



**ORANGE & GREEN LINE PROJECT  
RESPONSES TO QUERIES RAISED SUBSEQUENT TO THE  
PRE-BID MEETING HELD ON MARCH 08, 2021**

**SINDH INFRASTRUCTURE DEVELOPMENT COMPANY LIMITED (SIDCL)**

**GOVERNMENT OF PAKISTAN**



**RESPONSES TO BIDDERS QUERIES 2  
IN RELATION TO THE**

**HIRING OF OPERATOR**

**FOR**

**FACILITY MANAGEMENT SERVICES FOR THE BUS RAPID  
TRANSIT SYSTEM OF THE ORANGE AND GREEN LINES**

**ISSUED ON: 8<sup>th</sup> APRIL 2021**



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NO. SIDCL/COO/OPS/2021/8966  
DATED 8<sup>TH</sup> APRIL, 2021

**SUBJECT: HIRING OF BUS OPERATOR FOR FACILITY MANAGEMENT SERVICES FOR THE BUS RAPID TRANSIT SYSTEM OF THE ORANGE AND GREEN LINES PPRA ID - TS444060E, ADVERTISED ON 18<sup>TH</sup> FEB 2021.**

THE PRE-BID MEETING FOR THE SUBJECT PROJECT WAS HELD ON 8<sup>TH</sup> MARCH 2021 AT 2:30 PM IN THE COMMITTEE ROOM OF SIDCL, KARACHI.

THE QUESTIONS/QUIRIES WERE RECORDED / OBTAINED IN WRITING, AND RESPONDED-TO WITH APPROVAL OF THE PROCUREMENT COMMITTEE OF THE BOD.

THIS DOCUMENT IS ISSUED IN CONNTINUATION OF RESPONSE DOCUMENT-1 AND BE READ IN CONJUCTION WITH THE ISSUED BIDDING DOCUMENTS, AVAILABLE ON AUTHORITY'S WEBSITE.

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ISSUED WITH APPROVAL OF THE COMPETENT AUTHORITY,  
SINDH INFRASTRUCTURE DEVELOPMENT COMPANY LIMITED



### IMPORTANT NOTICE / DISCLAIMER

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This ‘**RESPONSE TO BIDDERS’ QUERIES DOCUMENT 2**’ (this **Response Document 2**) is further to the Response to Bidders’ Queries Document dated 19<sup>th</sup> March 2021 (the **Response Document 1**), ‘REQUEST FOR PROPOSAL’ (consisting of the Volume I – Request For Proposal (the **RFP**) and Volume II – Facility Management Agreements (“**Draft Agreements**”) issued in February 2021 (the **RFP Documents**) and the various queries received from the prospective bidders in respect of the bidding process relating to the Hiring of Operator for the Facility Management for the Bus Rapid Transit System of the Orange and Green Lines (the **Project**). This Response Document 2 is being circulated by the Sindh Infrastructure Development Company Limited (the **Employer**), solely for use by the recipients in preparing and submitting their Bids for participation in the competitive bidding process in relation to the Project. Upon signing of the Facility Management Agreements for the Project, the Facility Management Agreements will be the final and binding documents and any responses set out in this Response Document 1 and in this Response document 2 will not have any effect or be sued for interpretation. *Unless expressly specified otherwise, all capitalized terms used herein shall bear the meaning ascribed thereto in the RFP Documents.*

This Response Document 2 is not an agreement; its sole purpose is to provide interested parties with information that may be useful to them in making their offers (bids/proposals) pursuant to the RFP Documents. The RFP Documents, the Response Document 1 and this Response Document 2 includes statements, which reflect various assumptions and assessments arrived at by the Employer in relation to the Project. Such assumptions, assessments and statements do not purport to contain all the information that each Bidder may require. This Response Document 2 may not be appropriate for all persons, and it is not possible for the Employer, its employees or advisors to consider the investment objectives, financial situation and particular needs of each party, that relies on, reads or uses this Response Document 2.

Neither the Employer nor its employees, personnel, agents, consultants, advisors and contractors etc., make any representation (express or implied) as to the accuracy or completeness of the information contained herein, or in any other document made available to any person in connection with the tender process for the Project and the same shall have no liability for the Response Document 1 and this Response Document 2 or for any other written or oral communication transmitted to the recipient in the course of the recipient’s evaluation of the Project. Neither these entities nor their employees, personnel, agents, consultants, advisors and contractors etc., will be liable in any manner whatsoever to reimburse or compensate the recipient for any costs, fees, damages or expenses incurred by the recipient in evaluating or acting upon the Response Document 1 and this Response Document 2 or otherwise in connection with the Project.

The assumptions, assessments, statements and information contained in the RFP Documents, may not be complete, accurate, adequate or correct for the purposes of Bidders. The Employer or any of its advisors has no liability for any statements, opinions or information provided in the RFP Documents. Each Bidder should, therefore, conduct its own investigations and analysis and should check the accuracy, adequacy, correctness, reliability and



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completeness of the assumptions, assessments, statements and information contained in the RFP Documents. The Bidders are required to undertake their independent assessment and to seek independent professional advice on any or all aspects of the RFP Documents. No decision should be based solely on the basis of the information provided by the RFP Documents, the Response Document 1 and this Response Document 2.

Employer expressly disavow any obligation or duty (whether in contract, tort or otherwise) to any Bidder. No Bidder is entitled to rely on Employer's involvement in the preparation of this Response Document 2 or in the solicitation process as a basis for preparing the Bid or developing the Project.

Questions / queries raised by the bidders have been lumped and appropriate responses have been given to all the queries, in view of the timelines and response document 1



## RESPONSES TO PROSPECTIVE BIDDERS' QUERIES

SR. NO.	SECTION NUMBER	SECTION	QUERY	SIDCL'S RESPONSE
1.			Operations of OCC is responsibility of employer or operator? In case the responsibility of operation pertains to Operator (under Monthly Service Fee), please share the tentative Operational Management Plan.	<p>Please refer to Annexure D (<i>Scope of Facility Management Services</i>) of the RFP whereby, the operations of OCC will be carried out by the Employer, however, the Operator will be responsible for the maintenance services of the OCC (including security and janitorial services).</p> <p>Pursuant to the Draft Agreements, the Operator is responsible to submit a O&amp;M Plan to the Employer.</p>
2.			If the operations of OCC pertain to employer it means only responsibilities of Facility Management & Security pertains to Operator (under Monthly Service Fee), please clarify.	Please refer to Response No.1 above.
3.			<p>It is recommended that cost of 1000KVA Generator Set may not be merged in Monthly Service Fee and following is requested;</p> <p>a. May please be procured through an operator on the basis of one-time procurement to be paid to the operator in the subsequent invoice. Invoice shall include but not limited to FAT, duties, clearance charges, carriage, loading / unloading, installation, testing,</p>	Not Agreed.



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PRE-BID MEETING HELD ON MARCH 08, 2021**

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			commissioning, taxes, overheads and profit of the operator. b. Generator Brand and country of may please be specified.	
4.			Please clarify who is responsible to bear the Cost of Diesel procurement, Employer or Operator and clarify the reimbursement procedure. Furthermore, please clarify the responsibility of Generators Repair, Maintenance, Overhauling, Mobile Oil & Filters or any major Fault?	The Operator will be responsible for operations and maintenance of all generators on the BRT Corridor along with the procurement of fuel required for its operation. For further clarity please refer to Section 5 ( <i>Fueling of all Generator Sets</i> ) of Annexure D ( <i>Scope of Facility Management Services</i> ) under the RFP.  Further, pursuant to the Schedule F ( <i>Payment Schedule</i> ) of the Draft Agreements, the cost of generator fuel shall be reimbursed to the Operator as per actual consumption subject to verification from the energy management system.
5.			Please provide the complete list of Electric Meters installed on BRTS Stations / Corridor & OCC?	Relevant details will be shared with the successful bidder prior to the finalization and signing of the Facility Management Agreements.
6.			As per the previous procurement under different contracts such as "Construction, Escalator, and Elevator, ITS" etc., please provide all-Contract details along with the defect liability period dates.	Not Agreed. However, any information deemed necessary for this agreement will be provided during signing stage.
7.			For Financial Bid clear visibility among all participants, please list down the all types of Insurance which are required by employer such as "Worker Compensation policy, Contractor plant and Machinery Policy & Cash Transit policy" etc?	Bidders are required to conduct their own assessment of insurances required for smooth operations. Typically for operations of such nature, security breaches and cash theft need to be considered.



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				Note: all assets installed on the Bus Stations are insured by the Employer.
8.	RFP clause 6.1.1		As a result of Vandalism Operator is responsible to bear the Cost of Repair / Replace at its own Cost and Shall not be entitled to Claim such cost from the Employer, please review / revisit the said RFP Clause considering Environment of Karachi & as per prevailing Engineering Contracts, the same may please be treated under Force Majeure, and in case triggered, likewise be evaluated and paid accordingly.	Not Agreed.
9.			Employer will procure the Project Asset Insurance Policy every year? If so then RFP Clause 6.1.1, Vandalism may be covered in the said Insurance Policy.	The Operator will be required to ensure adequate security operations. Any insurances procured by any other party does not relieve the Operators of its obligations under the required scope of work.
10.			Please clearly specify Complete Scope of Works pertains to Operator related to Numaish under Pass BRTS Station. Such as Maintenance of Gabion Wall, Proposed Monthly Service Fees.	Please refer to Annexure D ( <i>Scope of Facility Management Services</i> ). The operator will be responsible for complete operations and maintenance of Numaish underpass and Bus Stations.
11.			As per RFP Bidding Form F2 please provide the break up of Payments for First Phase of the Green Line BRTS project based on 80% of Adjusted Monthly Service Fees.	Since 80% of Bus Stations at the Green Line corridor will be functional in the first phase, quid pro quo, payments will also be made based on 80% of Adjusted Monthly Service Fees. Please note that all components under the Monthly Service Fee will be paid for the first phase as well as going forward in the second phase.
12.			Is there any provision of Backup Generators on Stations? Otherwise please clarify after how much time / hour's rest is required for Generator as per	The primary source of electricity will be K-Electric. However, the generators will only provide backup



**ORANGE & GREEN LINE PROJECT  
RESPONSES TO QUERIES RAISED SUBSEQUENT TO THE  
PRE-BID MEETING HELD ON MARCH 08, 2021**

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			Manufacture Manual. In case of long break down of Electricity, please devise SOP.	support in the event of any power failure/electricity breakdown.
13.			Please provide the complete detailed Lists of Inventories Station Wise & Corridor.	<p>Pursuant to Clause 2.8 (<i>Inventory List and Responsibilities for the Personnel &amp; Facilities</i>) the Operator shall be required to prepare and submit to the Employer an inventory list of all Facilities in respect of which Services are to be provided.</p> <p>Further, list of IITS equipment and general supplies is already provided in Annexure D (<i>Scope of Facility Management</i>) of the RFP.</p>
14.			CCTV maintenance is the responsibility of Operator or Employer?	CCTV replacement will be Employer's responsibility. However, the Operator will be responsible for the maintenance of the CCTV. The Operator should make sure that the CCTV cameras remain functional at all times.
15.			Please provide the Soft & clear as - built Drawings (Civil, Electric, Plumbing and Mechanical) of all Stations, OCC and Corridor.	Relevant details will be shared with the successful bidder prior to the finalization and signing of the Draft Agreements.
16.			Please clarify is there any provision of water supply underground Bore in all Stations?	There are no bore holes at the Bus Stations.
17.			In case of any Fault in bus or accidents who will be responsible for the clearance of Corridor / path?	In the event of any Bus accident on the corridor, the Operator will not be responsible for the clearance of pathway.



**ORANGE & GREEN LINE PROJECT  
RESPONSES TO QUERIES RAISED SUBSEQUENT TO THE  
PRE-BID MEETING HELD ON MARCH 08, 2021**

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18.			Please clarify what types of Security Employer required from Operator especially on Common Corridor? Please share some examples.	Security requirements has been set out under the Annexure D ( <i>Scope of Facility Management</i> ) of the RFP.
19.			Reference to the formation of Rapid Response Team & Regular Monitoring Team, please share the conceived apprehensions in this regard to establish proper mechanism / SOPs and response time considered while apprehending the same.	Query is unclear.
20.			Paint on Stations and Corridor sides Grill / Fence is completed or final coat is remaining?	Final finishing and coating are already under process.
21.			Re-paint work of Stations is the responsibility of Employer or Operator (under monthly Service Fee)? If it pertains to Operator please provide schedule.	Repaint will be the responsibility of the Operator. However, all such costs will be actualized as per monthly settlement between the Operator and the Employer. A punch list along with unit rates for all such items will be produced with mutual agreement between the Operator and the Employer at contract finalization stage.
22.			Provision of 20 Mbps unlimited downloading for OCC is the responsibility of operator. Please clarify that internet connections including server development and workstations for BRTS stations are the responsibility of employer or operator? Furthermore, please define the all-possible purposes for internet usage in terms of OCC access / connectivity with all stations.	Operator is responsible to provide internet connection and its monthly payment only.



**ORANGE & GREEN LINE PROJECT  
RESPONSES TO QUERIES RAISED SUBSEQUENT TO THE  
PRE-BID MEETING HELD ON MARCH 08, 2021**

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23.			In current COVID-19 pandemic, there is need to devise proper mechanism, strategy and SOPs for the smooth operations of the project.	It's premature to anticipate at this stage as COVID-19 situation keeps varying, however, all such requirements will be discussed with the successful bidder prior to the commencement of operations, subject to prevailing conditions.
24.			Please indemnify the operator, in case of any ban/suspension imposed by Government of Pakistan on BRTS operations due to any reason / pandemic. The monthly fee shall be paid to the operator in case of above scenario.	In such an event, the Employer may suspend Services in accordance with Section 6.9 ( <i>Suspension of Services by the Employer</i> ) of the Draft Agreements.
25.			Please clarify road marking paint is the responsibility of operator or employer?	It will be responsibility of the Employer.
26.	Bidding form f2 Insurance		We need to propose the insurance price of Human Resource and Fidelity charges against the cash or the scope of Insurance is different from which we understand.	Please refer to response no. 7 above.
27.	Bidding Form F2		Monthly Service Fee in the Bidding Form F2 is the Total of every column or it's a separate price which we need to propose along with the other costs. For reference the F2 form is pasted below.	Monthly Service Fee is the summation of each of the components provided in Bidding Form F2 under the RFP.



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PRE-BID MEETING HELD ON MARCH 08, 2021**

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			<table border="1"> <thead> <tr> <th style="background-color: #FFFF00;">Components</th> <th style="background-color: #FFFF00;">Indexation</th> <th style="background-color: #FFFF00;">Green Line (PKR/Month)*</th> <th style="background-color: #FFFF00;">Orange Line (PKR/Month)</th> </tr> </thead> <tbody> <tr> <td>Salaries and Management Fees</td> <td>Annual as per CPI</td> <td></td> <td></td> </tr> <tr> <td>Insurance</td> <td>As per actual</td> <td></td> <td></td> </tr> <tr> <td>Supplies and Maintenance Item</td> <td>Annual as per Washing soap/detergents/match Index</td> <td></td> <td></td> </tr> <tr> <td>Monthly Service Fee</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Components	Indexation	Green Line (PKR/Month)*	Orange Line (PKR/Month)	Salaries and Management Fees	Annual as per CPI			Insurance	As per actual			Supplies and Maintenance Item	Annual as per Washing soap/detergents/match Index			Monthly Service Fee				
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28.			<p>Streetlights, fence and poles along the corridor is operator's responsibility. Operator will be responsible for installing new poles, new fence (in case of damage due to any protest etc.)? lights and electric cabling of streetlight - if cables burnt by rain, flood, electric short circuit, then who will be responsible?</p>	<p>Security of the entire corridor is the responsibility of Operator. Therefore, in event of any damage attributable to the Operator, the Operator will replace the component. However, periodic replacement will be carried out by the Employer through third party.</p>																				
29.			<p>Utility bills – Electricity, water, gas etc. Calculation method/Detail of consumption in Stations and OCC are not mentioned in RFP. Clarity required How can we calculate the monthly billing?</p>	<p>Expected power load requirements are already provided in the RFP to calculate the anticipated electricity bill. Water will be required only for wash rooms at the stations which is in minimal quantity.</p>																				
30.			<p>Bus Depot for Green Line Operations: Security guards' details not mentioned in RFP. Please provide detail</p>	<p>Security of the Bus Depot for both Green and Orange Lines BRTS will be the responsibility of bus operator.</p>																				



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31.			Exhibit 4 details not mentioned (Just a MAP). Please provide detail	Details of OCC have been mentioned sporadically in Annexure D ( <i>Scope of Facility Management Services</i> ) of the RFP.
32.			Green belt developed between Nagan Chowrangi and Board Office along Green Line BRTS Corridor, area and requirement details not mentioned. Please provide detail	Please refer to section 2.4 ( <i>Cleaning &amp; Landscaping</i> ) of Annexure D ( <i>Scope of Facility Management Services</i> ) of the RFP.
33.			At which location/point the fund manager (by employer) will collect the total daily collection/amount?	The Fund Manager shall collect the daily amount from each Bus Station. The responsibility to provide the cash collection from the Ticket Office Machine (TOM) lies with the Operator, whereas the Fund Manager (in the presence of the Facilities Manager through two man rule) shall collect the cash from the Stationery Ticket Vending Machines (STVM).
34.			Employer will provide portable generator for backup, (in case of bus station generator fault)? Please confirm	No.
35.			Hardware procurement and installation; ideally we should only be offering software please confirm.	Query is unclear.
36.			Website/ mobile both need to develop?	Query is unclear.



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37.			Any concerns if the solution is running in a public cloud (AWS/Google/etc.)	Only mobile application and website will be on public cloud.
38.			Who will be the assigned information system auditor?	Query is unclear.
39.			Pre-board fare validation: Do we show anything to the passenger that is insufficient balance etc and how it will be visible for passenger.	Fare booths are placed before the Bus Station's platform entry gates. Hence in case of insufficient balance the gates will not be opened and the passenger will be asked to top up the balance either by ticketing booth, vending machine or through on-line mechanisms such as mobile top up before entering into the system.
40.			<p>KPIs especially in terms of responsibilities and penalties.</p> <p>a. How Penalty/fine work? How much penalty will charge? If passengers fail twice to produce evidence of their right to travel.</p> <p>b. How much penalty/fine will be charged from the operator, if services are not available for passenger and staff.</p> <p>How many location where a solution is to be deployed.</p> <p>c. What will be the demand patterns of the bus station and how can it be measured?</p>	<p>Query is unclear.</p> <p>Please refer to section 2 (<i>Key Performance Indicators (KPIs)</i>) under Annexure D (<i>Scope of Facility Management Services</i>) of the RFP.</p>



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RESPONSES TO QUERIES RAISED SUBSEQUENT TO THE  
PRE-BID MEETING HELD ON MARCH 08, 2021**

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41.			What will be the scale to measure the sufficient stock of fare cards demand in the system?	In case of any discount offered to the passengers, Operator will be informed at a later stage. 400,000 Fare cards will be handed over to the operator incrementally in the initial phase of the operations. And if need be, more cards will be provided by the Employer.
42.			If fare cards are out of stock then what will be the solutions. a. Can passengers avail more than 1 card? b. If a card is lost/stolen what will be the process? c. Is there any smart card expiry? d. Is there any discount for passengers at any specific time?	a. Yes. b. A new card will have to be purchased by the passenger. However, this is not under Operator's scope of work. c. No. d. In case of any discount to be offered to the passengers, Operator will be informed at a later stage.
43.			How can passengers complain and what will the process to validate and follow-up his complaints.	This is not under Operator's scope of work.
44.			How to refund the cost to or from passengers, if BRT mistakenly added extra or less top-up smart cards.	This is not under Operator's scope of work.. All such complaints will be settled through ITS mechanism and by launching a complaint by the passenger at the call centre.
45.			What will be criteria for operators to train customer dealer's staff?	Operator will be responsible to train their staff in accordance with the international best practices.
46.			Connectivity details across sites: a. Who has responsible for connectivity across the site.	This is not under Operator's scope of work.



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RESPONSES TO QUERIES RAISED SUBSEQUENT TO THE  
PRE-BID MEETING HELD ON MARCH 08, 2021**

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47.			How many gates will be in the bus station?	<p>For Green Line all elevated curb side Bus Stations will have two (2) platforms in each direction for 18-meter Bus docking and all at grade Bus Stations will have three (3) platforms in each direction for 18-meter Bus docking.</p> <p>For Orange Line all Bus Stations will have two (2) platforms in each direction for 12-meter Bus docking.</p> <p>18-meter Bus will have three (3) doors on each side and 12-meter Bus will have Two (2) doors on each side.</p>
48.			Bus capacity exceeded, how to educate passengers or operators that only a specific number of people can enter in a bus.	Capacity management at the platform will be the responsibility of Operator. However, this will be discussed in detail with the successful bidder. Further, the purpose can be achieved by deputing personnel at the respective platforms as per requirement under the RFP.
49.			Security and safety regulation: what are the rules and regulations please explain.	Security of the Covered Assets shall be in accordance with the applicable laws of Pakistan.
50.			Please provide list of SOPs Violations.	All such requirements will be communicated to the successful bidder prior to the commencement of operations.
51.			What is the Collection time & Location of Revenues collection by "Fund Manager"?	Fund Manager will collect Revenues from each and every Bus Station after closing of daily operations at 11 PM.



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52.			<p>Reference is made to Bidding Form f2, Details of financial proposal which includes the following:</p> <ol style="list-style-type: none"> <li>1. Salaries and Management Fee</li> <li>2. Insurance</li> <li>3. Supply and Maintenance Items</li> </ol> <p>Apart from aforesaid, there are certain considerable costs associated with different heads like (Motorized cleaning of Corridor, steam cleaning of station, waste management, removal of ponded water from the corridor during rains, landscaping work including new plantation along corridor, supply of 1000 KVA generator) etc.</p> <p>In order to have competitive bidding following payment details under the form 2 needs to be spelled out: Capital cost of Generator, Motorized Street sweeper, Waste Hauler, industrial scrubber machine etc. As per our understanding these machines required be procured upfront and the same shall be under the ownership of Client, this needs to be paid as upfront cost with the ownership of client. Also, various cost of maintenance which shall be charged on actualized basis including breakage cost/ periodic cost such as etc.</p>	<p>This is a competitive bidding process whereby bidders are expected to manage their bids efficiently over the lifecycle of operations. Upfront CAPEX costs are typically reimbursed in traditional PC-1 contracts. This is not a PC-1 procurement.</p> <p>All items mentioned in the question can be adequately covered in the components provided in Bidding Form F2.</p>
53.			<p>Insurance shall govern a considerable cost. It is recommended that SIDCL identify the type and extent of such insurances, otherwise if considered by participants itself purely on the basis of their</p>	<p>Please refer to response no. 7 above.</p>



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			experience and judgement, shall cause problems during the evaluation stage.	
54.			Please clarify. As per our understanding, incase of Consortium Bidder Name shall be specified under the consortium agreement for the purpose of submitting the bid.	The understanding is correct. For further clarity, please refer to the requirements set out in Annexure E ( <i>Requirements for Consortium Agreement</i> ) of the RFP.
55.			Please clarify, is there any provision of Operator Office/Accommodation within or outside Project area.	No such provision is available.
56.			Please provide the quantity of water coolers provided by the employer/client on all stations?	There are no water coolers install at any Bus Stations.
57.			Please share the location/point established by client/employer for the provision of water tank Buzzer/tanker filling if required for horticulture? Furthermore please clarify it is reimbursable on actual if filled out from commercial water hydrants.	No tanker filling provision will be provided by the Employer. It is solely under Operator's responsibility.
58.			RFP & Agreement Exhibit 3 – List of general Supplies “Public Address System” shows empty column. Please clarify employer/client will provide & install the same?	Yes, the Employer will install the same.
59.			In order to have a competitive environment TORs/job descriptions of Security Guards and key managerial staff need to be provided to all participants. We have proposed Employment Criteria for various security	Not Agreed.



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			Personnel which have significant financial impact on the bid ( <i>Attached As Annexure A</i> )	



**ANNEXURE A – SECURITY PERSONNEL CRITERIA**

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1. Ratio of Ex-Servicemen Vs Civilian is 50:50
2. Selection Criteria of Ex-servicemen Security Guard (Retired from Army, Air Force, Navy, Ranger, FC, Levy, Police, all category of C&A Forces)
  - Experience: Minimum 7 years' service
  - Army Rank: Sepoy (Min)
  - Character: Exemplary/good
  - Age: 25-55 years
  - Retirement: Normal
  - Medical Category: A
  - Height: 5'6'
  - Minimum Education: Middle/Matric
3. Selection Criteria of Civilian Security Guard:
  - Age: 25-50 years
  - Medical Category: A
  - Height: 5'6' minimum
  - Education: Minimum Middle
4. Female Guards/Lady Searchers:
  - Age: 25-50 years
  - Medical Category: A
  - Height: 5'6' minimum
  - Education: Minimum Middle