



# पुणे महानगर परिवहन महामंडळ लि.

शंकरशेठ रोड, स्वारगेट, पुणे - ४११०३७



## \* प्रेस नोट \*

### ‘पुणे महानगर परिवहन महामंडळ लि. करीता बिझनेस प्लॅन संबंधी आरएफपी डॉक्युमेंटबाबत.’

पुणे महानगर परिवहन महामंडळ लि. कडील सद्यस्थितीत असलेला बस ताफा तसेच या बसेस संचलन कार्यक्षेत्रात होत असलेली वाढ विचारात घेता प्रवासी सेवेचे दर्जात अधिक वाढ होणे, संचलनात अधिक कार्यक्षमता येणे प्रवाशांना अधिक सुखकर बस सेवेबरोबरच आवश्यक माहितीची सुलभतेने उपलब्धता होणे, महामंडळास उत्पन्नाचे नविन स्रोतनिर्मिती, उत्पन्नवाढ इ. घटकांमध्ये कामगिरी सुधारणा होण्याचे अनुषंगाने २० वर्षांचा बिझनेस प्लॅन तयार करण्याचे कार्यवाहीनुरूप कामकाज सुरू आहे.

बिझनेस प्लॅनची आखणी करणेनुषंगाने प्रस्तुतकामी योग्य त्या संस्थेची निवड व नेमणूक करण्याची आवश्यकता विचारात घेवून त्यासाठी निविदा प्रक्रिया राबविणेकामी आवश्यक आर.एफ.पी. डॉक्युमेंट संकलीत करण्यात आलेले असून या डॉक्युमेंटमध्ये पुणे मनपा, पिंपरी-चिंचवड मनपा तसेच या मनपा क्षेत्रांतील नागरिक, एनजीओ, इतर संस्था यांसकडून काही अभिप्राय, बाबी सुचविणेचे असल्यास पुणे महानगर परिवहन महामंडळ लि.चे कार्यालयास ७ दिवसांत कळविणेची महामंडळाकडून विनंती आहे. संबंधीत आरएफपी डॉक्युमेंटची सॉफ्ट कॉपी पुणे महानगर परिवहन महामंडळ लि.ची वेबसाईट [www.pmpml.org](http://www.pmpml.org), पुणे मनपाची [www.punecorporation.org](http://www.punecorporation.org) व पिंपरी-चिंचवड मनपाची [www.pcmcindia.gov.in](http://www.pcmcindia.gov.in) या वेबसाईट्स वर अवलोकनासाठी उपलब्ध आहे.

दिनांक : ०२/१२/२०१३

मा. संपादक,

दैनिक.....

यांजकडेस ...

महोदय,

वरील प्रेसनोट नागरिकांच्या माहितीसाठी आपल्या लोकप्रिय दैनिकात प्रसिद्ध होण्याची विनंती आहे.

मा.स. कळावे.

sd/-

कामगार व जनतासंपर्क अधिकारी  
पुणे महानगर परिवहन महामंडळ लि.

**Pune Mahanagar Parivahan Mahamandal Ltd**  
**PREPARATION OF BUSINESS PLAN FOR PUNE MAHANAGAR**  
**PARIVAHAN MAHAMANDAL LTD**  
**NOTICE INVITING REQUEST FOR PROPOSAL**

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## **1. Disclaimer**

This RFP is being issued by Pune Mahanagar Parivahan Mahamandal Limited (PMPML) (hereunder called “Authority”/”PMPML”) to the interested Parties for preparation of business plan for Pune Metropolitan Region comprising of PMC and PCMC Areas , on such terms and conditions and for the achievement of the Aims & Objectives of the Business plan set forth in this RFP or that may subsequently be provided to Bidder(s) whether verbally or in documentary form by or on behalf of PMPML or any of its authorized employees or advisors and all other terms and conditions subject to which such information is provided.

It is hereby clarified that this RFP is not an agreement and is not an offer or invitation by PMPML to any parties hereunder. The purpose of this RFP is to provide the Bidder(s) with information to assist in the formulation of their proposals. While the RFP has been prepared in good faith with due care and caution, PMPML do not accept any liability or responsibility for the accuracy, reasonableness or completeness of the information, or for any errors, omissions or mis-statements, negligent or otherwise, relating to any feasibility / detailed project report or any other reference document mentioned, implied or referred herein or pertaining to the Business plan.

Bidder should carefully examine and analyze the RFP and bring to the notice of PMPML any error, omission or inaccuracies therein that are apparent and to carry out its own investigation with respect to all matters related to the Business plan, seek professional advice on technical, financial, legal, regulatory and taxation matters and satisfy himself of consequences of entering into any agreement and / or arrangement relating to the Business plan. PMPML and its employees make no representation or warranty, express or implied, and shall incur no liability under any law, statute, rules or regulations as to the accuracy, reliability or completeness of the information contained in the RFP or in any material on which this RFP is based or with respect to any written or verbal information made available to any Bidder or its representative(s).

No representation or warranty is given as to the reasonableness of forecasts or the assumptions on which this RFP may be based. Liability therefore, if any, is hereby expressly disclaimed.

PMPML may in their absolute discretion, but without being under any obligation to do so, update, amend or supplement the information in this RFP as per its requirements.

PMPML reserves the right not to proceed with the project, to alter the timetable reflected in this document or to change the process or procedure to be applied. It also reserves the right to decline to discuss the Project further with any party submitting a bid. No reimbursement of cost of any type will be paid to persons, entities, or consortiums submitting a Bid.

## 2. Definitions

In this RFP, the following word (s), unless repugnant to the context or meaning thereof, shall have the meaning(s) assigned to them herein below:

1. **“PMPML”** or **“Authority”** means the Pune Mahanagar Parivahan Mahamandal limited and shall include its authorized successors and assigns at all times.
2. **”Bid”** means the proposal submitted by the Bidder(s) in response to this RFP in accordance with the provisions hereof including technical proposal and financial proposal along with all other documents forming part and in support thereof as specified in this RFP.
3. **“Bidder”** means any person(s) including a sole proprietor or a partnership firm or a company or a Joint Venture or a Consortium or a foreign entity who submits a Bid along with Bid Security as per the terms of this RFP within the stipulated time for submission of Bids.
4. **“Bid Security”** or **“Earnest Money Deposit (EMD)”** means Security furnished by the Bidder of amount specified in Bid Summary as part of detailed Bid.
5. **“Bid Process”** means the process of selection of the Successful Bidder through competitive bidding and includes submission of Bids, scrutiny and evaluation of such Bids as set forth in the RFP.
6. **“Contract Period”** means period during which the consultant is providing technical services to PMPML.
7. **“Consortium”** shall mean the group of legally constituted entities, who have come together and have agreed to terms and Conditions of Consortium Agreement as specified in this RFP for operating and maintaining the Business plan, subject to the terms of this tender.
8. **“Deadline for Submission of Bids”** or **“Due Date for Bid Submission”** shall mean the last date and time for receipt of Bids as set forth in Bid Summary of this RFP under the heading **“Bid Summary”** or such other date / time as may be decided by PMPML in its sole discretion and notified by dissemination of requisite information.
9. **‘Lead Member’** shall mean in case bidder is a Consortium, the Firm nominated to act as Lead Member at the bidding stage, which qualifies as per the Evaluation Criteria. The Lead Consortium Member will represent the Consortium on all matters pertaining to the execution of the Scope of Work and shall hold the primary responsibility of implementing the Business plan.
10. **‘Other Member’** shall mean any firm other than the Lead Member which is part of the Consortium bidding against the RFP for the Project and which qualifies Evaluations Criteria.
11. The terms **“Successful Bidder”**, shall mean the Bidder who is awarded the work under this RFP.



### **3. Conditions for Consortium of Companies**

Bidders are allowed to participate in the bidding through a consortium.

- A Bidding Consortium is required to nominate a Lead Member. The formation of the consortium including identification of lead member and role and responsibilities of each member shall be supported by Memorandum of Agreement and Power of Attorney signed by all the members on a stamp paper of INR 100/- (One Hundred only).
- A firm cannot be a member of more than one bidding consortium. An individual firm applying as a Single Bidder cannot at the same time be member of any other Consortium bidding under this RFP.
- Any changes and deviation of roles and responsibilities after the submission of Bid and before the execution of the Agreement shall entitle PMPML to reject the Bid in its sole discretion. The deviation in roles and responsibilities shall be allowed only after approval from PMPML.
- Bidders bidding as consortium shall provide a Consortium Agreement as specified in Bid Summary section.
- PMPML reserves the right to reject the Bid in case of change in the constitution of the consortium after the submission of Bid.

## 4. Bid Submission Format & Sealing and Marking of Bids

The original and copy of the original of the technical proposal shall be sealed separately in an envelope on which the following shall be super scribed:

### 4.1 “Envelope 1 - Technical Proposal for business plan”

The documents of Technical Bid shall be as follows.

#### Check list for documents - Technical Bid

Sr No	Particulars
1	Covering Letter, legal status of Bidder, Constituent documents such as MOA, AOA, Partnership Deed etc. Foreign national shall also submit the constituent documents indicating the legal status and place of Bidder.
2	Authorization of signatory in the form of Board Resolution/ Partner’s Resolution or Power of Attorney (notarized), as applicable.
3	Notarized Power of Attorney to Lead Member in a format attached in case consortium is a bidder.
4	Completed/ awarded project details with separate sheet along with the evidences in the form of performance certificate/Project Completion Certificate from clients.
5	Approach and methodology for the business plan
6	Composition of team members with roles and responsibilities
7	Curriculum Vitae (CV) for Proposed Key Personnel in a format given.
8	Undertaking for information and document provided are true.
9	Turnover statement certified by statutory auditors, audited annual report with profit and loss statement and balance sheet for the last three financial years.
10	All Consortium Members are required to submit following: Certificate from Statutory Auditors specifying the annual audited Turnover for last two years (Starting from 2009-10) from Information Technology related Business only.
11	Original bid documents issued along with updated addendums/amendments thereto, duly signed by the Bidder through its authorized signatory on all pages.

The original of the financial proposal (price bid) shall be sealed separately in an envelope on which the following shall be super scribed:

TOR for the Business Plan for PMPML| 5



#### 4.2 “Envelope 2 - Financial Proposal for preparation of business plan”

The documents of Price Bid shall be as per the format given in annexure.

- The Bidders are required to submit Technical and Financial Bid (i.e Price Bid) on or before the Due Date specified in Bid Summary Section.
- The original and copy of the Technical Bid shall also be sealed separately clearly marking the Original and Copy. The bidder shall prepare and submit only one copy of Financial Bid and placed under the “Original” set of documents.
- All the above envelopes with the original bid documents issued along with updated addendums/amendments thereto, duly signed by the Bidder through its authorized signatory on all pages shall then be sealed in one outer envelope.
  - The inner and outer envelopes shall be addressed to PMPML and marked as below:  
**“RFP for business plan project”**
  - The outer as well as inner envelopes shall indicate the name and address of the Bidder to enable the Bid to be returned unopened in case it is received late.
  - If the outer envelope is not sealed and marked as above, PMPML will assume no responsibility for the misplacement or premature opening of the Bid.

## **5. Bidding process**

### **5.1 Validity Period**

PMPML reserves the right to reject a Bid as non-responsive if such Bid is valid for a period less than the Bid validity period specified Bid Summary section and PMPML shall not be liable to send an intimation of any such rejection to such Bidder.

### **5.2 Extension of Period of Validity**

In exceptional circumstances, PMPML may solicit the Bidder's consent for an extension of the period of Bid validity. Any such request by the PMPML and the response thereto shall be made in writing and such extension of Bid validity period by the Bidder should be unconditional. PMPML may ask for extension of upto six months. The Bid Validity period can be extended on mutual agreement with Bidder as per PMPML's direction..

### **5.3 Mailing Address for Bids**

Bids shall be addressed to PMPML and sent at the address specified in point 22 of Bid Summary section.

### **5.4 Deadline for Submission for Bids**

### **5.5 Last Date and Time for Submission**

The Bids must be received by PMPML, at the specified address, latest by the Deadline for Submission of Bids specified in Bid Summary section. In the event of the specified date which is stipulated as the Deadline for Submission of Bids is declared as a holiday for PMPML, the Bids will be received up to the appointed time on the next working day.

### **5.6 Extension of Deadline for Submission of Bids**

If the need so arises, PMPML may, in its sole discretion, extend the Deadline for Submission of Bids by amending the RFP documents in this behalf. In such event, all rights and obligations of PMPML and Bidders previously subject to the earlier deadline will thereafter be subject to the deadline as extended. Any such change in the Deadline for Submission of Bids shall be notified to the Bidders by dissemination of requisite information in this behalf in writing either by email or by facsimile or by registered post or by uploading appropriate addendum on Website <http://www.pmpml.org>

### **5.7 Late Bids**

Any Bid received by PMPML after the Deadline for Submission of Bids prescribed by PMPML will be summarily rejected and returned unopened to the Bidder. PMPML shall not be responsible for any postal delay or non-receipt / non-delivery of any documents. No further correspondence on this subject shall be entertained by PMPML.

### **5.8 Opening of Technical Bids**

All Technical Bids received by PMPML in response to this RFP shall be opened by PMPML in the presence of Bidders' representatives who choose to attend the opening of Technical Bids at the date, time and address specified in Bid Summary Section.

The Bidders' representatives who are present at such opening shall sign a register evidencing their attendance as a witness to the Bids opening process. In the event of the specified date of Bid opening being declared a holiday for PMPML, the Bids shall be opened at the appointed time and location on the next working day.

### **5.9 Announcement of Bids**

The Bidder's names, Bid modifications or withdrawals (as applicable) and the presence or absence of requisite Bid Security and such other details as PMPML in its sole discretion may consider appropriate, will be announced at the opening of the Technical Bids.

### **5.10 Opening of Price Bids**

After the evaluation of Technical Bids has been completed, PMPML shall open the Price Bids of only those Bidders who qualify the prescribed Financial and Technical capability criteria specified in Bid Summary section.

Price Bids of those Bidders whose Technical Bids are rejected shall not be opened and shall be returned to such Bidders as per the procedure set forth in this RFP.

Price Bids shall be opened, in the presence of Bidders' representatives who choose to attend the Price Bid opening on such date and time which shall be communicated to the Bidders who's Technical Bids are accepted. The Bidder's representatives who are present at such opening of Financial Bids shall sign a register evidencing their attendance as a witness to the Bids opening process. The name of Bidder, Bid rates, etc. will be announced at such opening.

### **5.11 Completeness of Bids & Rectification of Errors**

PMPML will examine the Bids to determine whether these are complete, whether these meet all the conditions of the RFP Document and whether the documents have been properly signed and the Bids are generally in order. If there is a discrepancy between words and figures, the amount in words shall prevail.

### **5.12 Clarification of Bids**

During evaluation of Bids, PMPML may, at its discretion, ask the Bidder for a clarification/information of its Bid. The request for clarification and the response shall be in writing. If the response to the clarification is not received by PMPML before the expiration of the deadline prescribed in the written request for clarification, PMPML reserves the right to make its own reasonable assumptions at the total risk and cost of the Bidder.

### **5.13 Rejection of Bid**

- (a) A Bid is likely to be rejected by PMPML without any further correspondence, as non-responsive, if:

- (i) Bid is not submitted in the manner as prescribed in the Instructions to Bidders Section of this RFP and is otherwise not in conformity with the terms and provisions of this RFP Document; or
  - (ii) Bid is not submitted in the bid-forms annexed in the RFP Document; or
  - (iii) Bid is submitted by telex, fax or email; or
  - (iv) Bid Security and Fees for Cost of Document does not conform to the provisions set forth in this RFP; or
  - (v) Each bidder shall submit only one bid. A bidder who submits or participates in more than one bid under this RFP will be disqualified.
- (b) Failure of any one (or more) of the conditions set forth herein above shall result in rejection of Bid.
- (c) In addition to the foregoing, in the event a Bidder makes an effort to influence PMPML in its decisions on Bid evaluation, Bid comparison or selection of the Successful Bidder, it may result in rejection of such Bidder's Bid.
- (d) Even though the Bidders may meet the Financial and Technical Capability criteria, they are subject to be disqualified for any of the following reasons:
- (i) Misleading or false representation in the forms, statements and attachments submitted under this Tender.
  - (ii) Record of poor performance such as abandoning the work, rescinding of contract for which the reasons are attributable to the non-performance of the Bidder, consistent history of litigation awarded against the applicant or financial failure due to bankruptcy.
  - (iii) Bidder is blacklisted by any Government Agency in India or abroad.

## **6. Criteria for Evaluation of Technical Bid**

### **6.1 Eligibility criteria:**

- Applicants may apply as a firm, as collaboration/ joint venture or association.
- The firm/office shall be located in Pune or should have local presence through collaboration or association. The name, credentials, addresses and contact information of local person/ firm shall be clarified in the submitted documents.
- To become eligible in a technical criteria under ‘successfully completed projects’, a completion certificate from the client is mandatory.

### **6.2 Earnest money deposit (EMD)**

To be added by PMPML

### **6.3 Agreement**

The Consultant will enter into an agreement with PMPML for the aforesaid service contract for the specific time duration. Any arbitration pertaining to the agreement shall be liable to be prosecuted within the official jurisdiction limits of the Pune area only. The Consultant shall adhere to the agreement clause, requirements and conditions and in no case shall make any representation, or try to make any request for diluting the clause, conditions and requirements to PMPML, or any other member of PMPML, or organizations directly or indirectly concerned with PMPML or state government.

## 7. Proposal evaluation:

### 7.1 Evaluation of Technical Proposals

Pune Mahanagar Parivahan Mahamandal Limited shall evaluate the Technical Proposals on the basis of Proposal's responsiveness to the RFQ CUM RFP using the evaluation criteria and points system. Each Technical Proposal will receive a technical score. A Proposal shall be rejected if it does not achieve the minimum technical mark of

75 out of the maximum of 100 points.

A Technical Proposal may not be considered for evaluation in any of the following cases:

- (i) The Technical Proposal was submitted in the wrong format; or
- (ii) The Technical Proposal included details of costs of the services; or
- (iii) The Technical Proposal reached Pune Mahanagar Parivahan Mahamandal Limited after the submission closing time and date specified in the Tender Notice.

After the technical evaluation is completed, Pune Mahanagar Parivahan Mahamandal Limited shall notify Consultants whose Proposals did not meet the minimum qualifying technical mark or Consultants whose Technical Proposals were considered non responsive to the requirements, indicating that their Financial Proposals will be returned unopened after completion of the selection process. Pune Mahanagar Parivahan Mahamandal Limited shall simultaneously notify, in writing the Consultants whose Technical Proposals received a mark of 75 or higher, indicating the date, time, and location for opening of Financial Proposals.

### 7.2 Presentation on project understanding:

Bidder has to submit a document as well as make a presentation on project understanding, approach and methodology for the business plan. PMPML committees shall review the presentations and evaluate them. Final decision on eligibility shall be completely made by PMPML technical team.

The numbers of points to be given under each of the evaluation criteria are:

<b>Scoring criteria For firms/ consortiums</b>	
	<b>Score</b>
Project understanding document	30
Similar Projects (business plan for city/ regional transport company) <b>completed successfully</b>	10
Similar Projects (business plan for city/ regional transport company) <b>ongoing</b>	10

Projects in non- transport sector with Indian cities / states or central governments <b>completed successfully</b>	15
<b>Team:</b>	
Project Lead (relevant experience of more than 15 years in business plan / shall have degree of Master's in Business Administration or equivalent)	10
Transport Planner (with relevant experience more than 5 years in public transport and shall have Master's degree in Transportation planning or equivalent)	8
Project Manager (with relevant experience more than 8 years in business plan or equivalent and shall have Master's degree in Business Administration or equivalent)	8
Communications manager (with relevant experience in public outreach, stakeholder consultations for public projects and Masters degree in media and mass communication/ journalism or equivalent and good knowledge of Marathi)	5
Graphic designer (with relevance experience and qualifications in graphic designing)	4
<b>Total score</b>	<b>100</b>
<b>The minimum technical score required to pass</b>	<b>75</b>

### 7.3 Opening and evaluation of financial proposals

#### 7.4 Opening of Financial Proposals

To be added by PMPML

##### 7.4.1 Legal terms for evaluation

(Legal terms to be added by PMPML)

Pune Mahanagar Parivahan Mahamandal Limited reserves the right to reject, at its sole discretion, any or all evaluated Financial Proposals and if necessary, call for submission of new Financial Proposals. In order to allow comparison on a common basis, each Financial Proposal will be carefully scrutinized in accordance with the procedure outlined above and technically eligible proposals will be scored on the basis of following formula:

$$\text{Score} = 0.7T + 0.3 F$$

Where:

T is technical score

F is financial score

In order to allow comparison on a common basis, each Financial Proposal will be carefully scrutinized in accordance with the procedure outlined in Clauses a to d and total price (TP) will be determined. The score for each Financial Proposal is inversely proportional to its TP and 'F' will be computed as follows:

$$F = 100 * F_m / F_c$$

F<sub>m</sub> is the total price of the lowest priced Financial Proposal

F<sub>c</sub> is the total price of the Financial Proposal under consideration

The lowest evaluated Financial Proposal will receive the maximum score of 100 marks.





## 8. Background

Pune Mahanagar Parivahan Mahamandal Ltd (PMPML) is the primary public transport service provider for the cities of Pune and Pimpri Chinchwad, carrying over 11 lakh passengers per day with a fleet of approximately 1,300 buses in operations. PMPML operates over 330 routes across a network of 1,900 km of streets and 1,855 bus stop locations in the Pune Metropolitan Region (PMR). PMPML was established in 2007 as a result of merger of the erstwhile Pune Municipal Transport and Pimpri Chinchwad Municipal Transport and is overseen by a board that includes representatives from the Pune Municipal Corporation (PMC) and Pimpri Chinchwad Municipal Corporation (PCMC).

PMPML's goal is to strengthen and expand its services at a rapid pace to satisfy the mobility needs for PMR's growing population. The viability of the region's transport system over the coming decades hinges on PMPML's ability to provide a meaningful alternative to private motor vehicles. Without required improvements in PMPML service, increasing use of personal vehicles will result in unmanageable congestion and diminishing quality of life for all PMR residents. PMC's Comprehensive Mobility Plan calls for an increase in the use of public transport from a present mode share of 17 per cent to 60 percent in 2031. In order to meet this goal, PMPML expects to expand the bus fleet an estimated 217 per cent by 2031 and 440 per cent by 2031. In addition, both the Pune Municipal Corporation (PMC) and Pimpri-Chinchwad Municipal Corporation (PCMC) are implementing an integrated bus rapid transit (BRT) system spanning 160 km of dedicated bus corridors, and PMPML will operate BRT services on the network. BRT has the potential to increase the efficiency of PMPML services, resulting in higher loads and an improved fare box recovery ratio. PMPML seeks to undertake the necessary operational and management reforms needed to ensure successful rollout of BRT services.

PMPML requires to strengthen its administrative structure and functionality and for a long term sustainability wishes to develop a comprehensive business plan and strategy with an aim to improve the service quality and attract more public transport ridership. The terms of reference has been set to provide guidelines in selecting a service provider to prepare business plan for PMPML.

## 9. Objectives

The following are the key objectives to be achieved through this consultancy:

- a. Assessment of the operational, institutional, and financial status of PMPML, including identification of significant gaps and challenges
- b. Develop a vision and strategy for the expansion of PMPML services to capture an increasing share of trips in PMR.
- c. Identify institutional and financial reforms required for to meet service provision benchmarks.

## **10. Scope of work**

The Consultant will prepare the following:

Operational Assessment

Institutional Assessment

Financial Assessment

Business Plan

These activities are described in more detail below.

## **11. Detailed description of tasks and report structure**

### **11.1 Section 1: Assessment of existing scenario**

Following assessment reports shall be made from the year of formation of PMPML (merging of PMT and PCMC.)

#### ***11.1.1 Operational Assessment***

The purpose of the needs assessment is to determine the present condition of PMPML's services, fleet, and facilities. The Consultant will submit the Operational Assessment as an electronic database with the inventory of all items surveyed (i.e. Microsoft Access format) along with a written report explaining the methodology and findings of the inventory.

##### ***11.1.1.1 Services***

The Consultant will document the current extent of services provided by PMPML, including the following information for each route operated: route number; route definition, average number of passengers carried per peak hour and per day; earnings per day; bus-km operated; maximum peak hour load; and average peak hour load. The Consultant will then identify key service bottlenecks where passenger demand exceeds capacity. The Consultant will assess PMPML's ability to plan for special events and respond to emergencies.

##### ***11.1.1.2 Fleet***

The Consultant will assess the condition of the current PMPML bus fleet. The Consultant will develop an inventory of all buses in the fleet, including the following information for each bus: model, age, fuel, seated capacity, total capacity, pollution rating (e.g. Bharat 1-4), and repair record. The Consultant will determine the daily average number of buses in the operational fleet, the daily average number of buses under repair, and the number of buses that are not operated. The Consultant will also document the average daily number of breakdowns to cross check the estimates of active and inactive fleet sizes.

##### ***11.1.1.3 Passenger facilities***

The Consultant will create an inventory of existing bus stops, terminals, customer service centres, and other passenger facilities in the PMPML system. Each facility should be assessed as to whether it handles existing passenger loads adequately, offers sun/weather protection, provides sufficient lighting, is accessible to persons with disabilities, provides customer information; has secure cycle parking; is in a good state of repair, and has an adequate cleaning schedule. The Consultant will develop a rating system to categorise facility conditions and indicate required improvements.

##### ***11.1.1.4 Depots, maintenance facilities, and maintenance procedures***

The Consultant will create an inventory of PMPML's depot facilities, including the following information for each depot: name; location; land area; number of buses operated from the depot; overnight parking capacity; number/type of staff; and maintenance capabilities.

The consultant will document existing maintenance capabilities, including the bus towing capacity; average duration for various types of repairs; and ability to handle maintenance of technologies present on new buses, such as Euro 4 pollution control technologies. The Consultant also will document interior and exterior bus cleaning procedures, including the number of buses that are cleaned each night at each depot.

#### **11.1.1.5 Customer information**

The Consultant will assess PMPML's existing capacity to disseminate customer information through various media including, television, radio, newspapers, web, telephone, and print and audio announcements on buses/at stations.

#### **11.1.1.6 Marketing and branding**

The consultant will assess existing marketing and branding strategy by PMPML.

#### **11.1.1.7 Summary of operational gaps**

The Consultant summarise PMPML's operational system, benchmarking PMPML's performance against that of peer systems in India and internationally.

### **11.1.2 Institutional Assessment**

#### **11.1.2.1 Governance**

The Consultant will prepare a mapping of the existing division of responsibilities between PMPML, PMC, PCMC, the Traffic Police, the state Transport Department, and other stakeholders for the provision of various services, decision making process, transparency, accountability at various levels, public participation and infrastructure elements covered in the Operational Assessment above. The Consultant will assess the ability of the existing governance structure of PMPML to define a strategic vision for the organisation, create an effective management system, delegate operational decisions to technical staff, and respond to challenges and opportunities.

#### **11.1.2.2 Human resources**

The Consultant will assess staff capabilities and qualifications to determine whether present staffing meets the needs of bus operations as well as the expanded demands of the BRT system that PMPML will begin operating in 2014. The Consultant will also identify redundancies, work over load pattern in the staffing structure. The Consultant will assess PMPML's management structure and internal communications procedures.

### **11.1.3 Financial Assessment**

The Consultant will assess the efficiency of services operated directly by PMPML as well as services contracted to private operators.

The Consultant will present a detailed list of existing capital and operating expenses, including administration; operations; bus procurement; bus maintenance; construction and maintenance of facilities; taxes and other government fees; and interest payments. On the revenue side, the Consultant will prepare a detailed accounting of fare and non fare revenues i.e. revenues from

ticket sales, pass sales, advertisement, land rent, government grants, scrapping of buses, and other sources.

The Financial Assessment also will include an inventory of PMPML's fixed assets, including land, buildings, equipment, and vehicles.

#### **11.1.4 Best practices in Public transport**

Section shall describe the best practices in public transport worldwide as well as study of public transport companies in India and developing countries. Analysis of data shall help in assessing the strengths and drawbacks of the PMPML system in comparison with other public transport companies.

#### **11.1.5 SWOT analysis**

Consultant shall analyse operational, financial and institutional parameters along with impact of internal and external factors using SWOT analysis. Based on the outcomes of SWOT analysis, consultant shall make a business plan addressing short term, long term and medium term goals.

### **11.2 Section 2: Vision and goals**

#### **11.2.1 Vision**

The Consultant will prepare a vision statement for PMPML along with associated goals and metrics. Goals and objectives shall be set up for which the year of commencement starts from the day of signing of contract.

Goals:

#### **Short term goals:**

Short term goals shall address immediate operational parameters such as bus procurement, route rationalisation, fare mechanisms etc. It shall cover the goals set for next three (3) years.

#### **Medium term goals:**

Medium term goals shall cover goals set for next eight (8) years, especially infrastructure development on PPP basis.

#### **Long term goals:**

Long term goals shall set up in two parts

Part 1- from Eight (8) to ten (10) years

Part 2- from ten (10) to twenty (20) years.

It shall include long term operational, financial and institutional goals and investments. Part 1 shall emphasise on goals to be achieved in 10 years whereas part 2 shall focus on broad level goals from 10 to 20 years.

### **11.3 Section 3: Business plan**

The Consultant will develop a plan to be implemented 1 year onwards the day of signing of contract towards expansion and improvement of PMPML services to address the shortcomings identified in the Operational, Institutional, and Financial Assessments.

#### **11.3.1.1 Operational strategy**

The Consultant will present a roadmap to ensure a sustainable growth path for PMPML enabling the agency to serve 40 per cent of public transport trips in PMR by 2021 and 60 per cent of public transport trips by 2031. The business plan will outline the required expansion and improvement in fleet, supporting infrastructure and operational systems (i.e. bus stops, terminals, depots, control centre, information technology systems, customer information, branding etc) to facilitate PMPML's growth. In particular, the plan should outline the required annual increase in the fleet size, including replacement of old buses as well as expansion to meet the service requirements outlined above. The plan should also identify improvements in staff capacity and technological capabilities necessary to ensure that PMPML can monitor operations to ensure excellent customer service. The strategy will include a phased plan for the implementation of PMPML's route rationalisation plan, approved by the Board of Directors in May 2012 as well as shall consider BRT networks in Pune and Pimpri Chinchwad Municipal limits.

The plan should provide a comprehensive discussion of all of the elements required to operate successful BRT and bus service. While some elements of the plan may be financed, tendered, and/or managed by PMC and PCMC, all of these elements should be included in the plan, along with an indication of the respective funding and implementation responsibilities of the respective stakeholders.

#### **11.3.1.2 Institutional strategy**

The Consultant will present institutional reforms to improve the management capability of PMPML. The Consultant will explore potential opportunities to restructure PMPML's internal management structures and human resources practices to reflect international best practice for public transport agencies. The Consultant will identify staffing needs of the expanded bus and BRT systems and develop a list of positions to be filled and the respective qualifications. For existing staff, the Consultant will identify capacity building requirements. The Consultant will present options for reduction in unnecessary staffing such as lateral transfers within the agency and early retirement programmes.

The Plan will also cover PMPML's external relations. The Consultant will examine relationships between PMPML and PMC, PCMC, and other partner agencies and will describe mechanisms for better collaboration among these entities.

#### **11.3.1.3 Financial strategy**

The Consultant will assess the costs of achieving the operational improvements outlined in the Business Plan. The financial strategy will estimate capital investments required to expand the fleet and create the supporting infrastructure required for bus operations. It will also estimate the annual operational outlays required to sustain PMPML's growing operations. The financial strategy will also estimate earnings from ticket and pass sales as well as additional income sources. The strategy will indicate how PMPML and allied stakeholders will finance the required level of capital investment, including external funding sources such as JNNURM, multilateral development banks, bonds, corporate sponsorships, and public-private partnerships. The strategy will also determine the operating surplus or shortfall as well as mechanisms to close the gaps in the case of the latter. The Consultant will examine potential revenue from innovative sources



such as value capture for PMPML land resources and private vehicle user fees such as on-street parking fees in Pune and Pimpri Chinchwad. The Consultant will develop a plan for risk management and an emergency fund to cover unforeseen revenue shortfalls. The strategy will estimate potential cost savings from outsourcing of activities such as bus operations, bus maintenance, and station maintenance. The financial strategy will cover a 10-year interval.

### *11.3.2 Implementation timeline and monitoring plan*

#### **Plan to meet short term goals:**

Plan shall discuss the strategies to meet short term goals such as immediate operational, financial and institutional reforms, etc .

#### **Plan to meet medium term goals:**

Plan shall describe the strategies to meet medium term goals using innovative techniques.

#### **Plan to meet long term goals:**

Pan for achieving long term goals shall be set up for next ten (10) and twenty (20) years in two parts. It shall include long term operational, financial and institutional strategies.

The Consultant will develop a schedule for evaluating PMPML's performance using the metrics.

### *11.3.3 Support mechanism*

All the plans shall clearly outline all the necessary support required by both the municipal corporations to achieve stated goals and objectives.

## 12. Timeline and process

The Consultant will complete the tasks as per the following timeline. PMPML may levy a penalty for late submission of up to 0.5 per cent of the total payment per day.

Business plan aims to upgrade, streamline and strengthen public transport services and hence participation of citizens of Pune region is inevitable part of the process. Stakeholder consultation shall be organised by the consultant and which shall be conducted in Marathi (local language). All the material for the consultation shall be in the forms of graphics, charts, images and simplified language. Consultant shall publish an advertisement in 3 local leading newspapers (2 Marathi and 1 English). Format for the advertisement shall be approved by PMPML.

Business plan process is broadly based on following:

- Where does PMPML stand?
- Qualitative and quantitative analysis
- Future of PMPML
- Action plan to achieve desired goals through multiple ways
- Alternatives to achieve goals

	Stages	Outputs required	month 1	month 2	month 3	month 4	month 5	month 6	month 7	month 8	month 9	Related Payments
	Business plan campaign	It's a continuous process from the date of commencement of work. Consultant shall make as much publicity of under progress business plan so as to maximise the citizens' inputs on it. This process shall be parallel to above processes and shall start from the date of signing of the contract. Consultant shall make use of innovative techniques such as movies, jingles, slogans, graphics, hoardings etc. Consultant shall discuss the techniques with PMPML. All the material developed for the consultation shall be in Marathi and English and designed by graphic designer.										
1	Project kick off meeting	Kick off meeting shall be organised with PMPML key staff (managerial and above).										
2	Inception Report	This report shall contain a detailed timeline and work plan. Work plan shall briefly describe the plans for stakeholder consultation. Copies of all survey forms must be submitted at this time for approval.										10%

3	Review period for PMPML team	PMPML technical staff, associated agencies with PMPML, technical advisors (PMC, PCMC staff if required) shall review the inception report.											
4	Internal review meeting	Meeting shall be organised with PMPML staff (and PMC as well as PCMC representatives if required) to discuss inception report and next steps. Consultant shall also take inputs by PMPML on stakeholder consultation.											
5	Internal Review report 1	Consultant shall submit a report on Internal Review on inception report by PMPML staff.										5%	
6	Stakeholder consultation*	Consultant shall organise a stakeholder consultation which PMPML staff, PMC, PCMC staff, civil societies, and citizens can attend it. It should take place in presence of chairman and Managing director and/or Joint Managing Director, PMPML.											

7	Assessment reports	Consultant shall submit a draft Operational Assessment report and database, Institutional Assessment, and Financial Assessment along with inputs and action plan on comments received in stakeholder consultation. (Section 1 of the report)										20%
8	Time for internal review 2	PMPML staff shall thoroughly go through the assessment report.										
9	Internal review 2 meeting	Consultant shall organise a meeting with PMPML staff to get their feedbacks on the assessment report										
10	Internal Review 2	Submission of Internal Review 2 meeting minutes, revisions to Operational Assessment, Institutional Assessment, and Financial Assessment.										5%
11	Approval on assessment report	Consultant shall take approval in writing by PMPML on modified assessment reports.										
12	Draft Business Plan	Business Plan. (Section 1 , 2 and 3)										20%
13	Internal review 3 period	PMPML shall review the draft.										

14	Internal Review 3 and revised draft business plan-	Submission of Internal Review 3 meeting notes and revised draft Business Plan, material for stakeholder consultation.											5%
15	Public consultation 2	Consultant shall organise a public consultation at this stage. It shall be open for civil societies, citizens and all major stakeholders of PMPML. It should take place in presence of chairman and Managing director and/or Joint Managing Director, PMPML.											
16	Public Consultation Meeting	Submission of Public Consultation meeting minutes.											
17	Public Comment Period	Submission of compiled Public Comments and proposed responses to comments received.											
18	Draft Final Business Plan	This shall contain the draft final Business Plan. BoD, PMPML, shall review the draft business plan. Comments received by BoD shall be incorporated in the final report.*											
19	Final Business Plan	This shall contain the final Business Plan, reflecting all comments											

		from the Client. It shall be produced in English and Marathi																15%
20	Summary document of business plan focusing action plan	This shall contain summary of business plan in graphical format and simplified language. It shall consist of highlights of assessment and short, medium, long term goals, action plan along with alternatives to meet goals. Executive summary shall be submitted in English and Marathi.																
21	Approval by BoD, PMPML on the final report	BoD, PMPML review the final report.																5%

Deliverables after completion of business plan and its summary document	Year	Payment
Approval to Business plan by BoD, PMPML	End of Year 01	85%
Assessment report 01	End of Year 02	5%
Assessment report 02	End of Year 03	5%
Assessment report 03	End of Year 04	5%

\*Approval by Board of Directors, PMPML is mandatory. Consultant shall clearly draft the support mechanism from both the corporations to achieve the goals and objectives.



### **13. \*Stakeholder consultation:**

Stakeholder consultation is a key element of this plan. Consultant shall make all the necessary efforts to get active participation of citizens of Pune- users and non users of PMPML, staff of PMPML at various levels, PMC- PCMC administrators as well as corporators.

#### **Participation:**

Stakeholder consultation in Pune for pmpml staff, citizens of Pune, civil societies etc

Depot-wise stakeholder consultation, at all 11 depots in the Pune region

Consultations in villages where PMPML provides services. List of these villages will be given by PMPML

Focus group discussions in presence of 3 users of PMPML (low- medium and high income group each), 3 non users of PMPML (low- medium and high income group each), 1 blind and 1 differently able person, 2 corporators, 1 driver, 1 conductor, 1 maintenance staff member of PMPML, 2 senior level staff members of PMPML, 1 housewife (occasional user of PMPML), 1 male and 1 female student (regular users of PMPML)

#### **Activities:**

Consultant shall explore multiple ways of effective outreach program, some of which can be

Competitions

Posters

Movies

Workshops

Print and Social media

**Total duration of the project is expected to be 4 years from the day of signing of contract.**

Consultant shall provide yearly assessment reports analysing achievement of goals in previous year. Such reports shall be provided for net 3 years from the completion of Business plan.



#### **14. Tender procedure (to be filled by pmpml)**

Tender publication- (date)

Pre bid meeting

Technical and financial bid submission

Presentation by bidder to PMPML committee

Evaluation of bids

Tender award

## **15. Abbreviations**

AFC: automatic fare collection

AVLS: automatic vehicle location system

BRT: bus rapid transit

ITDP: Institute for Transportation & Development Policy

JNNURM: Jawaharlal Nehru National Urban Renewal Mission

MIS: management information system

PCMC: Pimpri Chinchwad Municipal Corporation

PCMT: Pimpri Chinchwad Municipal Transport

PIS: passenger information system

PMPML: Pune Mahanagar Parivahan Mahamandal Ltd.

PMC: Pune Municipal Corporation

PMT: Pune Municipal Transport