



REQUEST FOR PROPOSAL

**TO PROVIDE, OPERATE, MANAGE AND MAINTAIN
PUBLIC TRANSPORT SERVICES
IN BRUNEI DARUSSALAM**

Reference: JPD/RFP01/2024-2025

**LAND TRANSPORT DEPARTMENT
MINISTRY OF TRANSPORT AND INFOCOMMUNICATIONS
(MTIC)
BRUNEI DARUSSALAM**

**Information Day
Tuesday, 5th November 2024 (Hybrid Session)
Time: 9.30 to 11.00 in the morning (GMT+8)**

**RFP Submission: 11th March 2025
(No later than 2PM)**

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1. Introduction

The Land Transport Department (LTD), Ministry of Transport and Infocommunications (MTIC) has reviewed the Public Transport Strategy for Brunei Darussalam with the overall objective of supporting *Wawasan Brunei 2035*, notably towards achieving the goal of high quality of life through improvements in the population's connectivity, mobility and safety.

The review included an assessment of the current status of the Public Transport System as well as the recommendations from past white papers and studies. These include the Land Transport White Paper and Land Transport Master Plan (2014); A Blueprint for Vision 2035 Sustainable and Inclusive Land Transportation System for Brunei Darussalam (2017); and Public Transport for Smart City Realization Report (2022). Whilst the broad recommendations and strategic objectives remain relevant, the specific implementation recommendations have since been overtaken by developments or their implementation found to be not sustainable. Hence, the reviewed and consolidated Blueprint for Vision 2035 - Sustainable and Inclusive Land Transportation System for Brunei Darussalam will serve as the basis for projects and initiatives in the following six areas:

- Increasing Connectivity;
- Improving Reliability;
- Investing in Infrastructure;
- Harnessing Technology;
- Reforming the Industry Structure; and
- Regulating Public Transport.

With the objective of establishing an interconnected system that is efficient, accessible and facilitates mobility for every level of the community and population, implementation will focus on:

- (1) increasing the connectivity and reliability of the mainline bus routes;
- (2) improving and increasing the coverage of on-demand (e-hailing) taxis and share ride services; and
- (3) leverage on the use of technology that enables vehicle movement monitoring and passenger convenience through the use of a Smart Transport (*Management*) System.

At this juncture we are looking at improving the connectivity and reliability of a mainline or core public bus network service that would also be complemented with an initiative for improving and innovating our on-demand transport services via the Smart Transport (*Management*) System project (STS).

With this in mind, LTD, MTIC aims to identify capable and interested service provider(s) to provide, operate, manage and maintain the public transport services in Brunei Darussalam comprising of **Core Bus Network Services and On-Demand Catchment Feeder Services** to:

- a. Improve the connectivity and service level to meet the public's needs and increase public transport usage and ridership;
- b. Optimize the efficiency and effectiveness of the bus route network and feeder service catchment by considering the social considerations and the mobility of the public such as for school-runs, work, errands and other journeys;
- c. Provide reliable and predictable services by adhering to schedules and maintaining consistent travel time;
- d. Provide comfortable and high quality services by utilising a modern fleet that meet standard requirements; and
- e. Enhance the public transportation system with sustainable, efficient and innovative approaches to reducing carbon foot-print and operational costs.

Purpose of the RFP

To select a Contractor for the Project through a formal procurement process to ensure transparency, competitiveness and alignment with the project goals.

2. Scope of Services

2.1 Goals and Objectives

- 2.1.1 This RFP intends to invite the participation of local and/or international Contractors to submit their proposal for the provision to **Provide, Operate, Manage and Maintain Public Transport Services in Brunei Darussalam.**
- 2.1.2 This document describes the requirements for the provision of supplying the appropriate vehicle specifications, operation of the services, managing the routes, scheduling and maintain where specified the associated infrastructures provided by the Government whilst adhering to regulations and set standards.
- 2.1.3 To encourage third-party appraisal of the proposed routes, operational performance standards, vehicle specifications and contracting model.
- 2.1.4 To identify, assess and evaluate the most viable proposal(s) using a Public Transport Concession Contract Service Model over a proposed 10 (+ 5 + 5) Year Concession period as a basis.

2.2 Deliverables

- 2.2.1 Provide Bus Services within the Bus Service Area or Routes or Catchment from Brunei-Muara District to the other districts via the provision of inter-district bus services. This also includes bus services within the districts of Brunei-Muara, Tutong, Temburong and Belait. Inclusively, providing bus services for the identified catchments, notably for schools, and others such as health centres, government offices, mosques, tourist attractions places, residential areas, commercial areas or other areas to be specified. **Refer to Annex 1 or Annex 2.**
- 2.2.2 One single service provider company (Contractor) can submit their proposal to operate any of those routes, areas or the entire bus routes in all areas stated in **Annex 1 or Annex 2.**
- 2.2.3 Operate the buses in accordance with the frequency and schedule proposed. **Refer to Annex 3** for a study on the bus frequencies for the main routes in the Brunei-Muara District.

- 2.2.4 Procure buses that meet the requirements to serve the routes or areas identified. (To also complete and submit **Schedule D: Fleet Deployment Plan** and **Schedule E: Fleet Procurement Schedule**.)
- 2.2.5 Provide sufficient Drivers and Conductors to operate the buses with sufficient coverage to not disrupt continuous operations.
- 2.2.7 Operate and maintain the buses according to Operation and Maintenance requirements.
- 2.2.8 Prepare the buses for service including internal and external cleaning, fueling, daily maintenance, repairs and technical inspections.
- 2.2.9 Provide and Maintain the Bus Depot with sufficient parking space. (To also complete and submit **Schedule F: Bus Depot Plant and Equipment Schedule**.)

2.3 Obligations of the Government

- 2.3.1 The Government grants to the Contractor the rights to operate within specified routes and/or areas within the period of the Public Transport Concession Contract.
- 2.3.2 The Government provides and grants access to public transport infrastructures such as the stops, bus interchanges and bus terminals for the Contractor to manage, operate and maintain for the Government during the specified period.
- 2.3.3 The Government shall provide a Smart Transportation Management System (Platform) for the Contractor to subscribe to for the management and operations of Public Transport Services.

2.4 Obligations of the Contractor

- 2.4.1 The Contractor shall, at its own cost and expense, observe, fulfill, comply with and perform all its obligations set out in any Contract arising hereunder including the procurement of buses and operations in accordance with the agreed fleet deployment plan. (As per **Schedule E: Fleet Procurement Schedule** and **Schedule D: Fleet Deployment Plan**.)

2.4.2 The Contractor shall provide Bus Services on routes at frequencies as specified. (As per **Schedule D: Fleet Deployment Plan.**)

2.5 Allocation of the Service Contract

A primary element to structure a nationwide Public Transport Services is to determine how the service contract will be allocated to the concessionaires. Below are types of routes management that can be applied by the Contractor to identify which route types or catchments they wish to propose in accordance with the information provided in **Annex 1 or Annex 2.**

2.5.1 By route

- i. This type of concession is based on an allocation by route, with the service being provided between a specific origin location and a destination.
- ii. The Contractor shall offer a fixed supply of buses and comply with a pre-established path and schedule for every route.
- iii. Although concessionaires are awarded a single route per contract, an operating Contractor may operate various routes at the same time.

2.5.2 By group of routes

- i. This kind of concession is granted a group of routes with common or close origins and destinations.
- ii. The objective for such allocation is to promote operational efficiency for conveniently located schools, health centres, mosques, government offices, commercial areas, tourist attraction places and residential areas close to such origin locations and destinations.
- iii. The allocation of this kind of concession is performed by group of routes that can make up a whole feeder service.

2.5.3 By area

- i. This type of concession involves an interested Contractor responsible for providing services in a predefined geographical area that includes several routes.

- ii. The Contractor can optimize the set of routes to address changes in demand or to gain higher operational efficiency.

2.5.4 By catchment

- i. This type of concession defines a catchment area for public transport where the Contractor may decide the bus types and seating capacities applied for the vicinity of a stop or station of a public transport line.
- ii. The design of routes and operation planning process may be carried out for the concession or make up a feeder services concession where the catchment area can be viewed as the customer base for public transport.
- iii. The catchment area can be set by the determination of a geographical catchment area or the potential number of travellers within an area. The catchment area can be viewed as the customer base for public transport that could make up a feeder services concession.

2.6 Passenger Fare

- 2.6.1 The Contractor will propose a fare structure that is affordable for all routes according to per kilometer basis or routes types.
- 2.6.2 The fare structure shall include the following proposals by taking into account the findings from the Brunei Darussalam Public Bus Transport Survey Report in **Annex 4**:
 - i. The bus rate fare per trip.
 - ii. The concession rate for students, senior citizens, people with special needs, seasonal rates and any other specified categories.

2.7 Business Model

- 2.7.1 The Contractor shall develop a revenue strategy for Public Transport Services such as:

- i. Revenue management.
- ii. Diversification of services.
- iii. Optimizing assets.

(To also complete and submit **Schedule C: Cost-Benefit Analysis.**)

3. Confidentiality

- 3.1 The Contractor and the Government agree and undertake to keep confidential all information, whether written or verbal, relating to this RFP or concerning the business affairs of the Government that it may obtain or receive as a result of or in the course of the discussions leading up to the execution of this RFP and/or the performance of its obligations under this RFP, save insofar as such information is already in the public domain.
- 3.2 The Contractor and the Government agree and undertake to disclose such confidential information to only such of its employees, agents and/or sub-contractors who have a reasonable need to know of the same to enable the Contractor to perform its obligations under this RFP, or if required by any applicable laws or regulations.
- 3.3 The Contractor and the Government further agree and undertake to take all such steps as are necessary to ensure that all of its employees, agents and/or sub-contractors to whom such confidential information is disclosed are made aware of the confidential nature thereof and keep the same confidential at all times.
- 3.4 The employees and agents of the Contractor shall, if so required by the Government, sign an Undertaking to Safeguard Official Information Schedule.
- 3.5 For the avoidance of doubt, the provisions of this Section 3 on Confidentiality shall survive the termination or expiration of this RFP.

4. Contractor Instructions

4.1 Request for Proposal (RFP)

LTD, MTIC invites interested Contractors with extensive knowledge and experience in the public transport industry to submit proposals to provide, operate, manage and maintain public transport services in Brunei Darussalam comprising of Core Bus Network Services and Catchment Feeder Services that is viable, sustainable and meet the minimum pre-determined performance, vehicle and operational standards based on a proposed minimum 10 (+ 5 + 5) Year Concession Contract Service Model as a basis.

4.2 General Instructions

The Contractors are requested to consider the following instructions when preparing their responses:

- i. The Contractors must address all matters raised in this RFP. Failure to adhere to the specified format unless otherwise agreed may disqualify a vendor from further consideration.
- ii. Submission of proposals shall constitute evidence that the Contractor has considered all the above-mentioned examinations, and is free of any uncertainty with respect to conditions that would affect the execution and completion of this project.

4.3 Costs of participating in the RFP process

Except as otherwise stated in this RFP, the Contractor shall bear their own costs associated with the preparation, presentation and negotiation of the Proposal.

4.4 Structure of the Response

The Contractor shall prepare responses for this RFP according to the structure given below:

- i. **Section 1: Executive Summary.**

(The set of schedules i.e. **Schedules A to H** are to be completed and appended.)

ii. Section 2: Contractor Profile, Proposal, Experience & References:

a. Section 2.1 Experience and Qualifications:

- Proven track record in public transportation services.
- Relevant experience in operating similar transportation systems.
- Qualifications of key personnel and management team.
- Client references and examples of past successful projects.
- Performance metrics from previous contracts.

b. Section 2.2 Technical Capability:

- Ability to meet technical requirements and service standards.
- Manufacturer's Vehicle Specification.
- Proposed technology for operations (e.g., scheduling software, fleet management systems).

c. Section 2.3 Financial Capability:

- Demonstrated financial health and sustainability.
- Ability to manage budgets effectively and provide financial proposals.

d. Section 2.4 Operational Plan:

- Detailed plan for service delivery, including routes, schedules, organisation chart and staffing.
- Set of Propose Routes Information or Map for Public Transport Services such as Public Bus Routes and Catchment Feeder Services / On-Demand Routes.
- Maintenance strategies and plans for vehicle up keep.

e. Section 2.5 Business Model and Cost Structure:

- Comprehensive and transparent pricing model.
- Value for money in terms of service provided relative to costs.
- Revenue management and strategy.
- Diversification of services.
- Optimizing assets.
- Cost benefit analysis.

f. Section 2.6 Health, Safety, Security and Environment:

- HSSE Management System for adherence to safety regulations and standards.
- Experience in implementing safety programs and protocols.

g. Section 2.7 Quality of Service:

- Strategies for ensuring high levels of customer service.
- Plans for community engagement and responsiveness to passenger needs.

h. Section 2.8 Sustainability Practices:

- Commitment to environmentally sustainable practices.
- Plans for reducing emissions and promoting green initiatives.

i. Section 2.9 Innovation and Improvement:

- Proposals for innovative solutions to improve service efficiency and effectiveness.
- Commitment to continuous improvement practices.

iii. Section 3: Local Business Development (LBD).

- Strategies for Local Employment and Local Content in delivering the project including but not limited to involving local MSMEs in the transportation sector.

4.5 Submission of RFP document

- 4.5.1 The RFP documents shall be submitted in a sealed envelope or encrypted document marked “**PRIVATE AND CONFIDENTIAL**”.
- 4.5.2 The envelope containing the RFP **shall not** bear the name, logo or address of the Contractor.
- 4.5.3 The sealed envelope shall bear the following description of the project namely:

**REQUEST FOR PROPOSAL
TO PROVIDE, OPERATE, MANAGE AND MAINTAIN
PUBLIC TRANSPORT SERVICES IN BRUNEI DARUSSALAM
Reference: JPD/RFP01/2024-2025**

- 4.5.4 The RFP documents must be completed, signed and executed and shall be addressed and delivered to the office of:

**THE CHAIRMAN
MINI TENDER BOARD
GROUND FLOOR
MINISTRY OF TRANSPORT AND INFOCOMMUNICATIONS
JALAN MENTERI BESAR
BANDAR SERI BEGAWAN BB3910
BRUNEI DARUSSALAM**

and/or

by an encrypted electronic document to:

ltk@mtic.gov.bn

and the password via email to:

nazri.yusof@mtic.gov.bn and hairul.karim@mtic.gov.bn

4.6 Selection Process

The following are the general descriptions of the selection process:

- 4.6.1 All qualified Contractors who submit complete proposals as set forth in **Schedule B: Compliance Matrix** will be considered. The proposal received in response to this solicitation will be evaluated and ranked, by the Evaluation Committee in accordance with the process and evaluation criteria.
- 4.6.2 The proposal will be evaluated in light of the material and substantiating evidence presented in the response, and not based on what is inferred.
- 4.6.3 After thoroughly reviewing the proposal, each Evaluation Committee member shall conduct their independent evaluation of the proposal received and grade the responses on their merit in accordance with the evaluation criteria.

4.7 Evaluation Criteria

- 4.7.1 The Evaluation Committee may, at the Government's discretion, shortlist firms to be interviewed.

4.7.2 Proposals must address all the items identified in the Request. All proposals will be evaluated based on the submission in accordance with **Section 4.4** of this RFP document and scores will be accorded the below weightage.

| No. | Parameters | Score Weightage |
|-----|--|-----------------|
| 1 | <p>Experience and Qualifications:</p> <ul style="list-style-type: none"> - Proven track record in public transportation services. - Relevant experience in operating similar transportation systems. - Qualifications of key personnel and management team. - Client references and examples of past successful projects. - Performance metrics from previous contracts. | 10% |
| 2 | <p>Technical Capability:</p> <ul style="list-style-type: none"> - Ability to meet technical requirements and service standards. - Manufacturer's Vehicle Specification. - Proposed technology for operations (e.g., scheduling software, fleet management systems). | 15% |
| 3 | <p>Financial Capability:</p> <ul style="list-style-type: none"> - Demonstrated financial health and sustainability. - Ability to manage budgets effectively and provide financial proposals. | 10% |
| 4 | <p>Operational Plan:</p> <ul style="list-style-type: none"> - Detailed plan for service delivery, including routes, schedules, organisation chart and staffing. - Set of Propose Routes Information or Map for Public Transport Services such as Public Bus Routes and Catchment Feeder Services / On-Demand Routes. - Maintenance strategies and plans for vehicle up keep. | 20% |

| | | |
|----|--|------|
| 5 | <p>Business Model and Cost Structure:</p> <ul style="list-style-type: none"> - Comprehensive and transparent pricing model. - Value for money in terms of service provided relative to costs. - Revenue management and strategy. - Diversification of services. - Optimizing assets. - Cost benefit analysis. | 20% |
| 6 | <p>HSSE:</p> <ul style="list-style-type: none"> - HSSE Management System for adherence to safety regulations and standards. - Experience in implementing safety programs and protocols. | 5% |
| 7 | <p>Quality of Service:</p> <ul style="list-style-type: none"> - Strategies for ensuring high levels of customer service. - Plans for community engagement and responsiveness to passenger needs. | 5% |
| 8 | <p>Sustainability Practices:</p> <ul style="list-style-type: none"> - Commitment to environmentally sustainable practices. - Plans for reducing emissions and promoting green initiatives. | 5% |
| 9 | <p>Innovation and Improvement:</p> <ul style="list-style-type: none"> - Proposals for innovative solutions to improve service efficiency and effectiveness. - Commitment to continuous improvement practices. | 5% |
| 10 | <p>Local Business Development (LBD):</p> <ul style="list-style-type: none"> - Strategies for Local Employment and Local Content in delivering the project including but not limited to involving local MSMEs in the transportation sector. | 5% |
| | Total | 100% |

4.8 Information Day

- 4.8.1 In order to provide consistent advice and clarification to all Contractors, an “Information Day” will be held for all interested Contractors to suit their time or travel arrangements. This session will be held in a hybrid format (both physical and virtual attendance).

The Information Day (hybrid session) will be held on **Tuesday, 5th November 2024** from **9.30 to 11.00 in the morning (GMT+8)**. The venue will be at Dewan Amar Pahlawan, Ministry of Transport and Infocommunications (MTIC), Jalan Menteri Besar, Brunei Darussalam.

- 4.8.2 During the Information Day, the Government will endeavour to answer any questions in relation to this RFP. If the Government is unable to provide answers to a question raised, a response will be provided as soon as possible after the Information Session.

5. Contractor Eligibility Criteria

- 5.1 This RFP is open for participation by all Contractors (local and international businesses or companies) who have previous experience in the Contract of Public Transport Services. Successful Contractors shall be contracted for the stipulated duration subject to the pursuant Contract/Agreement after the tender process.
- 5.2 The Contractor is defined as an independent company registered in “country name” or a consortium of partnership between a local “country name” registered company and local or global service partner.
- 5.3 The Contractor shall provide a Local Business Development (LBD) strategy for Local Employment and Local Content in delivering the project including, but not limited to, involving local MSMEs in the transportation sector.

6. Public Transport Concession Contract Service Model

- 6.1 The business model for routes and catchments are to be operated using “Concession Contracting Service Model” with a sufficient concession period to

amortize major initial investments and a possible extension, depending on the performance of the Contractor.

Note:

Concession is defined as the collaboration between the Government and the Contractor. The Government provides or grants specific rights(routes) to the Contractor for the management and operation of the Public Transport Services by using Public Transport Concession Contract Service Model over a proposed 10 (+5+5) Year Concession period.

The Government may retain the ultimate ownership of the routes to supply the Public Transport Services. In concessions, the Contractor (concessionaire) operates and maintains the concession rights (routes) including the bus stops, the bus interchanges and the bus terminals and the Government ensures the concessionaire meets required quality service standards.

6.2 The Contractor shall propose a business model framework for public transportation system that meets the minimum requirement of the existing routes network and/or the proposed routes or areas or catchments that cater for passengers' travel or transport needs.

7. Standards and Specifications

A further objective is to enhance the public transportation system with sustainable, efficient and more eco-friendly vehicles. Therefore, proposals should also consider innovative approaches to maximising energy efficiency, carbon foot-print and reducing operational costs.

7.1 Bus Specifications

7.1.1 The Contractor shall supply buses according to Bus Type and Seating Capacity:

| Area/Route | Intra-District | Inter-District | Feeder |
|-------------------------|--------------------------------------|--|------------------------------------|
| Bus Type | Low Floor (or any please specify) | Low Floor / Coach (or any please specify) | Bus/Van (or any please specify) |
| Seating Capacity | 22 – 33 Seaters | 33 - 45 Seaters | 15 – 22 Seaters |

7.1.2 The Contractor shall propose bus types and standards for:

- i. intra-districts within Brunei-Muara, Belait, Tutong dan Temburong;
- ii. inter-districts between Belait to Tutong to Brunei-Muara to Temburong;
- iii. feeder vehicles to cater for schools, mosques, health centres, commercial areas, tourist attraction places, government offices and residential areas.

7.1.3 The Contractor shall provide right-hand drive buses.

7.1.4 The Contractor shall provide fitted buses with fully functioning air-conditioning systems to maximize passenger and driver comfort.

7.1.5 The Contractor shall provide buses that are installed with complete lighting systems for both the interior and exterior.

7.1.6 The Contractor shall provide buses that are equipped for ease of access for passengers of all sizes, ages, capabilities and mobilities while boarding and alighting.

7.1.7 The Contractor shall provide buses that are equipped for passengers with special needs.

7.1.8 The Contractor shall ensure all buses are equipped with suitable areas for baggage and pushchairs.

7.1.9 The Contractor shall provide the appropriate Bus Specifications according to the route types and catchment areas, by taking into account, the specific groups of population that require special attention to accessibility and mobility issues such as senior citizens, people with special needs and students.

7.2 Buses and Feeder Services

7.2.1 The Contractor shall invest in and own the buses and feeder service vehicles.

7.2.2 The Contractor shall procure buses as per **Schedule E: Fleet Procurement Schedule** by referring to the number of buses identified at every routes and catchments **in Annex 1 or Annex 2**.

7.3 Vehicle Safety

7.3.1 The Contractor shall provide buses fitted with, but not limited to, the following safety features:

- i. Minimum anti-lock braking system (ABS);
- ii. Safety belts for driver and seated passengers;
- iii. Non-slip flooring;
- iv. Yellow steps to allow passengers to see clearly when boarding and alighting;
- v. Stanchion poles and handrails for standing passengers;
- vi. Emergency exit (breakable window) with emergency glass breaker; and
- vii. Driver's compartment installed with a clear partition and door.

7.4 Interior Requirement

7.4.1 The Contractor shall provide buses that meet the minimum requirements, but not limited, to the following:

- i. Foldable passenger seats that can accommodate wheelchair users;
- ii. Storage / baggage compartments;
- iii. Getting-off button with bus stopping sign;
- iv. Handrails / guide rails for standing passengers with space for advertisement;
- v. Built-in front and rear upper Light Emitting Diode (LED) signage display.

7.4.2 The Contractor shall provide buses fitted, with, but not limited to in-vehicle Public Address System (P.A. System);

7.4.3 The Contractor shall provide buses with passenger seats installed with foam and upholstered in durable materials with the objective of comfort and durability.

7.4.4 The Contractor shall provide buses that have low-entry with step-free floor from entrance right through to the exit door (step-less aisle).

7.5 Exterior Requirement

7.5.1 The Contractor shall propose the colour schemes and designs for the Buses.

7.6 Passenger Doors

7.6.1 The Contractor shall provide buses that are equipped with two (2) passenger doors namely the front (single) inside-swing pneumatic door and the middle (double) inside-swing pneumatic door.

7.6.2 The Contractor shall provide buses with doors on the left side of the vehicle.

7.7 Vehicle Sensors

7.7.1 The Contractor shall provide buses that are fitted with front and rear parking sensors.

7.7.2 The Contractor shall provide buses with visual and audible warning indicators that include, but not limited, to the following:

- i. Low engine oil pressure light;
- ii. Low brake air pressure and warning buzzer;
- iii. High beam light;
- iv. Flashing turn indicator light;
- v. Battery “No Charge” light;
- vi. Parking brake “On” warning light;

- vii. Key in ignition warning;
- viii. Headlights “left on” warning; and
- ix. Seat belt warning signal for driver only.

7.7.3 The Contractor shall provide buses that are equipped with the following:

- i. A well-stocked first-aid kit complete with the necessary medical items such as medicines, adhesive bandages, medical tape, gauze pads etc. situated near the driver seat at an appropriate location and level on the side with proper reinforcement;
- ii. Working fire extinguisher stored in a proper compartment or holder and to ensure its periodic servicing/maintenance;
- iii. Tool kit container complete with standard vehicle kit of tools (onewheel brace, one jack with handle, tool box or necessary mountings, 2 screw drivers – flathead type etc.);
- iv. Breakdown warning sign; and
- v. Spare tyre(s).

7.8 Vehicle Electronics / Electrical Supply

7.8.1 The Contractor shall provide buses that are capable for the installation of the Smart Transport Management System including wiring ports and adequate power supply for the on-board system.

7.8.2 The Contractor shall provide buses that have allocated space for the Smart Transport Management System equipment and other related items.

7.9 Insurance Coverage

The Contractor shall provide comprehensive insurance coverage which covers, but not limited to, passenger liability, personal accidents, third party liability, vehicle recovery and windscreens.

8. Operation and Management

8.1 Bus Depot

- 8.1.1 The Contractor shall provide a bus depot.
- 8.1.2 The Contractor shall plan strategically to supply the bus depot. As the bus volume increases, the Contractor shall increase bus depot capacity.
- 8.1.3 When selecting the site of a bus depot, the Contractor shall consider factors such as:
 - i. Depot accessibility i.e. for buses from the nearest terminal and the staff; and
 - ii. Efficient utilization of space / land, equipment and manpower.

8.2 Routes and Schedules

- 8.2.1 The Contractor shall clearly state routes or feeder bus services area that the Contractor is interested to invest in with details, rationale and relevant description.
- 8.2.2 The Contractor shall indicate the number of buses including spare buses required for each route that covers the entire route for intra-district services, inter-district services and catchment areas for feeder bus services.
- 8.2.3 The Contractor shall provide detailed descriptions of how the operation will be managed in relation to:
 - i. Bus services at the main routes such as intra-districts (Brunei-Muara, Tutong, Belait and Temburong), inter-districts (Belait to Seria to Tutong to Brunei-Muara and Temburong to Brunei-Muara);
 - ii. Bus services and feeder bus services for catchment areas such as schools, health centres, mosque, government offices, commercial areas, residential areas, tourist attraction places and others to be specified;
 - iii. Routes Schedules for bus fleet management and depot facilities;

- iv. Bus driver allocation for maximum 8 hours working and salary;
 - v. Remote monitoring, reliability and punctuality; and
 - vi. Communication and bus cleanliness.
- 8.2.4 The Contractor shall provide details of route and hours of operation for main routes and catchment areas. The hours of operation will be segregated into peak hours and off-peak hours of operation.
- 8.2.5 The Contractor shall provide minimum frequency and headway for each route. The Contractor also shall accordingly prepare the timetable adhere to the frequency and headway.
- 8.2.6 The Contractor shall provide estimated revenue from the bus fare collection operating each route including other revenues such as operating business at bus terminals, bus interchanges, bus interchange park and ride and bus stops. This revenue should also include those from school passengers and tourists.
- 8.2.7 The Contractor shall provide estimated expenditure from the tenancy fees including other expenses such as refurbishment of bus terminals, design, build and operate of bus terminals and bus interchanges.
- 8.2.8 The Contractor shall provide an outline of the branding and marketing strategy such as:
- i. To address the current perception towards public transport; and
 - ii. To attract locals to use the public bus.

8.3 Fleet Deployment Plan

- 8.3.1 The Contractor shall develop a **Fleet Deployment Plan (Schedule D)** which shall contain details including, but not limited to, number and type of buses, details of the assured fleet availability to be ensured by the Contractor during the operations period, routes, schedules of buses including description of bus stops, hours of operation, minimum frequency and headway based on-peak and off-peak hour (the “Fleet Deployment Plan”).
- 8.3.2 The Contractor shall provide all information of proposed routes, areas or catchments identified by the Contractor..

8.4 Management of Buses

- 8.4.1 The Contractor shall provide detailed descriptions of how the buses will be managed with specific reference to timetables, bus fleet management and depot facilities, remote-monitoring, accessibility, reliability and punctuality, communications and bus cleanliness.
- 8.4.2 The Contractor shall ensure all records of the vehicle usage be kept in a proper and organised manner.

8.5 Maintenance of Buses or Feeder Buses

- 8.5.1 The Contractor shall perform periodic servicing and maintenance of the Buses.
- 8.5.2 The Contractor shall ensure all records of the periodic servicing and maintenance of the Buses be kept in a proper and organised manner.

9. Compliance with Laws of Brunei Darussalam

The Contractor shall comply with the requirements of all relevant Acts and other regulations or codes of practice made under any Act and the regulations and by-laws of any relevant authorities.

Schedule A : RFP Acknowledgement

Dear Sir / Madam,

TO PROVIDE, OPERATE, MANAGE AND MAINTAIN PUBLIC TRANSPORT SERVICES IN BRUNEI DARUSSALAM

We, the undersigned, acknowledge receipt of your Request for Proposal (RFP)
Reference: JPD/RFP01/2024-2025, dated _____, and
hereby confirm that we:

INTEND DO NOT INTEND

to submit a proposal to **the Chairman, Mini Tender Board, Ground Floor, Ministry
Of Transport And Infocommunications, Jalan Menteri Besar, Bandar Seri
Begawan BB3910, Brunei Darussalam** by the deadline date of 28 January 2025, not
later than 2.00 pm (GMT+8) and that we:

INTEND DO NOT INTEND

to submit one (1) hardcopy of RFP and/or email one (1) softcopy of encrypted RFP
document.

We acknowledge that this RFP is confidential and proprietary to the secretariat and
the evaluation committee, and contains privileged information.

Name of Authorized Representative:

Signature:

Name:

Title:

Address:

Telephone:

Email address:



Schedule B : Compliance Matrix

Project & Government’s Requirements (PGR)

Priorities: Each requirement within the document has been allocated with a priority key (**Key, P1 or P2**) as follows:

(1) Key – Essential: “Compliance is crucial to the sustainability of the project and as an enabler for the Government to assess the Contractor’s capability”

(2) Priority 1 – Project and Government’s Requirements: “Non-Compliance will degrade the efficiency of the project and Government consideration on the Contractor’s involvement in this project”

(3) Priority 2 – Desirable: “Compliance will deliver towards the ideal service delivery”

Key and Priority Requirements

The Contractor shall complete the Compliance Matrix by stating the compliance status against each requirement or specification with additional comments (if any):

| PGR ID | PGR | Priority | Compliance Status | |
|----------|---|------------|--------------------------|---------------------|
| | | | Requirement Met (Yes/No) | Additional Comments |
| 1 | The Contractor shall submit all information required as specify in Section 4.4 of this RFP document. | Key | | |
| 2 | The Contractor shall complete and submit all the Schedules A to G. The Contractor may add any required information and not limited to the provided Schedules’ format. | P1 | | |
| 3 | The Contractor shall provide Local Business Development (LBD) Framework. | P1 | | |
| 4 | The Contractor shall provide the business strategy of the proposed concession model to meet the minimum requirement of the existing routes network. | Key | | |

| PGR ID | PGR | Priority | Compliance Status | |
|--------|--|----------|--------------------------|---------------------|
| | | | Requirement Met (Yes/No) | Additional Comments |
| 5 | The Contractor shall provide the routes management plan in accordance to routes types or catchments i.e. by route, by group of routes or by catchment area. | P1 | | |
| 6 | The Contractor shall provide the concession contract service model in accordance to the routes types or catchments i.e. by route, by group of routes or by catchment area. | Key | | |
| 7 | The Contractor shall provide clearly the proposed routes or catchment areas with the proposed map routes to be attached. The Contractor shall label or mark the proposed routes or catchment in the map. | P1 | | |
| 8 | The Contractor shall develop a fare revenue strategy for Public Transport Services such as: <ul style="list-style-type: none"> ▪ Revenue management. ▪ Diversification of services. Optimizing assets. | Key | | |
| 9 | The Contractor shall explain in detail the bus specifications which include the bus types, number of bus required and the prices in accordance to routes or catchment and seating capacity. | P1 | | |
| 10 | The Contractor shall explain in detail the bus depot which include the name of location, the land size and number of bus depot proposed. | P1 | | |

| PGR ID | PGR | Priority | Compliance Status | |
|--------|---|----------|--------------------------|---------------------|
| | | | Requirement Met (Yes/No) | Additional Comments |
| 11 | The Contractor shall explain in detail the Contractor's profile which include among others their relevant experience in operating public transport services, financial capability or turnover, organisational structure including any partnerships the Contractor has or going to have and other relevant information and data. | P1 | | |
| 12 | The Contractor shall clearly state which routes or feeder bus services that the Contractor interested to invest with details, rationale and relevant description. | Key | | |
| 13 | The Contractor shall indicate the estimated cost to supply, operate, maintain and manage per bus per month for every route together with the installation of Smart Transport Management System. The Contractor may propose better system than that aspired by Government. | Key | | |
| 14 | "Concession Contracting Service Model" with concession period of at least to fully amortize major initial investments and possible extension annually up to 10 years depending on the performance of the Contractor. The Contractor may propose longer concession period with detail rationale and description. | Key | | |

| PGR ID | PGR | Priority | Compliance Status | |
|--------|--|----------|--------------------------|---------------------|
| | | | Requirement Met (Yes/No) | Additional Comments |
| 15 | The Contractor shall indicate the number of buses including spare buses required for each route that cover the entire route in each intra-district or inter-district or feeder bus services in accordance with the operation hours, headways and catchment. | P2 | | |
| 16 | The Contractor shall provide detailed descriptions of how the operations will be managed i.e. intra-districts, inter-districts, catchment for schools, health centres, mosques, tourist attractions places, shopping complex, housing schemes, residential areas, commercial areas, government offices and other identified areas and others with specific reference to: timetables bus fleet management and depot facilities, bus driver allocation for maximum 8-hour working and minimum salary, remote monitoring, reliability and punctuality, communication and bus cleanliness. | Key | | |
| 17 | The Contractor shall provide estimated revenue from the bus fare collection from operating each route including other revenues such as operating business at bus terminals, bus interchange, bus interchange park and ride, bus stops. | P2 | | |
| 18 | The Contractor shall provide estimated expenditure from the tenancy fees including other | P2 | | |

| PGR ID | PGR | Priority | Compliance Status | |
|-----------|---|-----------|--------------------------|---------------------|
| | | | Requirement Met (Yes/No) | Additional Comments |
| | expenses such as refurbish bus terminals, design, build and operate of bus terminal and bus interchange. | | | |
| 19 | The Contractor shall provide an outline of the branding and marketing strategy to address the current perception towards public transport and to pull local Bruneian to use the public bus. | P2 | | |
| 20 | Bus colour and design to be used for each district must be similar and consistent. The Contractor may suggest the best way to utilize the buses for revenue generating advertisements or other methods. | P2 | | |
| 21 | The Contractor shall provide how the bus service information will be installed and displayed in all buses, at all bus stops and other strategic locations such as Bus Terminals / Interchanges. | P1 | | |

Schedule C : Cost-Benefit Analysis

The Contractor shall provide the Cost-Benefit Analysis and the breakeven projection for this project.

Below is only a sample Cost-Benefit Analysis.

| Cost of Investment: Public Transport Services | | | | | | |
|--|--------------|---------|--------|--------|--------|--------|
| Item No. | Descriptions | Cost | Year 1 | Year 2 | Year 3 | Year 4 |
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| Total Cost | | | | | | |
| Item No. | Descriptions | Benefit | Year 1 | Year 2 | Year 3 | Year 4 |
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| Total Benefit | | | | | | |

Schedule D : Fleet Deployment Plan

The Fleet Deployment Plan should include list of routes, frequencies, headway, number of buses to be deployed on each route, and any other information.

| Route Number | From | Via | To | Number of Buses | Span of Operations | Headway | | | |
|--------------|------|-----|----|-----------------|--------------------|----------|----------|----------|----------|
| | | | | | | Weekdays | | Holidays | |
| | | | | | | Peak | Off-Peak | Peak | Off-Peak |
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Schedule E : Fleet Procurement Schedule

The Fleet Procurement Schedule should include list of vehicle or bus type, number of vehicles or buses required and estimated cost, vehicle or bus procurements and funding or expenditure.

| Vehicle / Bus Type | Number of Vehicles / Buses Required | | Vehicle / Bus Procurement | Funding / Expenditure |
|--------------------|-------------------------------------|----------------|---------------------------|-----------------------|
| | # vehicle / bus | Estimated Cost | | |
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Schedule F : Bus Depot Plant and Equipment

Investment and ownership of the Bus Depot Plant and Equipment are borne by the Contractor include the operation and maintenance of equipment and facilities.

| Item No. | Identified Bus Depot Plant/Location | District |
|----------|-------------------------------------|----------|
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| Item No. | List of Equipment | Unit |
|----------|-------------------|------|
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Schedule G : Contractor’s Personnel

The Contractor shall provide the team structure as follows:

| Item No. | Name of Personnel | Language Spoken | Origin Country | Role | Years of Experience |
|----------|-------------------|-----------------|----------------|------|---------------------|
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Schedule H : Undertaking to Safeguard Official Information

1. My attention has been drawn to the *Official Secrets Act* (Chapter 153) and in particular to **Section 5** thereof which related to the safeguarding of official information.
2. I understand and agree that all official information acquired by me in the course of my work in connection with this project is of a strictly secret and confidential nature, and is not to be published or communicated by me to any other person in any form whatsoever except in the course of my official duties on a strictly "need-to-know" basis.
3. I shall ensure that any other person who is authorised by me to have access to any official information shall similarly sign an undertaking to safeguard official information.
4. I undertake to return any document received from the Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam, any other copies made or reproduced from such document or part thereof whenever required by the Government.
5. I further understand and agree that any breach or neglect of this undertaking may render me liable to prosecution under the *Official Secrets Act* (Chapter 153).

Signature

Full Name in BLOCKS

NRIC/Passport No

Designation

Name of Contractor

Date

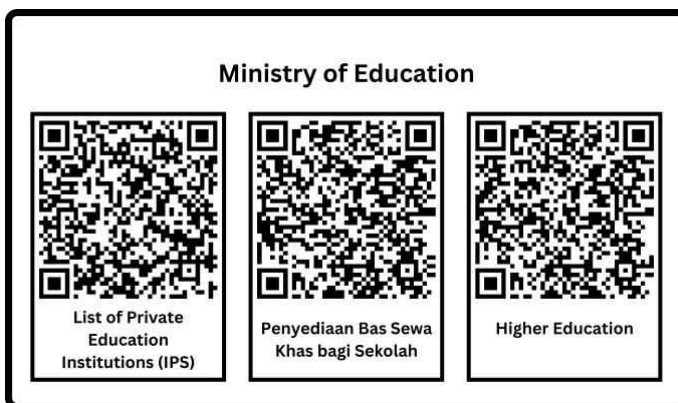
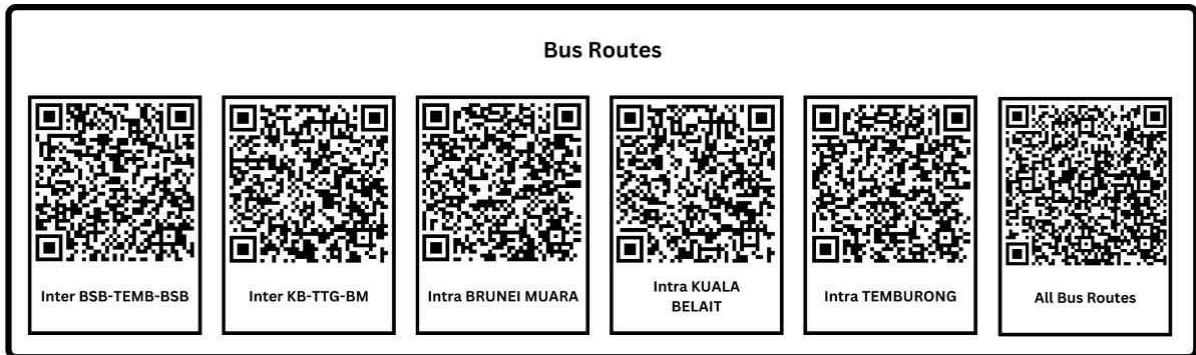
Signature of Witness

Full Name in BLOCKS

NRIC No/Passport No

Address:

Annex 1 : Bus Routes QR Code



Annex 2 : Bus Routes hyperlink

1. Inter Seria-Tutong-Sengkurong
https://drive.google.com/file/d/1xgSMDkMnLX7AAAn77Y9jo7LhYCLj6RWRg/view?usp=drive_link

2. Inter BSB-Temburong
https://drive.google.com/file/d/1XsOCF4GBP0G8LfP-7BPD_EsrQNkEEoOp/view?usp=drive_link

3. Intra Brunei Muara
https://drive.google.com/file/d/1Ww9GEWOPAjy_vtw6yZFxs42UxJyTXHd/view?usp=drive_link

4. Intra Kuala Belait
https://drive.google.com/file/d/1uXC6F5TnT2ZmAwBdOANxjaZLoupSBN4I/view?usp=drive_link

5. Intra Temburong
https://drive.google.com/file/d/1JUX8GydP3OsXadXmctHe1DSSA3fTW7Mr/view?usp=drive_link

6. Ministry of Educations

List of Government Schools according to Clusters :
<https://www.moe.gov.bn/SitePages/Department%20of%20Schools.aspx>

List of Private Education Institutions :
<https://www.moe.gov.bn/SitePages/Department%20of%20Private%20Education.aspx>

7. Ministry of Religious Affairs

List of Mosques according to Districts
<https://drive.google.com/file/d/1BqOS59AtcEFqemDZSctCrqHxPV6H7/view?usp=sharing>

8. Ministry of Health:

Health Centres and Clinics
<https://www.moh.gov.bn/SitePages/Pusat-pusat%20dan%20klinik-klinik.aspx>

9. Ministry of Primary Resources and Tourism

Tourist Attraction Places:

Brunei Muara

<https://www.bruneitourism.com/wp-content/uploads/2022/02/brunei-muara.pdf>

Tutong

<https://www.bruneitourism.com/wp-content/uploads/2022/02/tutong.pdf>

Kuala Belait

<https://www.bruneitourism.com/wp-content/uploads/2022/01/belait.pdf>

Temburong

<https://www.bruneitourism.com/wp-content/uploads/2022/01/temburong.pdf>

Annex 3 : Study of Bus Frequency in Brunei-Muara District

Table 1 data is derived directly from the calculation methods, without considering its practical applicability within scheduling arrangements.

| Route | Bus Code | Number of stops | Route Distance (Km) | Target Frequency | With Average speed of 40 km/hr | | Real Time Tracking | | 5 minutes-interval | | |
|----------------------|------------------|------------------|---------------------|------------------|--------------------------------|-------------------------------|----------------------|-------------------------------|----------------------|-------------------------------|---|
| | | | | | Time taken per cycle | No. of bus needed (Each side) | Time taken per cycle | No. of bus needed (Each side) | Time taken per cycle | No. of bus needed (Each side) | |
| Southern (Grey) | 42 | 97 | 69 | Every 45mins | 1 hour 44 minutes | 3 | 2 hours 32 minutes | 4 | 8 hours | 11 | |
| | 45 | 62 | 42 | | 1 hour 2 minutes | 2 | 1 hours 34 minutes | 2 | 5 hours 50 minutes | 8 | |
| Eastern (Royal Blue) | 31 | 94 | 66 | | 1 hour 38 minutes | 3 | 3 hours 4 minutes | 4 | 7 hours 45 minutes | 11 | |
| | 36 | 31 | 25 | | 37 minutes | 1 | 53 minutes | 2 | 2 hours 30 minutes | 4 | |
| | 38 | 92 | 60 | | 1 hour 30 minutes | 2 | 2 hours 47 minutes | 4 | 7 hours 35 minutes | 11 | |
| | 39 | 79 | 71 | | 1 hour 47 minutes | 3 | 2 hours 30 minutes | 4 | 6 hours 30 minutes | 9 | |
| Circle (Cyan Blue) | 01A | 27 | 28 | | Every 30mins | 41 minutes | 2 | 1 hour 16 minutes | 4 | 2 hours 10 minutes | 5 |
| Central (Brown) | 20 | 29 | 25 | | Every 45 mins | 38 minutes | 1 | 1 hour 42 minutes | 3 | 2 hours 20 minutes | 2 |
| Northern (Green) | 22 | 66 | 63 | | | 1 hour 34 minutes | 2 | 2 hours 19 minutes | 3 | 5 hours 25 minutes | 8 |
| | 23 | 56 | 40 | | | 1 hour | 2 | 2 hours 8 minutes | 3 | 4 hours 20 minutes | 6 |
| Western (Magenta) | 55 | 69 | 53 | | | 1 hour 19 minutes | 226*2 | 1 hour 49 minutes | 3 | 5 hours 40 minutes | 8 |
| | 57 | 32 | 66 | | | 1 hour 38 minutes | 3 | 1 hour 47 minutes | 3 | 2 hours 35 minutes | 4 |
| Total | 12 routes | 734 stops | 608 km | | | 26 buses | | 36 buses | | 87 buses | |

Table 2: comparison number of bus needed

Table 2 is recommended frequency to synchronize the scheduling arrangement.

| Route | Bus Code | Average speed of 40 km/hr | | | Real Time Tracking | | | 5 minutes-interval | | |
|----------------------|----------|---------------------------|----------------------|-------------------------------|-----------------------|----------------------|-------------------------------|-----------------------|----------------------|-------------------------------|
| | | Recommended Frequency | Time taken per cycle | No. of bus needed (Each side) | Recommended Frequency | Time taken per cycle | No. of bus needed (Each side) | Recommended Frequency | Time taken per cycle | No. of bus needed (Each side) |
| Southern (Grey) | 42 | 35 minutes | 1 hour 44 minutes | 3 | 38 minutes | 2 hours 32 minutes | 4 | 40 minutes | 8 hours | 12 |
| | 45 | 31 minutes | 1 hour 2 minutes | 2 | 31 minutes | 1 hours 34 minutes | 3 | 45 minutes | 5 hours 50 minutes | 10 |
| Eastern (Royal Blue) | 31 | 33 minutes | 1 hour 38 minutes | 3 | 37 minutes | 3 hours 4 minutes | 6 | 45 minutes | 7 hours 45 minutes | 10 |
| | 36 | 37 minutes | 37 minutes | 1 | 27 minutes | 53 minutes | 2 | 30 minutes | 2 hours 30 minutes | 5 |
| | 38 | 45 minutes | 1 hour 30 minutes | 2 | 42 minutes | 2 hours 47 minutes | 4 | 35 minutes | 7 hours 35 minutes | 13 |
| | 39 | 36 minutes | 1 hour 47 minutes | 3 | 38 minutes | 2 hours 30 minutes | 4 | 35 minutes | 6 hours 30 minutes | 11 |
| Circle (Cyan Blue) | 01A | 41 minutes | 41 minutes | 1 | 38 minutes | 1 hour 16 minutes | 4 | 33 minutes | 2 hours 10 minutes | 4 |
| Central (Brown) | 20 | 38 minutes | 38 minutes | 1 | 34 minutes | 1 hour 42 minutes | 3 | 35 minutes | 2 hours 20 minutes | 4 |
| Northern (Green) | 22 | 31 minutes | 1 hour 34 minutes | 3 | 35 minutes | 2 hours 19 minutes | 3 | 40 minutes | 5 hours 25 minutes | 8 |
| | 23 | 30 minutes | 1 hour | 2 | 42 minutes | 2 hours 8 minutes | 3 | 40 minutes | 4 hours 20 minutes | 7 |
| Western (Magenta) | 55 | 40 minutes | 1 hour 19 minutes | 2 | 36 minutes | 1 hour 49 minutes | 3 | 40 minutes | 5 hours 40 minutes | 9 |
| | 57 | 33 minutes | 1 hour 38 minutes | 3 | 36 minutes | 1 hour 47 minutes | 3 | 40 minutes | 2 hours 35 minutes | 4 |

Annex 4 : Brunei Darussalam Public Bus Transport Survey Report



https://drive.google.com/file/d/1EJPXVlxL1M7IDYYeUcDBukEM5WbdCakz/view?usp=drive_link

- End of RFP document -