialists to follow-up with PIU on safeguard implementation issues.
- v) Prepare monthly status report, quarterly progress reports documenting all aspects of project implementation, and comment on the compliance with the objectives of SUTP. Recommend any actions that should be taken to optimize the quality of the project;
- vi) Undertake preparation of completion reports as and when projects are completed by PIUs;
- vii) Assist the PMU Group 1 in developing and delivering training course to help PIU staff properly utilize the Operations Manual and improve their capacity in project management, including procurement, environmental ,social management, ITS, information disclosure, etc.
- viii) Provide any required coordination assistance to the PIUs for the capacity building initiatives at the city/state level.

Task 7: Monitoring and Evaluation of Component 2

- i) Monitor and evaluate the implementation of projects, environmental mitigation and monitoring measures, resettlement and other social impact mitigation measures, compliance with Operations Manual of SUTP etc.
- ii) Advise PIU on matters related to collection/updating of necessary data required for the Monitoring & Evaluation (M&E) of the outcomes of Component 2.
- iii) Prepare evaluation reports describing the project and its impact and suggest improvements for achieving better benefits.
- iv) Conduct any other analysis of project implementation as per the PMU Group 1 requirements
- v) Review the periodical progress report on safeguard implementation received from IAs and in close coordination with the World Bank specialists to follow-up with IA on safeguard implementation issues.

- vi) Assist the IAs in carrying out the end impact evaluation related to social safeguard implementation outcomes.

5.1.3 PMU Group 2 Services for Component-3: Strengthening Project Management Capabilities

Task 8: Component-3: Strengthening Project Management Capabilities

The PMU Group 2 would assist the PMU Group 1 in the day to day project management functions. This would include providing technical assistance in the areas of project management, procurement, transport planning, environment, social, information technology, training, institutional strengthening, preparation for meetings with the Steering Committee, Standing Committee, World Bank, Department of Economic Affairs (DEA) etc. by way of making presentations, project progress reports or any other document/ project brief as required by the PMU Group 1.

5.2 Detailed Scope of Work for ESCBSP

5.2.1 Component 1: National Capacity Building for Urban Bus Sector

Task 9: Sub-component 1: Study Policy/regulation and hold Workshops on Key Policy, Regulatory, Institutional, and Fiscal Constraints to Sustainable City Bus Operations

The PMU Group 1 would be appointing a Project Consultant to develop guidelines, manuals, and hold workshops on key policy, regulatory, institutional and fiscal issues constraining city bus operations. In order to do so, the Project Consultant (PC-1) will be required to review existing policies, legislative and regulatory constraints in promoting efficient and quality city bus public transport including modernization of STUs, decentralization of powers and authority, private sector participation and the taxation burden on public transport vehicles vis-à-vis personal vehicles; and developing guidelines, manuals to assist nodal government departments at the national and state level to address identified issues. Under this sub-component the PMU Group 2 is expected to provide the following services:

- i) Assistance in procuring the services of the PC-1;
- ii) Monitor, review and evaluate the work of PC-1;
- iii) Assistance for Dissemination; and
- iv) Provide any other assistance required by the PMU Group 1 in managing this sub component.

Task 10: Sub -Component 2: Design and Testing of Skill Development Program for Professionals Engaged in City Bus Operations

PC-2 would be hired to develop training toolkits, and test the effectiveness of the same by conducting training programmes for trainers for the urban bus sector after reviewing the identified subject areas and their content in the Project Information Document (PID) of Component 1 and materials already available or being developed under other programs in India and abroad. The PC -2 shall also be responsible for preparing training plan to be implemented during the project period. In this context, the PMU Group 2 is expected to provide the following services for Sub component 2:

- i) Assistance in procuring the services of PC- 2;
- ii) Monitor, review and evaluate the work of PC- 2;
- iii) Assistance for Dissemination; and
- iv) Provide any other assistance to the PMU Group 1 in managing this sub component.

Task 11: Sub -Component 3: Preparing Guidance Document on Standardized Functional Specifications for ITS/ MIS in City Bus Operations

The PC-3 would be hired to prepare a guidance document on standard ITS and MIS specifications required for urban bus operations. The aim of the task is to provide the city bus operating agencies with a ready to use guide for implementation of required ITS and MIS facilities. In this context, the PMU Group 2 is expected to provide the following services for Sub component 2:

- i) Prepare ToR, EoI and RFP for the consultancy services;
- ii) Assistance in procuring the services of PC- 3;
- iii) Monitor, review and evaluate the work of PC- 3;
- iv) Assistance for Dissemination; and
- v) Provide any other assistance to the PMU Group 1 in managing this sub component.

Task 12: Sub -Component 4: Preparing Guidance Document for City Bus Depot Design

The aim of the sub-component is to provide the city bus operating agencies with a ready to use guide for reference before initiation of depot construction to use guide to use the land area available optimally. This holds importance as land availability within the municipal limits for development of facilities like bus depots is a scarce commodity in current urban development situation. Therefore, it is important to have such designs for building the depots that provide for location of required facilities (maintenance, washing, repair, parking, administrative etc.) while providing for environment friendly waste management.

PC-4 would be hired by the MoUD to prepare a guidance document for design of bus depots. In this context, the PMU Group 2 is expected to provide the following services:

- i) Prepare ToR, EoI and RFP for the consultancy services;
- ii) Assistance in procuring the services of PC- 4;
- iii) Monitor, review and evaluate the work of PC- 4;
- iv) Assistance for Dissemination; and
- v) Provide any other assistance to the PMU Group 1 in managing this sub component.

Task 13: Sub component 5: Undertake an Exchange Programme between STU and SPV staff

The PMU Group 2 will build a strategy for an exchange programme at the country level between the STU and newly formed SPV staff. The task would include review, consultation and revision, if required of the strategies as outlined in PID of Component 1, and assist PMU Group 1 in successful implementation of the intended exchange programme.

Assistance in planning the exchange programme would involve identification of target groups based on their work experience and educational qualification; which can include mainly depot managers, route planners. Also at the end of the exchange programme, document the details for the purpose of lessons learnt compilation from the project exercise.

Task 14: Sub -Component 6: Undertake Capacity Building, Knowledge sharing, and other experience/ information disseminating activities for City Bus Service Sector

The sub-component is targeted to ensure capacity building and development of urban bus sector community under the Project viz. City Bus Managers, Depot Managers, Drivers, Conductors, Workshop Supervisors etc. at STUs, SPVs, and private operators. Training programs and various knowledge sharing events and workshops shall be organized to ensure information exchange and exposure to best practices. The primary objective of this module is to help develop a vibrant and connected community of professionals around urban bus services within the country.

The tasks to be provided by the PMU Group 2 would include organization of training and experience sharing workshops capacity development for bus transport professionals. The training programmes will be based on the toolkits developed under the sub-component 2 of Component 1.

In this context, the PMU Group 2 is expected to provide the following services:

- i) Review, update and implement the training plan designed under the sub- component 2. These should be finalized on an annual basis so that the activities are scheduled and advertised in advance.
- ii) Develop/ Design a program of knowledge sharing events and cross fertilization of ideas and best practices within the urban bus sector. Once approved, these should be finalized on an annual basis so the activities are scheduled and advertised in advance.
- iii) Review and update, if necessary strategies for training of officials and trainers;
- iv) Collaborate with training institutes, Centres of Excellence and other training professionals and facilitate the PMU Group 1 in organizing the identified training programmes;
- v) Undertake workshops/ knowledge sharing events like discussion forums, webinars, exposure and training events every quarter on cutting edge areas, problem areas etc. Local and international skills and experience will be used in the form of sector experts for all the events. The consultant will assist the MoUD/PMU Group 1 planning of the events, arrangement of venue, agenda, food and refreshments etc. The cost of organizing the event including the travel and remuneration of speakers will be paid by the MoUD on actuals provided that planning and expenditure is carried out in close discussion with the MoUD/PMU Group 1 and all proposed expenses are duly vetted by the competent authority..
- vi) Regularly update and operate the project website/page to provide information on ESCBSP and its status. Prepare and issue half-yearly newsletter on ESCBSP. The expenditure for website design, its hosting and regular maintenance and printing expenses for newsletter shall be paid by the MoUD after due approval of the NPM; and
- vii) Assist the PMU Group 1 in overall management of this sub component.

Task 15: Assistance in Procurement Planning and Management under Component 1

The PMU Group 2 shall assist in the following tasks:

- i) Review and finalise ToRs for existing activities and preparation of new ToRs for any new activities, as necessary;
- ii) Preparation of Procurement Plan for various sub-components;
- iii) Undertake preparation of required EoI and RFP documents; and
- iv) Bid Process Management for the component.

Task 16: Monitoring and Evaluation (M & E) of the Progress and Outcome of Component 1

The PMU Group 2 shall assist in the following tasks:

- i) Undertake regular progress review of the works being undertaken by various consultancies in the Component;
- ii) Review, add/ revise the Monitoring & Evaluation (M&E) indicators and project end targets proposed for the component in the PID in consultation with the MoUD/World Bank;
- iii) Regularly collect/update necessary data required for M&E of Component 1, in particular the number of officials and cities targeted through the various capacity building activities and the impact of these;
- iv) Prepare evaluation report for Component 1 at mid-term and the end of the project; and

- v) Conduct any other analysis of project implementation according to the requirement of the MoU/PMU Group 1.

5.2.2 Component-2: City Demonstration Projects – Physical Improvements and Technical Assistance

This component will support identification, preparation, and implementation of a package of demonstration projects in the selected cities through a comprehensive and integrated planning, preparation, and appraisal process. The demonstration package will consist of both institutional strengthening and capacity building in participating states and investments in modern depot equipment, modern Intelligent Transport System and Management Information System.

The capacity building and technical assistance sub-component is targeted at supporting the modernization efforts of selected demonstration cities. These shall include but not be limited to (i) institutional strengthening, capacity building and training, (ii) business planning including route planning and rationalisation for better utilization of buses, (iii) marketing and branding, (iv) technical support with private sector participation including mainstreaming of informal sector and (v) vehicle and driver performance management with a view to improving fuel efficiency.

The PMU Group 2 is expected to provide the following services for Component 2:

Task 17: Preparation of Demonstration City Projects

- i) Review of technical documents and reports prepared by project cities as required and advise on gaps, if any. Ensuring that the proposed investments and complementary actions are technically sound and comply with the overall project objectives. Also ensure that sub project-specific environmental and social mitigation measures are incorporated into project document;
- ii) Assist the PMU Group 1 in appraising new projects and in formulating modifications/additions to previously approved subprojects, wherever required;
- iii) Assist PIUs in preparing and regularly updating the procurement plans, matching with schedule for each item of work, goods and services and with annual budgets, expenditure and disbursement plans for all projects;
- iv) Assist the PMU Group 1 in regularly updating the overall project procurement plan and schedule for each item of work, goods and services based on the inputs received from the cities;
- v) Assist the PMU Group 1 in dealing with safeguard related preparation and implementation with IAs and the World Bank and participate in review meetings to appraise safeguard implementation status.
- vi) Assist the PIUs in procuring the services of the Project Consultants /Vendors by way of finalising ToRs, review of bid documents prepared for appointment of Consultants /Vendors) for undertaking technical assistance studies /Goods and ITS/MIS procurement; and
- vii) Monitor and evaluate the work of Project Consultants appointed by the cities.

Task 18: Implementation of Demonstration City Projects

- i) Provide technical advice to PIUs in all aspects of project implementation such as designs, specifications, procurement, social and environmental safeguards, installations etc. including review of project reports and documents;
- ii) Assist the PIUs to implement the safeguard action plans and carry out supervision of implementation from time to time as needed;

- iii) Carry out site visits as advised by PMU Group 1/ MoUD from time to time to review progress and assist PIUs to solve any pending issues and deliverables. Accompany World Bank Missions and support discussions and review meetings with cities;
- iv) Review the periodical progress report on safeguard implementation received from IAs and in close coordination with the World Bank specialists to follow-up with PIU on safeguard implementation issues.
- v) Prepare monthly status reports, quarterly progress reports documenting all aspects of project implementation, and comment on the compliance with the objectives of ESCBSP. Recommend any actions that should be taken to optimize the quality of the project;
- vi) Undertake preparation of completion reports as and when projects are completed by PIUs;
- vii) Assist the MoUD/PMU Group 1 in developing and delivering training course to help PIU staff properly utilize the Operations Manual and improve their capacity in project management, including procurement, environmental ,social management, ITS, information disclosure, etc.
- viii) Provide any coordination assistance to the PIUs for the capacity building initiatives at the city/state level.

Task 19: Monitoring and Evaluation of Component 2

- i) The PMU Group 2 will undertake review and updation of the Monitoring & Evaluation (M & E) framework designed in the Operations Manual.
- ii) Monitor and evaluate the implementation of projects, environmental mitigation and monitoring measures, resettlement and other social impact mitigation measures, compliance with Operations Manual of ESCBSP etc;
- iii) Advise PIU on matters related to collection/updating of necessary data required for the Monitoring & Evaluation (M&E) of the outcomes of Component 2, guide and help building capacities of IAs to undertake M & E exercise independently.
- iv) Prepare evaluation reports of the project making use of M&E reports and, highlighting the strengths and weaknesses of the project concept with respect to the overall outcome of the project, the satisfaction levels of the users and service providers (operators), and its impact (especially women, aged and physically challenged users of the city bus services). Identification and listing of important lessons learnt from the implementation of the project should be an important M&E output. The comprehensive M&E report will also cover lesson learned, one at the mid-term stage and the other by the end of project.
- v) Facilitate experience sharing on ITS/MIS implementation by project cities;
- vi) Documentation of overall project performance evaluation for replicability in other cities that could be used by MoUD or the state governments;
- vii) Conduct any other analysis of project implementation as per the MoUD/PMU Group 1 requirements.

5.2.3 Strengthening Project Management Capabilities

The PMU Group 2 would assist the MoUD/PMU Group 1 in the day to day project management functions. This would include providing technical assistance in the areas of project management, procurement, transport planning, environment, social, information technology, training, institutional strengthening, etc which form an integral part of project implementation activities and implementation of the Project as per the Project Implementation Plan (PIP). The PMU Group 2 would also extend assistance in preparation for meetings with the Steering Committee, Standing Committee, World Bank, DEA etc by way of making presentations, project

progress reports or any other document/ project brief, drafting minutes of the meeting, as required by the PMU Group 1.

6. CONSULTANT’S TEAM REQUIREMENTS

It is expected that the PMU Group 2 will provide the services of a team of experts with skills and experience commensurate with the task requirements. The minimum qualifications of key staff to be involved in the PMU Group 2 have been given in **Table 5**.

Table 5: Key Positions and Qualifications

| Position & No. | Years of Experience | Responsibilities and Experience Required | Overlap Period (till 31 March, 2018) | | From 1 st April to 31 Dec. 2018 | Total Person Months |
|--|---------------------|--|--------------------------------------|--------------------------|--|---------------------|
| | | | Person-months for SUTP | Person months for ESCBSP | Person Months for ESCBSP | |
| KEY PROFESSIONALS | | | | | | |
| Team Leader cum Senior Transport Specialist (1 No) | 20 years | The Team Leader shall be responsible for leading the team in various project management activities, liaise with participating Implementing Agencies (IA), MoUD and the funding agencies viz. GEF and the World Bank. He/She will be particularly responsible for preparing the Project Implementation Plan (PIP) with inputs from the IAs and making best efforts to implement the project according to the agreed PIP without serious cost and time overruns. He/She will at least be a graduate/post graduate degree in engineering or technology and be an experienced professional with substantial sector knowledge and project management experience. Experience of managing externally funded projects will be an added advantage. Team Leader shall have specific experience in working with and managing multi-disciplinary teams. | 18 | | 9 | 27 |

| | | | | | | |
|--|---------------------|---|----------|------------|------------|-----------|
| <p>Environment Safeguard Expert (1 No)</p> | <p>10 years</p> | <p>The Environmental Safeguard Expert will guide the implementing agencies in identifying the environmental issues which need to be addressed in each project. He/She will assist the IAs in specifying appropriate safeguards required for mitigating the detrimental environmental impacts and shall ensure that these are included in the project reports. He/She shall also ensure that these safeguards are strictly executed during project implementation.</p> <p>In addition, the Environment Safeguard Expert will review the development of the relevant toolkits for training and provide input for GHG emission reduction calculation.</p> <p>Environmental Safeguard Expert should have a Master's degree or equivalent in environmental science, engineering, applied sciences or another relevant field, and should be conversant with the Gol and World Bank policies on the subject. Experience in implementing at least one World Bank funded project during the last five years will be necessary.</p> | <p>7</p> | <p>5</p> | <p>3</p> | <p>15</p> |
| <p>Social Safeguard Expert (1 No)</p> | <p>10 years</p> | <p>The Social Safeguard Expert will guide the implementing agencies in identifying the social issues which need to be addressed in each project.</p> <p>He/She will assist the IAs in specifying appropriate safeguards required for mitigating the negative social impacts and shall ensure that these are included in the project reports. He/She shall also ensure that these safeguards are strictly executed during project implementation.</p> <p>Social Safeguard Expert should have a Master's degree or equivalent in social science or another relevant field and should be conversant with the Gol and World Bank policies on this subject. Experience in implementing at least one World Bank funded project during the last five years will be necessary.</p> | <p>5</p> | <p>2.5</p> | <p>1.5</p> | <p>9</p> |
| <p>ITS Specialist (1 No)</p> | <p>10 years</p> | <p>The ITS Specialist shall have graduate degree in information technology or related field with a minimum of 8 years of experience in transportation sector specializing in developing helpline architecture and ITS/MIS Applications. The ideal candidate would have experience in designing ITS/ MIS architecture, operations, processes and financial plans. The specialist should have experience in user requirements analysis and systems integration.</p> <p>The specialist should have sufficient subject matter expertise in the passenger transport</p> | <p>5</p> | <p>5</p> | <p>2</p> | <p>12</p> |

| | | | | | | |
|--|----------|--|--|---|---|---|
| | | sector to be able to manage transit IT projects. The candidate should have familiarity in database structures and management, communications technology, and IT operations. Progressive experience in implementing Intelligent Transportation System (ITS) projects as well as demonstrated knowledge and credentials in the ITS industry. | | | | |
| Monitoring & Evaluation(M & E) Expert (1 No) | 15 years | The M & E Expert will be responsible for managing and monitoring the implementation of Components 1 and 2. He/ She should have a post graduate degree in Transport Planning/ Engineering/ or related field with at least 10 years of experience in Urban transport and bus public transport planning/ management of bus operations. The main task would be to evaluate the project progress as per the implementation plan and assess the project outcomes vis-à-vis the project Results Framework in the Operations Manual. If required, would also be able to collect necessary data from applicable secondary and primary sources to undertake proper project progress monitoring and outcome evaluation. | | 4 | 2 | 6 |
| Training Expert (1 No) | 15 years | The Training Expert would carry out the following activities: <ul style="list-style-type: none"> • Review, and help finalise the training modules prepared under Component 1. • Provide inputs for finalization of bid documents for hiring consultants for preparation of training modules and toolkits • Design and facilitate various training programmes and project information dissemination activities as advised by the PMU GROUP 1 • Interact and collaborate with Ecentres of Excellence in transportation and other training institutes, training professionals to undertake training in the project • Organize and coordinate monitoring and evaluation process concerning the training activities The Training Specialist shall have a graduate degree with 15 years of experience and/or with extensive experience in imparting training activities in the area of urban transport with specific experience in bus transport. The candidate must also have experience in organizing and managing training programs for government agencies, should be aware of/ familiar with latest training pedagogies. | | 3 | 2 | 5 |

| | | | | | | |
|--------------------------------------|-----------------|--|----------|----------|----------|-----------|
| <p>Procurement Expert (1 No)</p> | <p>15 years</p> | <p>The Procurement expert shall be responsible for all matters related to procurement as part of the project implementation process. Key Responsibilities shall include:</p> <ul style="list-style-type: none"> • Coordinate and assist the PIUs in preparation and updating of Procurement Plan in the prescribed format and establish a procurement management system for monitoring the progress of procurement activities, in consultation with the PMU GROUP 1; • Assist and advise the PIUs for preparation of Bidding Documents and Request for Proposals (RFP) for goods, works, supply & installation, IT equipment and services, including consultants services, using the World Bank's Standard Bidding Documents and Standard RFPS; • Review such procurement documents as required for prior or post clearances [Procurement Plan , Bidding Documents and RFPs, Evaluation Report, Draft Contracts and Signed contracts, and their amendments / extensions etc.], make its recommendations and coordinate clearance from the PMU GROUP 1 and World Bank as the case may be; • Review and advise PIUs on claims, variation orders, extensions of time and other contractual matters affecting the cost and/or the duration of the works; and make recommendations for clearance by PMU GROUP 1 /Bank, as required; • Oversee the establishment and maintenance of a central procurement filing system in the PMU GROUP 1 including complete documentation of the procurement process for contracts subject to the Prior review by PMU GROUP 1/Bank; • The Procurement Expert will also guide the participating cities in procurement by conducting training and workshops and monitor their procurement process and identify the weaknesses in procurement function of each PIU and make recommendations for steps required for capacity building in procurement functions of each PIU. <p>The Specialist shall have a graduate degree in in Engineering or in another relevant field with 15 years of experience in a responsible capacity for procuring goods, works, supply & installation of equipment, and services including Consultancy Services.</p> | <p>9</p> | <p>5</p> | <p>1</p> | <p>15</p> |
|--------------------------------------|-----------------|--|----------|----------|----------|-----------|

| | | | | | | |
|---|-----------|--|----|---|---|----|
| | | Should have handled procurement functions for at least one externally funded project requiring procurement rules and procedures of the funding agency during the last five years and should be fully conversant with World Bank Procurement procedures and Guidelines. | | | | |
| Transport Specialist (1 No.) | 12 years | The Transport Specialist will provide advice to the Team Leader and the PMU on the technical substance of the project, including the subprojects in the participating cities. The Transport Specialist should have a Masters degree in Transport Planning or Traffic Engineering. He/she will be a professional with 12 years of experience in the urban transport field, with particular interest in environmentally friendly transport developments. | 10 | 4 | 1 | 15 |
| City Bus Transport Specialist (1 No) | 20years | The Expert shall have experience in urban bus transit operations management, fleet and facilities management, and facility project management. The candidate should have an understanding of service planning, service analysis, and vehicle/crew scheduling. The specialist would also have experience in project requirements analysis and development, financing, and implementation at the local urban level. He/She will at least be a technical graduate and be an experienced professional with substantial sector knowledge and project management experience. Experience of working on an externally funded project will be an added advantage. | | 5 | 2 | 7 |
| SUPPORT PROFESSIONAL* | | | | | | |
| Transport Planner | 5 years | The Transport Planner will assist the Team Leader in day -to-day coordination with the project cities and various consultancies hired under the project components. He/she will be a professional with 5 years of experience in the urban transport field. | | | | 27 |
| Multi-Task staff | 2-3 years | Graduate in any discipline with experience in data entry jobs and familiarity with MS word, MS Excel, and MS Powerpoint is mandatory. | 27 | | | 27 |

**CV of support professional is not required to be submitted at the Proposal stage as it shall not be evaluated*

7. DURATION OF SERVICES

The overall duration of services will extend over the project period of 27 months.

8. DELIVERABLES

In addition to outputs described in the Section 3: scope of services, the consultant is required to deliver the following during the contract period:

Table 6: List of Deliverables

| S. No. | Deliverables | Main Content of the Deliverables | Submission Timeline | No .of Copies along with a CD of all Deliverables |
|--------|---|--|---|---|
| 1. | Inception Report | Setting out the final work plan and personnel schedule for undertaking the project : <i>Common for SUTP & ESCBS</i> | Within a month of signing of the contract | 3 |
| 2. | Status Report | Project progress in the previous month: <i>Separate Reports for SUTP & ESCBS</i> | Monthly | 3+3 |
| 3. | Progress Report | Project progress in the previous quarter highlighting the achievements and failures and corrective measures taken and recommended amendments for future course correction: <i>Separate Reports for SUTP & ESCBS</i> | Quarterly | 3+3 |
| 4. | Annual Progress Report including complete M&E | Project progress in the previous year highlighting the achievements and failures and corrective measures taken and recommended amendments for future course correction. The report will also include the first year project progress monitoring and evaluation as per the Framework attached: <i>Separate Reports for SUTP & ESCBS</i> | Annual | 3+3 |
| 5. | Mid Term Review Report | Project progress in the previous year highlighting the achievements and failures and corrective measures taken and recommended amendments for future course correction: <i>Only for ESCBS</i> | 14 months from date of contract | 3 |
| 6. | Report on Lessons Learned | Documentation of lessons learnt from the demo projects : <i>Separate Reports for SUTP & ESCBS</i> | For SUTP: Post implementation of majority of Projects or 2months before project completion For ESCBS: Post implementation of majority of Projects or 2 months before conclusion of the Contract. | 3+3 |
| 7. | Completion Report (CR) and Final Summary Report | All project implementation details shall be documented in the Completion Report including: overall project implementation experience, cases of success and failure | As soon as possible after the closing date of the respective | 5+5 |

| | | | | |
|--|--|--|--|--|
| | | cost and time overrun, if any, lessons learnt, GHG emissions estimates etc. The Summary Report will include a brief on the project implementation experience and lessons learnt. | Projects. (Payment of last installment to be released after submission and acceptance of this report) | |
|--|--|--|--|--|

9. WORKING ARRANGEMENT

All team members shall operate from an approved location in Delhi/ NCR. The Team Leader shall be positioned at the PMU Group 1 in Delhi for the full duration of the consultancy service. The firm shall arrange for all transportation, communication, data processing, printing stationeries and production of reports.

The PMU Group 2 should handover soft copy and hard copy of all data, reports and other project related material to the PMU Group 1 on completion of the Contract.

The selected firm will have to signed a Contract Agreement with MoUD enumerating the terms and conditions of the services, ethics, integrity and confidentiality.