



# **SECTION 1**

## **INTRODUCTION**



## 1 INTRODUCTION

١. Ministry of Communications (MOC) is planning a major study to set the basis for establishing an International Bus Terminal in Sulaibiya area of Kuwait. All international bus services in and out of Kuwait will be operated from this facility.
٢. The objective of the MOC is to establish a state-of-the-art Bus Terminal designed, built, operated and maintained as per international best practices.
٣. This study is aimed to develop a Master Plan for the proposed Bus Terminal by planning and designing the facility with a comprehensive understanding of the requirements of the concerned public and private stakeholders while serving the present and future passenger demands.
٤. A major requirement of the study is to identify and quantify the current and growing demand of cross-border travel by bus.

In order to fulfill this objective, the MOC, through the Ministry of Finance wishes to appoint a specialized international consultant in association with a local consultant (proportion of 70% / 30% respectively) to conduct a study to develop a master plan and design the proposed International Bus Terminal.

### 1.2 Objectives

The study objectives are follows:

١. Develop the proposed International Bus Terminal as an integral and vital component of the transportation infrastructure in Kuwait
٢. Develop a Master Plan for the proposed International Bus Terminal to meet the current and future passenger demand
٣. Develop appropriate demand models and forecast passenger demand
٤. Develop strategies and propose policies to maximize the mode share of bus for cross border travel in and out of Kuwait and reduce the use of cars for such trips
٥. Identify the best set-up for constructing, operating and maintaining the facility, and prepare all documentation including concept drawings and tender documents to select qualified entities to construct, operate and maintain the proposed terminal

### **1.3 Location**

The site is located north 6<sup>th</sup> Ring Road adjacent to Amgara Industrial Area, the total area of the site is approximately 1,000,000 m2. The consultant is required to verify the suitability of the location and expected to propose new location if required.

## **SECTION 2**

### **CONSULTANT DUTIES**

## ٢ CONSULTANT'S DUTIES

١. Indications are given in this document as to the scope of work, program etc. It is the consultant's responsibility in both the Technical and Financial Proposals to clearly demonstrate understanding of the study and design requirements, define the study methodology including work tasks, surveys, forecasting techniques etc., to produce a clear work program including important reporting stages and study and design outputs.
٢. The nature of this study and design is such that all work should be carried out in Kuwait. This is a firm requirement and each consultant should submit a Financial and Technical Proposals on this basis.
٣. The Consultant should demonstrate a clear understanding of the contents, quality and quantity of the outputs required from this study and design before submitting any proposals. There should be definitive statements in both the Technical and Financial Proposals concerning these undertakings.
٤. The consultant is invited to make any comments or recommendations, which he considers, would improve or clarify these Terms of Reference. However, any such comments will not absolve the consultant from fulfilling the intent and content of the Terms of Reference.
٥. The consultant shall maintain a fully operational office adequately staffed by professional and support personal for the period study and design agreement. As a minimum, the consultant's core staff based in Kuwait shall consist of Project Manager in over all charge of the project, Transportation Planner, Economist, Traffic Engineer, Transit expert, Architect, GIS specialist, and secretary.
٦. The Consultant should appraise the content and quality of existing data before submitting the proposals stating understanding of the existing database.
٧. It should be noted that whilst Kuwait Municipality officials will be involved in this study and design, their inputs should not be included towards the consultant's work program. This applies to all aspects, including surveys, etc.
٨. Attention is drawn to the fact that a number of government and other agencies have interests in the project. It is the responsibility of the consultant to ensure that they liaise with these agencies and agree on standard and requirements.
٩. The consultant's work program should be comprehensive with this overall staff inputs consistent to achieve that program.
١٠. The consultant should maintain close liaison with Ministry of Communications during all phases of the project.

11. Local planning is an ongoing process and the consultant should always be alert to any development, which could required revision. Any development should be included in the scope of work.
12. The consultant shall make formal computerized presentations to the client at the end of each stage, as well as informal presentations. The formal presentations shall be in the form of PowerPoint presentation or any other agreed upon software.
13. The consultant should take into consideration to make any other presentation as required by the Municipality – Municipal Council.
14. Any necessary handout in relation to these presentations should be given out, upon the client's request, interim meetings, presentations and reviews shall be scheduled as necessary.
15. Client review periods of a maximum of three weeks shall be taken into consideration at the completion of each stage. In general client approval of each stage shall be necessary before proceeding with the next stage; however conditional to client's approval, some stages may proceed concurrently with other stages or with client review period.
16. All formal and informal meetings shall be recorded and minuted by the consultant and submitted to the Ministry of Communication or approval and/or comments within one week.

## **SECTION 3**

### **SCOPE OF WORK**



## ٣ SCOPE OF WORK

The proposed International Bus Terminal is to be constructed in Sulaibiya Area. The Consultant's work shall be completed in four (4) stages:

١. Stage I –Data collection and development of Passenger Model
٢. Stage II –Master Planning and Development of Design Alternatives.
٣. Stage III – Development of Master Plan and Management System.
٤. Stage IV – Development of Concept Drawings and Tender Documents

### 3.1 Stage I - Data Collection and Development of Passenger Model

#### 3.1.1 Data Collection

During the data collection phase, the Consultant shall work in full co-ordination with the other services ministries and Public Transport Companies. The Data Collection shall include and not limited to the following:

١. Information on the existing and proposed bus routes
٢. Traffic counts at salient points on the road network surrounding the proposed site
٣. Topographical maps of the project area clearly showing the surrounding road network
١. Historical data of passenger movement through borders including seasonal variations particularly relevant to the Hajj, Eid holidays and summer seasons as well as for Umra
٢. Historical data of passenger movement by air
٣. Historical data of freight transfer though land borders, in particular the transport of parcels and courier
٤. Planning and demographic data
٥. Person interview surveys focused on current international passengers who could potentially switch to bus-based cross-border travel (Stated-preference and other)
٦. Relevant Economic and Financial data including growth forecasts
٧. Discussions with the Ministry of Communication, Kuwait Municipality, Ministry of Finance , Custom and Ministry of Interior and any other concerned authorities about their requirements within the Bus Terminal

- ∧. Relevant information and any studies that concerned agencies may already have undertaken
- ∩. Relevant studies undertaken by private agencies/companies

### **3.1.2 Passenger model**

The consultant shall utilise the collected data to develop a passenger database and build a passenger model which will be the tool to estimate the future passenger growth and forecast the demand for cross-border travel by bus.

### **3.1.3 Traffic Impact Study (TIS)**

The consultant shall conduct a TIA as per the latest Kuwait Municipality directives which shall include and not limited to the following;

- ∪. Assessing existing road network surrounding the proposed Terminal site.
- ∩. Assessing road network at operation year before and after implementation.
- ∫. Assessing road network surrounding the proposed Bus Terminal site at horizon year (2030).
- ∫. Assessing the internal road layout and traffic circulation
- ∩. Assessing the need for special bus ramps to link the site to the surrounding network

## **3.2 Stage II - Master Planning and Development of Design Alternatives**

### **3.2.1 Master Plan**

The consultant shall develop a Master Plan for the proposed International Bus Terminal which will fulfil requirements of passengers as well as public and private stakeholders. Safety of passengers and service staff shall be accorded the highest concern. In particular, the requirements of the following, but limited to, stakeholders are to be taken into account:

#### **A. Ministries Authorities and other government agencies**

- Ministry of Interior (Immigration, traffic, enforcement, etc)
- Ministry of Finance (customs).
- The Public Authority of Agriculture Farming (testing facilities)
- Ministry of Communications (facility management)
- Kuwait Municipality (laboratories)
- Ministry of Health.

- Fire Brigades
- Staff Car park

#### **B. Bus operators**

- Bus company offices
- Bus parking facilities
- Bus workshops, washing areas ...etc.
- Motel and/or Dormitory for drivers and other staff
- Fuel Station
- Staff Car park

#### **C. Passengers Requirements**

The consultant shall design passenger spaces in such way to minimise passenger exposure to out side climate while ensuring the highest level of safety. Designs shall be based on the latest international best practices of passenger security and convenience. The facilities to be provided shall include, but not limited to the following;

- Ticketing/booking counters
- On-line booking and purchase facilities
- Ticket vending machines
- Banks and ATM
- Traveller Information Systems
- Well-lit and adequately ventilated lounges/waiting areas
- Safe and secure boarding area
- Locker facilities
- Mosques/prayer halls
- Lavatory/toilets with shower facilities
- Exchange offices
- Retail shops
- Restaurants and Cafés
- Insurance offices
- Car-rental offices
- Clinics

- Long-term and short-term car park

#### **D. Other**

- Parcel/courier company offices
- Clearance companies
- Taxi-stand

### **3.2.2 Design Alternatives**

Following industry best practices and in consultation with MOC Project Manager, the consultants shall estimate space/land requirements to handle the projected passenger volumes as well as for the public and private stakeholders indicated above.

The consultant shall develop three (3) alternative schemes each showing the functional layout of the main passenger terminal building. The schemes shall also show the proposed land use distribution for the terminal building, ancillary buildings, internal road network, car parks and connection to external road.

### **3.2.3 Selection of Preferred Plan Alternative**

The consultant shall then evaluate each scheme option based on an evaluation criteria to be agreed with the MOC Project Manager and shall recommend a preferred alternative. The evaluation criteria shall include, but not limited to, character/theme of overall design, efficiency of layout, construction cost, expandability and ease of phased expansion, expected operation cost, expected maintenance cost, traffic impact, environmental impact, safety, etc.

### **3.2.4 Municipal Council Approval of Preferred Plan Alternative**

At this stage, the consultants shall prepare presentations of the Preferred Plan Alternative to be reviewed by the Municipal Council. The presentations shall include detailed drawings and visual 3D animation of the terminal building and should be detailed enough to bring out the salient characteristics and features of the proposed International Bus Terminal.

## **3.3 Stage III – Development of Master Plan and Management System**

### **3.3.1 Development of Preferred Plan Alternative**

Upon receiving approval from the Municipal Council, the consultants shall proceed to develop the Preferred Plan into a detailed Master Plan for the proposed International Bus Terminal. The Master Plan shall clearly establish the size and

location of the main passenger terminal building, various ancillary buildings and other land uses.

The consultant shall also establish the architectural principles and themes upon which the detailed design of the passenger terminal building will be carried out.

### **3.3.2 Development of Management System Alternatives**

The consultant shall propose an appropriate mechanism to effectively establish the International Bus Terminal through construction, operation and maintenance of the facility. The consultants shall consider and evaluate the following, but not limited to, Management System alternatives:

- Construction, operation and maintenance by Ministry of Communication
- Construction operation and maintenance by Private Sector.
- Construction operation and maintenance shared by Ministry of communication and Private Sector

Further, the consultants shall develop selection criteria and based on this criteria recommend the most appropriate one.

#### **3.3.2.1 Construction operation and maintenance by Ministry of Communication**

Under this scenario, the proposed facility shall be constructed, operated and maintained by the Ministry of Communication. The consultant shall evaluate this option paying particular attention to procedural issues for the Ministry to construct, operate and manage the facility and shall draw the structure of organizational set-up which shall include and not limited to;

- Description of each proposed position or job
- Minimum qualification required for each position or job.
- Training Program for Minister of communication freshly graduated engineers.

#### **3.3.2.2 Construction operation and maintenance by Private Sector**

Under this option, the facility shall be shall be constructed, operated and maintained by the private sector. The consultant shall evaluate this option clearly identifying the advantages and disadvantage and recommend procedures for Ministry of

Communication on how to privatize the proposed International Bus Terminal. The issues addressed shall include, but not limited to:

- Establishing criteria for competing companies
- Developing a selection process and evaluation criteria in line with the prevailing laws in Kuwait
- Prepare Terms of Reference
- Recommend investment period
- Propose the structure of organizational set-up required by MOC to manage and follow up with private operators
- Legal procedures.
- Possibility of developing a consortium

### **3.3.2.3 Construction operation and maintenance shared by Ministry of communication and Private Sector**

Under this option, the facility shall be constructed, operated and maintained jointly by MOC and the private sector. The consultant shall evaluate this option clearly identifying the advantages and disadvantage and recommend procedures for MOC as to how to set up joint public-private sector bodies. The consultant shall take into account all relevant issues including, but not limited to:

- Legal procedures
- Developing a selection process to identify the private sector partner in line with the prevailing laws in Kuwait
- Prepare Terms of Reference
- Recommend investment period and structure
- Propose structure of required organizational set-up
- Possibility of developing a consortium

### **3.3.3 Selection of Preferred Management System**

The consultant shall develop selection criteria in consultation with the Ministry of Communication Project Manager and select the most appropriate arrangement for constructing, operating and maintaining the proposed International Bus Terminal.

### **3.4 Stage IV – Development of Concept Design and Tender Documents**

#### **3.4.1 Concept Design for the Terminal Building and ancillary buildings/structures**

At this stage, the consultant shall expand the approved schemes/plans into concept plans/designs. For the main Terminal Building, the concept design should clearly indicate the architectural character and identity of the building fully reflecting its significance as a major component of the Kuwait transportation infrastructure. The requirements for passengers, agencies and other parties estimated at Stage II should be provided for and adequately laid out to ensure functional integrity of the facility. The level of detail of the concept plans and drawings shall be such that they can be carried forward to detailed design by construction contractors.

#### **3.4.2 Preparation of Tender Documents and Tender Review**

The consultant shall prepare necessary tender documents for appointing contractors and/or consultants as required by the requirements of the selected management system (as per 3.3.3).

Based on instructions from the MOC Project Manager, the consultant shall develop tender evaluation criteria and review the tenders and make appropriate recommendations.



## **SECTION 4**

### **Work Program and Deliverables**



## € WORK PROGRAM AND DELIVERABLES

### 4.1 Work Program

This section is merely intended to give a general guideline to all consultants. However, each consultant should ensure that his own program is practical and adequate to meet the requirements of the study and design. Should he be selected, it will also be his responsibility to achieve the agreed program. It is the Consultant's responsibility to submit a comprehensive work program in his Technical Proposal. His program should clearly identify all key elements relating to work tasks, outputs and contents of reports at each stage.

#### 4.1.1 Period of Agreement (18 months)

The total period of Agreement for the Consultant's services for all the work will be eighteen (18) months including three months (3) for Municipal Council approval.

#### 4.1.2 Data Collection and development of Passenger Model (Stage I 4 months)

Within (4) four months from the date of commencement, the consultant shall complete all Stage I work, prepare a report, and obtain review comments. This period shall include two weeks for review and approval.

#### 4.1.2 Master Planning and Development of Design Alternatives (Stage II 7 months)

Within (5) five months from the date of completion of Stage I and approval is given by the Ministry of communication to proceed with Phase II, the Consultant shall complete Requirements, provide the reports, and obtain review comments.

Note: This Stage shall allow for three (3) months review period for review and approval by the Municipal Council.

#### 4.1.3 Development of Master Plan and Management System (Stage III 3 months)

Within (3) three months from the date of completion of Stage II and approval is given by the Ministry of communication to proceed with Phase III, the Consultant shall complete Requirements, provide the reports, and obtain review comments. This period shall include two weeks for review and approval.

#### 4.1.4 Concept Drawings and Tender Documents (Stage IV 4 months)

Within (3) three months from the date of completion of Stage III and approval is given by the Ministry of communication to proceed with Phase IV, the Consultant shall complete Requirements, provide the reports, and obtain review comments. This period shall include two weeks for review and approval.

## **4.2 Deliverables**

The Consultants shall prepare and furnish the Deliverables described under this Section.

### **4.2.1 Progress Reports**

The Consultants shall submit monthly progress reports.

### **4.2.2 Stage I Deliverables**

- Stage I Inception Report
- Working Paper on Data Collection and survey findings.
- Technical Paper on Development of Passenger model.

### **4.2.3 Stage II Deliverables**

- Stage II Inception Report
- Working Paper on Planning Approach and Land use Budget.
- Working Paper on Planning Option and Selection of Preferred Alternative.

### **4.2.4 Stage III Deliverables**

- Stage III Inception Report
- Working Paper on Development of Management System Alternatives.

### **4.2.5 Stage IV Deliverables**

- Concept Plans/Drawings and Tender Documents.

### **4.2.6 Hard and Soft Copies of Deliverables**

- For all deliverables except the tender documents, 10 hard copies required and 2 soft copies shall be submitted.
- For the tender documents, 20 hard copies and 2 soft copies shall be submitted.

#### **4.2.7 Drawings**

- Drawings shall be produced as necessary by the Consultants in AutoCAD and GIS format as agreed.
- The Concept drawings shall cover the appropriate information and details.

#### **4.2.8 Computerized Data**

- The Consultants shall discuss with the Project Manager early in the Assignment to ascertain the specific requirements for the submission of computerized data in the Assignment.
- All computerized data collected and developed throughout the Assignment shall be submitted and properly installed into the Lab top computer systems and handover to the project Manager.
- The data and information shall include:
  - (a) The data collected in the Assignment and all traffic and information obtained from other parties. The source and version of the data shall be clearly indicated. The data shall be submitted no later than three weeks after the submission of the working papers.
  - (b) 10 CD of all technical and working papers
  - (c) 10 CD of all Concept Drawing in AutoCAD Format and Tender Documents.



## **SECTION 5**

# **GENERAL REQUIREMENTS**



## ◦ GENERAL REQUIREMENTS

### 5.1.0 Consultant's location of work and staff

The Consultant shall maintain a fully operational office in Kuwait adequately staffed by professional and support personnel for the period of the design agreement.

### 5.2.0 Training Program

The Ministry of Communication will elect to assign two Kuwaiti engineers to the Consultant for training. The period for training is recommended to commence with the start of the Study Stage I and continue until the completion of the study and design.

The Ministry of Communication engineer assigned to the Consultant shall carry out the Consultant's orders and instructions, it is expected that they will be assigned for full time working Ministry of Communication.

The Consultant is required to enter monthly rate per trainee as per the Agreement. Reimbursement to the Consultant for these costs shall be on the basis of percentage completion.

The consultant shall arrange study tour for three engineers to exhibit other countries experience in Bus Terminal in term of management, operation, maintenance and structure of managing Board.