



**MINISTRY OF FINANCE
&
MINISTRY OF COMMUNICATION**

REQUEST FOR PROPOSAL

**KUWAIT RAILWAY PROJECT
DEVELOPMENT CONSULTANCY
SERVICES**

Feasibility Study, Design Specifications & Tender Consultancy

February, 2008

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SECTION 1

1.1 Introduction

The State of Kuwait is committed to multimodal transportation and envisions that transit and railway systems in the State of Kuwait are an integral part of the National Transportation System along with highways and aviation. Furthermore, as road traffic and trade in goods continues to grow the freight and passenger Systems may provide a convenient transport option to a substantial segment of the population.

The Ministry of Communications (MOC) of the State of Kuwait through The Ministry of Finance (MOF) intends to engage with an International Consultant specialized in railway in association with a local Consultant both registered with the Ministry of Finance to provide professional services required to develop a rail based Metro system and a National Railways network to service future public transport and freight requirements for the State of Kuwait.

Through this request for consultancy services, the Ministry of Communications is seeking to source Consultants for Planning & Project Development Study, Tender Phase and Project Management services for a National Railway network and Metro Rail System.

Considerations

- The Study will be carried out by the Consultant using the existing Master Plan to establish the requirements, terms and guidelines for the Planning & Project Development activities.
- Development of technical and financial feasibility studies, and design engineering documents for a Design and Built Project, which shall complement the conditions for the evaluation of the proposal and selection of the Design and Built Consortium. Following the MOC approvals of the Tender Documents in their final form, the consultant shall assist the MOC in obtaining bids or a negotiated proposal if required. The Consultant shall also attend pre-bid and pre-award meetings, shall study the bids, provide MOC with a detailed analysis on the bids, and make recommendations on the award.
- Since the Study is expected to be conducted on a Nationwide Basis, it is crucial that the Consultant works closely with different Ministries associated with the Project. Engagement with the associated Ministries will play a crucial role in all aspects of the study. The Ministry of Communications shall facilitate contacts with relevant Government institutions by including them in a Project Steering Committee team that will be headed by the Ministry of Communications and its designated Project Manager.
- The objective of the Railway Project is to provide Quality of Life improvements, facilitating trade growth, and decongestion of vehicular traffic on Kuwaiti roads.

1.2 Project Special Requirements

Because of community sensitivity to design issues in the corridor! Urban Railway Systems Design Expertise will be essential.

The Consultant shall prepare a cost-effective design which is compatible with surrounding communities and which will support the development goals of the State of Kuwait. A successful process for engagement of different stakeholders must be designed at the outset of the project.

1.3 Project Administration

The Consultancy project will be executed under direct supervision of the Ministry of Communications and the appointed Project Manager with the regular supervision and coordination of the Steering Committee team.

1.4 Descriptions of the Existing Planning Studies

Some planning studies have been carried out previously and it is the responsibility of the consultant to collect these reports/ drawings and related information from the **relevant authorities**.

SECTION 2

2.0 Project Scope of work

The goal of this work is to develop a final design option and prepare comprehensive studies for tendering and evaluation of proposals for award of contracts for the Cross-Country rail & Transit:

1. Metro Rail System
2. National Freight Rail Network development
3. National Commuter rail network development

The Consultant will be required to prepare a Feasibility Study, Concept design, Preliminary design, Tender document and tender assistance up to Design and Build contract signing and at least perform the following:

- 2.0.1 Review and Assess Previous Planning Works
 - Assess traffic model studies to ensure inclusion in Planning
 - Assess all data and analysis for Rail systems compiled to date
 - Propose modifications, improvement & optimization to the existing Plan
- 2.0.2 Prepare a Feasibility Study of the selected rail network:
 - Prepare Rail Patronage & Revenue Forecasts models
 - Prepare Corridor/lines Conceptual design
 - Identify and define alignment and network scenarios and lines facilities (Station, workshop and depot, freight terminals etc.) possible locations and outline plans
 - Prepare Operating strategies and preliminary operating plan
 - Propose feeder system outline plan (buses and others)
 - Identify the main Environmental impacts of selected network scenarios
 - Cost analysis of alignment options and network scenarios
 - Prepare Economic and Financial Analysis of the rail network alignment options and selected scenarios
 - Prepare phased plan for rail network implementation plan
- 2.0.3 Propose an institutional framework for the Client implementation of the Project
- 2.0.4 Prepare a Preliminary design for the priority line(s) selected for implementation
 - Prepare design criteria
 - Confirm in detail the line and facility location and line structures
 - Prepare Station and other facilities design
 - Prepare Rail system functional specifications
 - Update preliminary Operation and maintenance plan and rider ship forecast
 - Prepare all other technical specifications and Project requirements
 - Prepare cost estimate, implementation schedule

- 2.0.5 Prepare tender documents for Design & Build tender including evaluation methods and evaluation grid
- 2.0.6 Assist Client in the tender process and during tender including technical evaluation of proposal and recommendation, clarification etc.

Travel demand forecasting tasks are within the scope of this request for service. Outline definition and evaluation of necessary feeder bus systems, park-and-ride, cargo & storage stations and any other solutions for streamlining Railway services will be required.

The Consultant will be required to coordinate with different Ministries to assess demand forecasting for both passengers and freight for preparing patronage forecasts.

The resulting analysis, studies, forecasts and engineering should contain sufficient detail to:

- Ensure the overall project implementation and financial feasibility
- Carry the project into sufficient engineering design & development so as to reflect clearly and unambiguously the Client and Project requirements in terms of functionality, performance, available right of way, geotechnical conditions, topography, and detailed alignment and facilities, traffic estimate, other structures and services and environmental impact and mitigations plan, implementation schedule in order to allow Design and Build consortium to bid with minimum
- Prepare reliable estimates of capital and operating costs
- Involve as per the Ministry of Communication strategy Community and Stakeholders in the project definition process
- Prepare implementation plan and propose institutional outline strategy
- Provide the information that the Community and decision-makers need to have a clear understanding of the Project and its impacts.

The implementation of the Railway Project Development Consultancy for Kuwait will involve a number of phases as follows.

Consultant Work and Management Plan

Based on his proposal and the Scope of work, the Consultant shall prepare a detailed work and management plan to be submitted to the Client for review and approval **within the first month of the commission**. The plan will **define** the methodology, the schedule, the organization (staffing, communication protocol, QA/QC plan, project Risk matrix) and be used to guide and monitor the project.

The work plan will specify the roles and responsibilities of study participants; identify specific work tasks, subtasks, **reviews**, **deliverables**, and provide a detailed schedule of work.

It is also expected that the Consultant will participate in various workshops and progress meetings and to prepare good quality PowerPoint presentations and presentation boards.

The consultant is expected to issue monthly progress report.

Deliverable:

Detailed work and management plan

2.1 Review and Assess Previous Planning Works

2.2.1 The Consultant shall review all planning and design information currently available with the Ministry of Communications and other Ministries or Municipalities on the Transit and Metro Rail Systems and Transport Plan and project of interest to the Study and the subsequently prepare strategic analysis and develop a comprehensive assessment from a transport planning perspective of the rail and transit plans.

2.2.2 The Consultant shall collect the information, reports, data, models, maps, etc. **at no cost** from the relevant authorities and with the support of the Ministry of Communication, review and summarize all other relevant studies previously conducted by the Ministry of Communications and other relevant Government bodies and city planning organizations like the Kuwait Municipality and the Kuwait Housing Authority, traffic department, customs & immigration authority etc.

The information collected shall be utilized as appropriate in this engagement. All assumptions and decisions made to date shall be summarized in a report. Presentation of the Project information and collected data to the Project Manager and Steering Committee may be required.

2.2.3 The Consultant will then assess the overall Plan in terms of:

- Utilized traffic forecast models;
- Operation efficiency, flexibility;
- Capacity (passenger and freight) of the plan and its efficiency to meet possible rider ship demand;
- Cost efficiency of the plan;
- Integration efficiency of the plan (with GCC railway, other regional rail, freight and port/airport facilities, and from the passenger accessibility point of view);
- Suitability of the proposed technologies.

2.2.4 The Consultant will consequently propose modifications, improvement & optimization to the existing Plan.

Deliverables:

- Inception report summarizing previous project work, assumptions, and decisions;
- Report on existing conditions and design alternatives considered in previous studies ;
- Master plan evaluation report presenting the Consultant preliminary findings & assessment and proposed improvement of the previous studies.

2.2 Prepare Feasibility Study

The Ministry of Communications expects the Consultants to prepare a feasibility study of the Client selected long term rail network following the previous development of the Master Plan and its assessment as described in the previous task. The selected rail network should cover the State of Kuwait connecting all major population areas, ports including sea and airports and other newly developed cities.

The consultant shall collect, review and summarize all existing relevant studies conducted by the Government of Kuwait or city planning organization, and utilize that information, as appropriate.

This Study must include the following tasks:

- Prepare Rail Patronage & Revenue Forecast models
- Prepare conceptual design of rail network Corridors/Lines;
- Refine selected alignment options and network scenarios;
- Selected system(s) description including any auxiliary structures or support facilities such as power delivery systems, maintenance or transfer buildings, stations, offices and parings.
- A preliminary identification of potential environmental issues associated with such routes including noise & vibrations.
- Evaluation, for each selected scenarios, and an estimated range of the total cost to develop and place into service such a rail network.
- Transportation Impact assessment if applicable;
- Economic & Financial Analysis of the selected network scenarios;
- Preferred network scenario selection using a multicriteria analysis method agreed with the Client and its selected stakeholder. Identification and analyses of any other issues relevant to the implementation of a viable rail system.

2.3.1 Prepare Rail Patronage & Revenue Forecast

The Consultant will be responsible for assessing rail patronage and provide a Patronage and Revenue forecast model that can be adapted to account for changes as Project Development and Engineering studies progress.

The developed model shall provide an estimate of freight & passengers market and revenue for the selected rail network.

A recommendation for fare rates shall be provided keeping in mind traffic patterns and population demographics in the State of Kuwait to encourage and maximize use of rail systems as the preferred means of transport. Client decision of Fare rate will be provided at this stage.

2.2.3 Corridors/Lines Conceptual Design

2.3.3.1 Preliminary Definition of Alignment Options

Based on Project Committee input and alignment options defined in previous studies, the Consultant shall evaluate the technical feasibility of various alignment options.

The evaluation shall be from an engineering, operational, impact, urban design and financial perspective. Listed below are guiding principles for development of preliminary definition.

A. Design Standards

The Consultant shall develop design criteria applicable to the physical, operational and urban design issues posed by the alignment options.

These criteria must conform to accepted practices and reflect existing Metro & Railway transportation standards and practices, where appropriate.

Criteria must be both comprehensive and defined with sufficient detail to complete conceptual civil **works & system** engineering, support the technical process, and address any system wide issues related to integrating rail operations in the defined corridors with future extensions of the Metro & Railway developments.

B. Evaluation Methods

The Consultant shall identify criteria and methods for producing reliable estimates of capital, operating, and maintenance costs; performing social, economic, and preliminary outline environmental impact assessments, identifying mitigation measures; conducting financial capacity analysis, and evaluating travel impacts.

Critical areas for social, economic, and environmental impact will be defined in cooperation with the Client Project Manager.

Evaluation of travel impacts will be coordinated with the relevant government departments taking into account their traffic and travel pattern forecasts.

This work should result in a consensus of evaluation factors/weight values and evaluation categories that can be carried through the entire Project.

C. Preliminary Operating Plan Concepts

Working with the Traffic Models and travel forecasts, the Consultant shall develop preliminary operating plan concepts for the alignment options with the objective of checking the feasibility of the plans in provided the required capacity and quality of service (headway, routes etc.) and providing enough information to provide a first estimate of required rolling stock and operation and maintenance costs.

Given the need to integrate the Cross-Country lines with the future transit network in the Country and in the Region, and given questions about the operation of the network-lines if additional line extensions are pursued, a simple rail system operations simulation model should be employed. The preliminary operating plans concept derived from the corridors must have sufficient detail to support the technical evaluation and patronage forecasting processes.

D. Preliminary Definition of Alignment Options

Based on the results of the preceding subtasks, and in cooperation with the Project Committee and the assigned team, the Consultant shall develop preliminary definitions of rail alignment options, providing generalized plan, and when necessary to evaluate the feasibility of the proposed route: typical cross sections and profile descriptions for sections with sufficient detail to screen impacts and estimated costs and establish the feasibility and acceptability of the options.

The Consultant shall work with the Project Committee to screen the alignment options according to the evaluation categories identified, narrow the options that deserve or need further study, and justify the elimination of options from further consideration.

Care should be taken to ensure that all major infrastructure/utility and urban design issues relevant to the options are identified and assessed.

The Consultant shall prepare a report detailing the definition and evaluation of alignment options.

Deliverables:

- Technical memoranda on design standards, evaluation methods, and operating plan concepts
- technical note and minutes of workshop with the Client on preliminary definition and evaluation of alignment options
- Report on evaluation criteria and range of design options/alternatives to be considered

2.2.3.1 Preliminary identification of main Environmental impacts

The Consultant is to carry-out a preliminary identification and assessment of the main Environmental Impact for the proposed rail network options, in accordance with the existing Environmental Regulations and regional/international good-practice. An outline description of the proposed measures to prevent/reduce the rail network Environmental Impact is requested, regarding construction and operation effects on urban and rural areas.

2.2.4 Cost Analysis of alignment options and network scenarios

The Consultant shall provide an estimated range of the total cost to develop and place into service such a rail network including, but not limited to

- Project Development & management
- Engineering
- Right-of-way procurement
- Construction, implementation
- Estimated land acquisition costs
- Environmental Risk mitigation
- Financing adopted scheme
- Operating and maintenance costs over a period of 30 years.

The consultant may use benchmarking where appropriate.

Capital cost estimates should include all capital elements required to construct and operate the options; operating cost estimates should reflect the final operating plans used in patronage forecasting.

Costs should be expressed in both current and future dollars, with capital costs identified by construction stage to identify annual cash needs during the construction period, and operating costs prepared for opening and design years.

Estimates should be derived, to the extent possible, from Railway systems benchmarks and other recent local cost histories. All inputs should be fully documented.

Deliverables:

The Consultant shall prepare a report that summarizes the evaluation of the network options, focusing on issues critical to the decision on a preferred option (selected network scenario).

2.2.5 Transportation Impact Assessment

In cooperation with the different Government Ministries and City planning authorities, the Consultant shall present an outline of the transportation impacts of each network option. The objective is to include the transport Impact as a parameter for the selection of the preferred scenario.

The Road network and other relevant transportation network impacts should be evaluated in terms of general levels of service and changes in transportation efficiency and effectiveness.

Among the impacts that should be evaluated are: changes in travel patterns and patronage levels; changes in roadway levels of service, congestion, and safety; changes in traveler mobility and accessibility; parking and traffic issues in the vicinity of station sites; and user benefits.

In cases where rail operations will effect existing roadway operations, site-specific traffic analyses will be recommended for the next phase of study.

2.2.6 Financial, Economic and multicriteria analysis

The Consultant shall develop high level financial summaries addressing financial viability and showing any subsidies required to maintain deployed systems and the source of funding for those subsidies.

The Consultant shall identify existing barriers to private investment in public transportation and proposed as an outline ways to eliminate barriers to investment in public transportation.

The Consultant is required to develop a Financial and Economic model and calculate cost/benefit for the options that addresses such categories as:

- Freight and Passengers market Revenues ;
- Capital costs;
- On-going operational and maintenance costs;
- Insurance;
- Depreciation schedule;
- Economic effects (time savings, safety effects, environmental effects, road maintenance costs savings ...);
- Parameters coming from Transportation Impact Assessment;
- Other sources and schedule of funding that may be required;
- Any other parameter necessary to determine the financial viability of the rail system.

The model will input data coming from other tasks of the Study and will carry out financial and economic analysis for each of the selected and main network scenarios to be evaluated.

The financial and economic analysis including cost/benefit will be complemented by a multi-criteria analysis built on the criteria and weighting factors defined earlier by the Consultant with the Client.

Deliverables:

The Consultant will submit a Model Report including the parameters used for carrying out the Economic & Financial Analysis and a summary description of adopted methodology and financial feasibility of the selected options.

The report should be suitable for public distribution and be supported by technical memoranda that provide detailed information on the impact evaluations, cost estimates, and financial capacity analysis.

The consultant will present the findings included a recommended scenario to the Client and selected stakeholders for their decision.

2.2.7 Propose an institutional and regulatory Project Implementation Plan

The Consultant will provide a description of various possible implementation strategies, institutional structures and methods that could meet the Client's objectives and satisfy the institutional and regulatory issues of the context and build on preliminary considerations regarding the rail network market and Project operation costs of the selected network.

The Consultant will produce a Report regarding the proposed implementation strategy, phases and programs,

The analysis will cover relationships between Public and Private sector and all other relevant issues in order to enable the Client to develop the most adequate Implementation for the Project. The Report will also include an Implementation time schedule presenting the key-steps of the whole process and a suggested short/medium term action plan.

2.2.8 Preferred Network scenario Report

Once the decision has been made on a preferred network option by the Ministry of Communications and the Project Committee, the Consultant shall prepare a preferred scenario Final Report. Upon inputs from the Client, the Consultant will also recommend a priority network portion for priority development: Preliminary engineering, tender etc.

Deliverables:

The Consultant shall provide a Final Feasibility Report including:

- Description of the network options and their performances with all necessary illustrations and drawings
- Conclusions regarding the most relevant social, economic, environmental and urban impact;
- The results of the Financial and Economic and multi-criteria analysis for the selected network scenarios;
- Clear final interpretation of these results and recommended scenario;
- Proposed institutional and implementation strategy
- Full description of recommended network scenario;
- Identification of the Priority Line(s).

The report should contain all information relevant to the decision and necessary to advance the project to Preliminary design and Tender Phase for Priority Line(s) and for the Client to include the network in all future and present project definition and implementation, to reserve and "freeze" the land of the corridor and facilities of the whole network from future other development and projects.

2.3 Preliminary Design and Tender Documents of the Priority LRT Line

The main objective of this task is to determine the objective cost, functionality and geometric definition and impact on the surrounding of the priority line(s) (or priority segment of the line) part of the selected preferred Rail Network and to be in a position to launch the tendering procedure for a Design and Built consultation for the construction of the line.

The purpose of the Preliminary Engineering Design phase of the study is to bring the selected priority system to the average 30% design level. It is necessary to reach this design level prior to Tender in order to:

1. minimize design and construction risks (and therefore contingencies built in Contractor costs);
2. have an independent consultant - "The Consultant" - fully committed to its client in charge of preparing sufficiently detailed specification to make sure the System will meet all Client, quality and technical set objectives-

Prior to the commencement of the work, The Consultant will define Client requirements especially in terms of operation and services objectives and the set of Design Standards and Criteria to be used.

The standards shall include prototype facility program (for station, facilities etc.) covering functional organization, main critical dimensions, clearances, finishes, fire resistances, main equipments, furnishings etc.

Then, the Consultant will draw the basic functional specifications of the selected system with regard to operations (including operation principles), EM&P equipments, rolling stock, track, power supply, signaling, fare collection, telecom, central control, overhead contact, workshops etc.

Alignment and Preliminary design (30%) of typical facilities will be prepared including technical specifications.

The Preliminary engineering phase will include:

- Definition and supervision of the geotechnical and topographical survey for approval (survey paid by the Client directly)
- Design criteria preparation
- Preliminary operation and maintenance plan and strategy;
- Preliminary Environmental Impact Assessment
- Track Alignment
- Rolling Stock interior layout and functional specifications
- Stations and facilities concepts
- Urban Placement and multimodal accessibility study
- Utility Relocation identification
- Surrounding Roads - Local Traffic Arrangements principles when impacted in the immediate vicinity of the project
- Depot location, functional layout,

- all Rail systems definition and functional specifications : Power Supply pre-dimensioning and OCS (overhead Catenary system if this system is selected)
- Signaling, train control, communications, fare collection etc. functional specifications
- OCC location and functional specifications
- Implementation Planning
- Quantity take-off and cost estimate (capital and Operation and Maintenance)

Then The Consultant will prepare the technical documentation for the tender document including all required specifications for a Design and Built Competition.

In its proposal, the consultant is required to detail the list of deliverables for this phase and its methodology for delivering a design and specifications for all trade meeting the Client and project requirements while allowing the Design and Build contractor to introduce acceptable innovation and optimization.

The contractor will also be required to develop **architectural design** following clear guidelines and specifications contained in the Preliminary design.

2.4 Preparation of Tender Documents

Having completed the design and specifications, these will need to be properly combined into a full fledged Tender document for detailed design and construction.

The most likely method for construction will be by a **Turnkey Method**.

2.5 Tendering, Evaluation and Award

Tendering will be a major activity in the Project and the success of the tender will largely depend on the quality of the tender documents.

The Consultant is expected to provide appropriate management control for the tender process and ensure transparency in the process.

Due to the large size of turnkey design and build rail contracts, extensive evaluation, clarification and negotiation periods are normally required; all processes shall be extensively documented and managed.

2.7 Terms of Payment.

Below is a suggested fee payment schedule for the project. The appointed consultant shall be entitled to an advance payment equal to 10% of the agreed fee, against submission of a Bank Guarantee of equal amounts from a local Bank approved by MOC, when authorized in writing by MOC, in accordance with the Consultants agreement. The advance payment will be recovered completely by the MOC from the amounts due to the consultant as shown in the following schedule.

	Payment	Recovery
Advance Payment	10%	
Upon approval of Phase I tasks report	15%	-1.5%
Upon approval of Phase 2 tasks report	15%	-1.5%
Upon approval of Phase 3 tasks report	15%	-1.5%
Upon approval of Phase 4 tasks report	15%	-1.5%
Upon approval of Phase 5 tasks report	15%	-1.5%
Upon approval of Phase 6 tasks report	10%	-1.0%
Upon approval of Phase 7 tasks report	15%	-1.5%
Total	110%	-10.0%

2.8 Performance Bond.

The appointed Consultant shall be required to submit to MOC a performance bond in the form of a bank guarantee from an approved Kuwaiti Bank equal to 10% of the agreed fees and in accordance with MOC's standard consultant's agreement.

2.9 VISITS:

The Consultant shall indicate in his proposal the number of visits of the International Consultant during Stage 1 and Stage 2.

2.10 DELAY PENALTY:

The Consultant should familiarize himself with MOC's Standard Consultants' Agreement. For Stage 1, the penalty for each day delay will be KD. 200/-. Total penalty for different stages should not exceed 10% of total agreement amount.

Delays caused by extended MOC review periods or rejection of concept design alternatives for further development and re-submittal will not be subject to penalty.

2.11 INSURANCE LIMIT

The Consultant shall procure and maintain Professional Liability Insurance as per Standard Consultant's Agreement. For this Project, the required insurance coverage shall be 1.5 % of the total construction Cost, and shall be valid for a period of five years from the date of submittal of tender documents of the initial bid package.

2.12 MOC TRAINEE PROGRAM:

The Consultant will be assigned **4** MOC trainee engineers for all or a part of the Project's duration. It shall then be the duty of the Consultant to provide an appropriate work station for the trainees and to assign professional members of his staff to provide orientation, council and guidance. The Trainee Program will be established and coordinated with MOC.

The Consultant shall cost this program in the form of man-month charge rate, to be paid only for those months when the trainee is assigned to his office.

Develop specialized Program on an individual trainee basis, related to the project under contract with MOC.

MOC Trainee Program design/development, implementation, monitoring and coordination shall be effected through the MOC's Training Manager.

Prior to commencement of the program, the Consultant shall identify its training supervisor and submit the individual's Curriculum Vitae for MOC review and approval.

TAXES and IMPORT DUTIES

All local taxes and import duties payable in accordance with the laws and regulations of the State of Kuwait shall be borne by the consultant. Final payment may be withheld pending payment of outstanding taxes to Ministry of Finance.

2.14 TRANSPORTATION

The Consultant shall comply with Cabinet of Ministers Decision No. 21 dated 28 April, 1985 and use Kuwait Airways Corporation (KAC) in respect of all airfreight of goods & equipment and air travel of his staff & labor provided for in the Agreement. Alternatively, the Consultant may use the national air carrier of the country of origin of the goods, equipment, staff or labor. In the case of areas not served by Kuwait Airways Corporation or by the national air carrier, the transportation can be arranged through Kuwait Airways.

2.15 APPROVALS

The Consultant shall be responsible for obtaining the necessary approvals as applicable from concerned authorities, including but not limited to, the following:

- MEW – Electrical Distribution Networks Department.
- MEW – Electrical Installation Department.
- MEW – Water and Gas Department
- Ministry of Public Works.
- Kuwait Fire Brigade.
- Kuwait Municipality
- Ministry of Interior
- Ministry of Education.
- Ministry of Health.
- Ministry of Social Affairs & Labor.
- Public Authority for Agriculture & Fish Resources.
- Environmental Protection Council.
- Civil Aviation Authority.
- KNPC Kuwait National Petroleum Co.

3 PROJECT DURATION

The Ministry of Communications expects an aggressive time plan for delivery of the entire scope of work.

The respondents are required to submit a detailed plan explaining how the scope will be delivered and shall specify the time-frame required.

4.0 PROPOSAL REQUIREMENTS

The Consultant's proposal shall be prepared according to the requirements of this Request for Proposal. The proposal shall consist of two separate parts: a Technical Proposal and a separate Financial Proposal.

The Technical Proposal shall comprise the Consultant's discussion of project comprehension, work program, man-month input schedule, curricula vitae and Consultant's experience. The Financial Proposal shall comprise the Consultant's fee proposal and any other financial matters.

Ten (10) copies of Technical Proposal in hard copies together with 10 electronic CDs and the Financial Proposal submitted in ten (10) hard copies only. Both the proposals shall be submitted **separately** in sealed envelope with red wax and identified as Technical or Financial Proposal for the **Kuwait**

Railway Project Development Consultancy Services.

The following conditions apply to the soft copies:

- Soft copies containing the Financial Proposal or any Financial Data will result in disqualifying the Consulting Firm.
- In case of any discrepancy whatsoever between the hard copies and the soft copies, the hard copies shall prevail."

Each Technical Proposal and Financial Proposal shall be marked "**ORIGINAL**" or "**COPY**" as appropriate. If there are any discrepancies between the original and the copies of the proposal, the original governs.

The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked "Railway project Consultancy tender – Technical Proposal," and the original and all copies of the Financial Proposal in a sealed envelope clearly marked "Railway project Consultancy tender – financial proposal" and warning: "**DO NOT OPEN WITH THE TECHNICAL PROPOSAL.**" Both envelopes shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address, project title and number and Client and be clearly marked, "**DO NOT OPEN, EXCEPT IN PRESENCE OF THE EVALUATION COMMITTEE.**"

4.1 The Technical Proposal

The Consultant shall submit a Technical Proposal explaining his approach to the execution of this project, including the following elements.

4.1.1 Discussion of Project Comprehension

This element shall consist of a concise, but complete, discussion of the Consultant's comprehension of the project, divided into the following distinct sections.

- Purpose of the project
- Problems and issues related to the project.
- Technical and professional requirements of the project, in compliance with the relevant codes and standards.

4.1.2 Work Program

A description of the methodology and work program shall be presented in bar chart form as shown in Format 1, Section 5. This program shall identify proposed work tasks, duration of tasks, informal consultations/meetings, formal review periods, monthly progress reports and contacts with governmental agencies. Informal consultations and meetings shall be recorded and minuted by the Consultant and submitted to MOC for approval and/or comment. Formal review periods will result in written comments from MOC.

The bar chart shall be updated and re-submitted to MOC for approval within 15 days of the signing of the Agreement to reflect actual start and proposed milestone dates. When, for any reason, the milestone dates change, the Consultant shall submit a revised bar chart with his monthly progress report.

A description including the following components shall be provided for each task identified on the bar chart.

- Statement of the task's objective.
- Explanation of the process and/or a list of procedures to be followed in implementing the objective.
- Product(s) forthcoming from the task.
- Name of the professional team member who will have major responsibility for the task.
- Duration of the task in calendar days and estimated man-month input to task completion (Note: This information must be coordinated with the man-month Input (Schedule)).
- Any comments or suggestions on the Terms of Reference and on the data, a list of services and facilities shall also be provided.

The Consultant shall produce a work program that realistically fulfills the requirements of this RFP. The program must be logically sequenced, adequately detailed to convey a clear understanding of proposed approach, and consistent with current professional practices, analysis techniques and design methods.

In setting out the work program, the Consultant shall allow sufficient time for MOC to review each phase or the work.

4.1.3 Man-month Input Schedule

Format 2 of section 6 is intended for the submission of information pertaining to professional staff.

The Consultant shall specify all the professional and technical inputs he intends to implement in his work program. This will be on a man-month basis, and each professional team member will be indicated by name, designation, position, firm, duration of involvement in the project, and man-months in Kuwait or elsewhere.

4.1.4 Curriculum Vitae

The list of the proposed staff team by specialty, the tasks that would be assigned to each staff team member, and their timing

CVs recently signed by the proposed professional staff and the authorized representative submitting the proposal. Key information should include number of years working for the firm/entity and degree of responsibility held in various assignments during the last ten (10) years.

Complete curricula vitae of all professional team members, from key staff down to senior level, will be submitted as shown in Formats 3A to 3B of Section 5. For key and senior professional team members, it is assumed that there will be no change from those specified. Any later change will only be permitted with the approval of the MOC. For all professional team members, the Consultant shall indicate the proposed position description.

4.1.5 Consultant's Experience

A brief description of the firm's organization, and an outline of recent experience on assignments of a similar nature. For each assignment, the outline should indicate, *inter alia* the duration of the assignment, contract amount, and firm's involvement. Special attention will be given to similar project performed in the gulf region and under construction.

Full details of the relevant experience of the Consultant, his local associates and his specialist sub-consultant firms, shall be submitted as specified in Format 4A to 4B of Section 5.

Experience and a proven track record in similar projects of the Consultant, his local associate and specialist sub-consultants will be a major factor in the evaluation of the Consultant's Proposal.

The Consultant shall submit with his Technical Proposal a signed statement confirming that all the work shown was actually done by him or his sub-consultants. References may be sought from past clients as to design responsibilities, performance etc.

4.2 The Financial Proposal

In preparing the Financial Proposal, consultants are expected to take into account the requirements and conditions outlined in the RFP documents. The Financial Proposal should follow Standard Forms (Section 5).

It lists all costs associated with the assignment, including

(a) remuneration for staff (foreign and local, in Kuwait, Kuwait city, and at the firm's headquarters), and (b) remunerative expenses such as subsistence (per diem, housing), transportation (international and local, for mobilization and demobilization), services and equipment (vehicles, office equipment, furniture, and supplies), office rent, insurance, printing of documents, surveys, and training, if it is a major component of the assignment. If appropriate, these costs should be broken down by activity.

The financial proposal should be prepared and submitted for providing the services in the 6 phases as listed below:

1. Review and Assess Previous Planning Works:
2. Propose an institutional framework for the Client implementation of the project
3. Prepare a feasibility study :
4. Prepare a Preliminary design for the priority line(s) selected for implementation
5. Prepare tender documents for Design & Build tender including evaluation methods and evaluation grid
6. Assist Client in the tender process and during tender including technical evaluation of proposal and recommendation, clarification etc.
7. The single currency for the Financial Proposals shall be the Kuwaiti Dinar.

The Consultant fees shall be stated as a total, fixed lump sum fee broken down into direct staff salaries, head office overheads, profits and direct expenses as specified in Formats 5A & 5B of Section 5.

All the proposal (Technical Proposal and Financial Proposal) shall be prepared in indelible ink. It shall contain no inter-lineation or overwriting, except as necessary to correct errors made by the firm itself. Any such corrections must be initialed by the persons or person who sign(s) the proposals.

An authorized representative of the firm initials all pages of the proposal. The representative's authorization is confirmed by a written power of attorney accompanying the proposal.

The Consultant shall take into consideration that if the scope of work indicated in this TOR is reduced, his Financial Proposal should be adjusted to reflect the final agreed upon reduced scope of work

4.3 General

- 1) Any previous or ongoing participation in relation to the assignment by the firm, its professional staff, or its affiliates or associates under a contract in particular with the Ministry of Communication or municipality of Kuwait may result in rejection of the proposal. Consultants should clarify their situation in that respect with the Client before preparing the proposal.
- 2) Conflict of Interest Disclosure. : Consultants can be hired for downstream work. It will be the exclusive decision of the Client whether or not to have the downstream assignment carried out, and if it is carried out, which consultant will be hired for the purpose.
- 3) The Consultant shall take special care to prepare and submit Formats 1 through 5 of Section 5 in the form presented. If sufficient space is not available, the Consultant may use additional sheets provided the format is not revised in any way. Principal emphasis will be given to data furnished in the given formats to evaluate the Consultant's ability to perform the work satisfactorily.

- 4) Associations and/or joint-venture agreements between consulting firms for this project, if applicable, shall be submitted with the proposal, in which the relationship between the Consultant and his sub-consultants shall be clearly identified.
- 5) The Consultant and any associate or sub-consultant shall abide by the terms and conditions of the Agreement which will be governed by the Laws of the State of Kuwait & MOC.
- 6) All local taxes and import duties payable in accordance the laws and regulations of the State of Kuwait shall be borne by the Consultant. A Minimum of 5% will be withheld pending payment of outstanding taxes to the Ministry of Finance.

SECTION 5 FORMATS