



# Government of Khyber Pakhtunkhwa

Planning & Development Department

Sustainable Development Unit

Project Management Unit Khyber Pass Economic Corridor



WORLD BANK GROUP

## TERMS OF REFERENCE FOR THE CONSULTANCY SERVICE OF “MASTER PLAN AND FEASIBILITY STUDY OF AN INTERNATIONAL BUS TERMINAL TO SERVICE BUSES TRAVELING BETWEEN AFGHANISTAN AND PAKISTAN

Country:	Pakistan
Name of the Project:	Khyber Pass Economic Corridor
Consultancy Services:	“Master Plan and Feasibility Study of an International Bus Terminal to Service Buses Traveling between Afghanistan and Pakistan”
Credit No.:	IDA-62700
Project ID:	P159577
Reference No.	PK-KP SDU-3334306-CS-CQS

### **1.0. BACKGROUND AND INTRODUCTION**

Government of Khyber Pakhtunkhwa with the assistance of World Bank plans to establish a modern state of the art International Bus Terminal in the Khyber Pass Economic Corridor Project area of Greater Western Plan (GWP) of Peshawar and Khyber districts to serve the buses and other transport move between Afghanistan and Pakistan in viable location. The International Bus Terminal (IBT) would be constructed with the ambitious to develop businesses comprises best transportation facilities and to provide opportunities for people engaged in transport sector. The Bus Terminal includes Commercial building (accommodating administration, technical support finance & traffic departments, as well as shops and other services), Rest Areas, Parking Lots (short and long time stay), Workshops/repair shops with modern equipment, petrol pumps (s), washing and garage facilities adequate for buses, and equipped the activity with all facilities including ramps and lifts to create a “universally accessible” design/environment, which support the Strategic Spatial Master plan of Western Greater Peshawar. Need to specify these passenger services, including: departure/arrivals halls, waiting/seating areas, bays for the arrival/departure of buses, ticket counters, staff offices, washroom facilities for passengers/bus-drivers, parking lots for international/domestic buses, parking lots for passengers/vehicles with pedestrian delimited areas. All proposed facilities will need to be gender and disability friendly. Given the local socio-cultural environment, separate facilities will be needed for women and girls in addition to “family” waiting areas. Additional space/hall will be required for all international arrivals to undergo immigration and health processing (when needed during pandemics). For this purpose, proposals are invited from qualified consulting firms/consortium of consultants for conducting detailed feasibility study and business plan for the project as per following objective and scope of works.

### **2.0 PURPOSE OF THE PROJECT**

The purpose of the multifunctional facility of international level bus terminal in the KPEC project area of WGP is to generate an economic and social revival of the area with an optimal generation of revenues. To do so a maximized Return on the Equity (ROE) is envisioned considering the traffic projection of the region and special focus on passenger services.

### **3.0 OBJECTIVE OF THE ASSIGNMENT**

The Primary objective of the assignment is to prepare a feasibility study and a business plan for establishing a modern state of the art bus terminal along with allied facilities on a practical and feasible location. The study will include a masterplan that ensures a flexible and sustainable spatial development for growth of the bus terminal so to be able to accommodate future transportation activities and supporting functions that are essential for the daily functioning of an international bus terminal.

### **4.0 SCOPE OF WORK**

The scope of the assignment shall cover the following aspects to conduct the proposed study, however, scope of the work is not confined to below mentioned area and will be flexible to accommodate research study to highlight most suitable area/ location for the bus terminal.

- Current Situation Analysis in the area.
- Identification and selection of viable locations in (a) Location on Western Peshawar, linking to PTEX, BRT and to existing roads (b) Location at the end of SLR (Southern link road by pass) for the activity to meet all the requirements of the international bus terminal facilities.
- The consultants clearly identify and device the mechanism and criteria to assess and evaluate the weakness and strengths of all the sites under consideration, including environmental and social considerations, and recommendation should be made for the best selected site.
- Traffic Study including both Origin Destination Survey (ODS) and Passenger Carrying Units Survey (PCU).
- Passenger handling capacity analysis including boarding and alighting facilities for all users.
- Data related to intercity and intra-city bus operation and other relevant transport activity/ facility, maintenance, and economic and productivity indicators must be collected and reviewed within the project area.
- Proposed facilities should be supported with the public transport network plan include (i) bus terminals (for transfer between intra & inter-city and intra and inter-country buses), (ii) intermodal facilities at proposed terminal, (iii) para-transit facilities, and (iv) pedestrian facilities around bus terminals and other allied facilities, with due considerations of addressing gender and disability needs including ramps and lifts. Conduct market sounding for development of the terminal through private sector.
- Consultation with the relevant transporters and other stakeholders. Market and Need Assessment Survey (NAS) for potential property development and determining project features which may include, Shopping Mall, Office Tower, Food Court, Recreational facilities, Parking area (long and short term) Health facilities, Workshops and Service Area and other allied facilities which support the trade and transport facilities between Pakistan, Afghanistan and Central Asian countries for the economic and social development of the region.

#### **Environmental and Social Risks:**

Detailed Environmental & Social screening of the site will be carried out along with required mitigation measures. Which will identify the extent and complexity of potential environmental & social impacts and the socioeconomic characteristics of the project area. Screening of at least 3 proposed sites under analysis of alternatives from the perspective of status of land ownership, extent of land requirements/size, revenue record, land use, approx. pricing/cost etc. potential relocation and other involuntary

resettlement impacts, cultural heritage screening, stakeholder engagement, leading to recommendation of preparation of plans (resettlement, labor, cultural heritage, etc.) needed, in accordance with World Bank Operations Policy on Involuntary Resettlement OP 4.12 and OP 4.01.

### **Business model and Implementation plan**

- Propose a business model for the terminal.
- Governance and management structure for operating the proposed project.
- Financial evaluation of the project including project cost, revenue estimates, operational expenditure, projected P&Ls, Cash Flows and Balance Sheets for at least 10 years.
- Explore and propose options for non-fare revenues.
- Preliminary /conceptual design (CD), the architectural, structural and infrastructural component of the project along with the preliminary/ tentative cost for element of the plan including approach / access road.
- Project Implementation Plan.
- Regulatory framework and its application including options for: (a) outsourcing IBT operation to a private operator; (b) revenue generating activities from rental space in commercial areas.
- Mapping, analysis, role and inputs of various stakeholders including the Local Government, Civic Agencies, Business Communities, Industry, Utilities Providers, Trade and Transport Organizations etc.
- Recommendations of most viable site and way forward.

Thus, the consultant will design and structure the feasibility report in a manner to seek guidance and assistance from the client, the relevant stakeholders, including GoKP, the Transport Department and in procuring the qualified bidder (based on the business model) for the project, suggest necessary measures/ options which may reduce any negative externalities that may arise as a result of the project. This project will be a state-of-the-art intervention in the region. The scope of work is divided in the following two phases/stages:

#### **4.1 Stage 1: Feasibility Study (Activities and Deliverables)**

##### **4.1.1. Task 1: Inception Report: Methodology, Timeframe and Desk Review.**

Within four weeks of the award of the assignment, the consultant firm will conduct a kick-off meeting with the Client and its representatives. Objective of this meeting will be to discuss and finalize the detailed plan of activities proposed by the consultants.

##### **Deliverables of task1:**

##### **Inception Report that will include:**

1. A detailed methodology and time schedule (Gantt Chart) for achieving the key milestones for the said consultancy assignment with completion dates.
2. A communication strategy.
3. Assessment and fixation of draft requirements with stakeholders.

4. Review of the existing studies and identification of requirements keeping in view the KPEC project specific requirements.
5. Finalization of project requirement with stakeholders.

(Timeframe for Task 6-8 weeks from signing of the agreement)

#### **4.1.2. Task 2: Preparation of Feasibility Study**

The firm shall study and propose various alternative models (including PPP mode) to carry out the subject project, covering all the legal, organizational, technical, environmental, social and financial implications. The firm shall conduct a market survey and the following surveys/studies to examine/analyze the commercial viability, market demand and revenue potential of the project with respect to alternative models of PPP;

1. Find out the suitable location of land in consultation of concerned authority, estimation of land cost considering market rates, government notified rates, other compensation payments as required by World Bank policy (see KPEC RPF), and relevant documentation.
2. Cost and benefit analysis along with business models.
3. Conduct topographic survey, geotechnical investigation of land along with laboratory test and other relevant surveys and preparation and submission of high resolution colored Arial satellite images of land and adjacent area.
4. The study should also include a plan proposal for a viable public-private partnership (PPP).
5. Preparation of Master Plan, tentative cost of land and developments works.
6. Determination of sufficiency and availability of utilities needs in the area such as Electricity, Sui Gas, water etc.
7. Survey of user/ client potential as user of proposed activity.
8. Survey to determine bus terminal complex and parking areas requirements.
9. Survey to assess need for all utility and infrastructure requirements including water, waste water disposal, gas, electricity of complex along with estimate and assistance required government departments/agencies to provide these utilities and infrastructure.
10. Socio-economic assessment and analysis, as per Government of Pakistan's /Government of Khyber Pakhtunkhwa and World Bank Operations Policy 4.01 and additional environmental and social) plans and propose ToRs of resettlement plan for final selected site, along with detailed plan/implementation schedule.

Based on above said survey findings, the consultant firm shall determine the facilities requirement, size, capacity and a concept design with complete capital costs for project completion. A comprehensive financial model shall also be prepared that determines the optimal design parameters, service level, all risks assessment (identification, evaluation, estimation of risk cost and occurrence, environmental and social assessments and costs, mitigation and allocation) & cost analysis, cash flow, sensitivity analysis, capacity of the Project to meet its obligations of cost, debt service coverage and Return of Equity (ROE) for the Bidders.

Also the feasibility study must enable the client to determine;

1. Full Project cycle costs including but not limited to Project development costs, cost of infrastructure, Interest During Construction (IDC), Construction Period Insurance Costs, other capital costs;
2. Environmental mitigation costs; Cost of land acquisition along with other resettlement costs (payment of allowances for vulnerability, relocation, compensation for disturbances or temporary loss of income, etc.).
3. All operating cost inclusive of insurance, training costs, other relevant cost used in calculating net annual cash flows/profits for Bidders;
4. Debt and equity assumptions of project cost financing (any upfront debt service reserve fund amount as required by lenders should be capitalized and funded from equity as lenders may not be inclined to fund this cost);
5. Calculate Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA) to assess the cash flow available to pay lease rentals to client, any debt servicing payments and the ROE for the Bidders;
6. Present summary of results from the base financial model: Pay Back Period, Discounted Pay Back Period, IRR, NPV, Economic IRR, Key indicators and recommend a Concession period.
7. Projected financial statements with all assumptions and notes
8. Affordability in terms of budgetary provisions and user charges;
9. Lenders interest and conditions of lending that includes preferred Bidder profile, appetite for funding amount, terms and conditions of financing and structure of the financing;
10. Outputs required in terms of service delivery (Service levels standards, performance indicators and etc);
11. Risks identified, quantified and its sharing between stakeholders
12. Payment and Penalty mechanisms; and
13. Value for money for the Project.

Feasibility study clearly needs to demonstrate affordability for the full project life cycle, and propose the feasible solution for client to achieve its desired outcomes, with due considerations of addressing gender and PWD needs. The feasible recommended structure must be genuinely reflective of the constraints and concerns of all the key stakeholders.

In addition to above, the consultant firm shall also conduct socio-economic assessment & analysis, stakeholders' consultations, environmental assessment of the project. Social and environmental management plan to address and mitigate the potential negative social and environmental impacts of the project shall form a part of feasibility study. Lastly, the consultant firm shall also determine the output specifications based on quality of service and performance standards for engineering works to be met by the client and to be formalized as a service level agreement. This will be formulated in the context of buildings safety measures specific to the project.

Consultative workshop of all relevant stakeholders for presenting findings of the draft feasibility study for incorporation of comments and suggestion of the stakeholders in the final feasibility report.

**Deliverables of feasibility Report including:**

1. Reports on survey/ studies completed by firm during services agreement.
2. A detailed assessment of the recommended structure keeping in view the critical mass to make this Bus Terminal-Complex financially viable according to clustering approach/ geographical segmentations.
3. An extensive financial evaluation of each facility to be provided in Commercial Complex, taking account of its financial feasibility and viability. Full cost of the Commercial Complex shall be determined from concept design and shall be broken down by each type and size of facility proposed including revenue sources & amount and estimated operating and maintenance costs, full cost of insurance for all risks attached.
4. A robust business and corresponding financial model (for the proposed structures), recommending the most optimal option. Model must be flexible enough to assess the viability and efficiency of the various proposed structures.
5. Master Plan and Design for the implementation of the project segments including appropriate legal, capital and corporate structures.
6. Risk analysis and risk mitigation strategies report.
7. Development of Asset and Facilities Management Plans for Project and shall collect data from primary and secondary sources for provision of utility services. The presentations and compiling of all relevant data required by line departments such as WASA, SNGPL, CDGL, TMA and other relevant quarters; and
8. Submission of the complete feasibility along with financial model, E&S Screening, stakeholders' consultation, legal due diligence and draft concession agreement.
9. Consultant will Provide ToRs for required E&S studies as identified through screening, which may include ToRs for ESIA, ESMP, RAP, any additional studies as per Government of Pakistan's /Government of Khyber Pakhtunkhwa and World Bank Operations Policy.

**Deliverables:** Complete feasibility report

(Timeframe: 24 weeks from signing of Agreement)

**4.2. Stage II: Approval (Activities and Deliverables)****4.2.1. Task 1: Approval of Project by the Steering Committee,**

The consultant firm, shall, based on the feasibility report recommendations, assist the client to obtain approval from the Steering Committee. In this regard, consultant firm shall address all issues and shall complete all necessary requirements for approval from Steering Committee including clearance from all concerned departments.

Approval of Project from the Steering Committee based on the stage -1

**Deliverables:** Presentation to stakeholder for approval of Task

(Timeframe: Maximum 2 weeks for assistance in getting approval from Steering Committee)

**Note:** In spite of the above all hard and soft copies of each item should also be provided by the consultant firm.

## **5.0. Deliverables/ Timelines & Payment Schedule:**

The consultant is required to complete the assignment in 26 weeks.

S.#	Deliverable	Timeline	Payment Schedule % of contract price
1	Inception Report (Methodology and Time line), Desk Review	6 to 8 Weeks after signing of agreement	10
2	Draft Feasibility Report and consultative workshop	20 weeks after signing of agreement	30
3	Final draft after consultation	Within two weeks after draft feasibility report submission	10
4	PSC presentation and Final Report	24 to 26 weeks after signing of agreement	50

### **5.1 IMPLEMENTATION ARRANGEMENTS.**

The Firm will be required to establish an office in Peshawar during the full duration of implementation of the activity.

#### **5.1.1 DURATION OF THE WORK:**

The consultancy firms once appointed shall complete the assignment in 26 weeks.

#### **5.1.2 RESPONSIBILITIES OF THE FIRM.**

- Undertaking all activities necessary for effectively preparing deliverables.
- Timely submission of reports.
- Comply with timelines as agreed in the inception meeting;
- Carry out the services with due diligence and efficiency; and
- Exercise such skill and care in the performance of the services as is consistent with recognized professional standards.

#### **5.1.3 RESPONSIBILITIES OF THE PROJECT.**

Provide support to the Firm in:

- (i) collection of data, (ii) intimation of workshop to participants, (iii) coordinating with stakeholders (iv) Review and critically assess the outputs and deliverables of experts to confirm that such outputs are in compliance with the relevant TOR (iv)

**5.1.4 Reporting Arrangement:** The consultant will report to the Project Director PMU- KPEC during the course of study.

#### **5.4. Selection Method and Qualification**

Firm will be selected in accordance with the Consultant's Qualification based Selection (CQS) method set out in the World Bank's: Procurement Regulations for Investment Project Financing Goods, Works, Non-Consulting and Consulting Services" (July 2016) revised November 2017 & August 2018.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016 [revised November 2017 and August 2018] ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

### Qualification and expertise of the key experts

S#	Key Expert	Education	Experience
01	Project Manager/Team Leader	<p>A Master's degree in the field of Civil / Transportation Planning/ Engineering or related field.</p> <p>Additional qualification in the same field will be given due weightage.</p>	<p>Minimum 15 years of relevant experience in the field of strategic consulting, analysis, design, and implementation of initiatives to strengthen regional connectivity, accessibility and territorial mobility and planning, road safety; urban transport, including road, non-motorized transport, and travel demand management; multi-modal logistics and cross border transport; intelligent transport systems; private sector participation in transport including public- private partnerships;</p> <p>Regional experience will be given due weightage.</p>
02	Economic Expert	<p>A Master's degree in Economics/ Development studies or related field.</p> <p>Additional qualification in the same field will be given due weightage.</p>	<p>Minimum 10 years of relevant experience in the field of strategic consulting, analysis, design, and implementation of initiatives to strengthen regional economic and territorial mobility and planning.</p> <p>Regional experience will be given due weightage.</p>

03	Ecological/Environment Expert	<p>A Master's degree in a relevant field of environmental sciences, natural sciences; environmental engineering, or related field.</p> <p>Additional qualification in the same field will be given due weightage.</p>	<p>Minimum 10 years of experience in the environmental/ ecological filed having understanding of environmental and social safeguard policies of donor and government.</p> <p>Regional experience will be given due weightage.</p>
04	Urban/ Spatial Planner	<p>A Master's degree in Space Science/ GIS/ Remote Sensing /Urban Planning/ City Regional Planning /Town Planning/ or related field.</p> <p>Additional qualification in the same field will be given due weightage.</p>	<p>Minimum 10 years of experience in the field of Urban Planning/ Spatial Planning/ Master Planning / Infrastructure.</p> <p>Regional experience will be given due weightage.</p>
05	Social Development & Resettlement Expert	<p>A Master's degree in social sciences or related filed.</p> <p>Additional qualification in the same field will be given due weightage.</p>	<p>Minimum of 10 years of experience in resettlements, grievance redressal and other social issues, must have understanding of the government and donor social safeguard &amp; Resettlement policies.</p> <p>Regional experience will be given due weightage.</p>
06	PPP Mode Expert	<p>Master's Degree in Economics, Business / Social Sciences/ Accounting/ Finance or related fields.</p> <p>Qualification in the area of PPP will be given due weightage.</p>	<p>Minimum 5 years of experience in PPP financial modeling, PPP project designing, PPP infrastructure, etc.</p> <p>Regional experience will be given due weightage.</p>
07	Financial Expert	A master degree in Finance, Accounting or related field.	Minimum 10 years of experience in the field of

		<p>Additional qualification in the same field will be given due weightage.</p>	<p>financial management, financial modeling, Financial advisory services, etc.</p> <p>Regional experience will be given due weightage.</p>
08	Transport Planning Expert	<p>A Master's degree in Transportation Engineering/ Planning or related field.</p> <p>Additional qualification in the same field will be given due weightage.</p>	<p>Minimum 10 years of experience in the field of transportation planning &amp; engineering.</p> <p>Regional experience will be given due weightage.</p>