

CLARIFICATION QUESTIONS FOLLOW-UP

SCHEDULE (1) : 5 – 16 NOVEMBER 2024

NOTICE RELEASE (1) : 3 DECEMBER 2024

Here are some commonly asked questions along with their answers across various topics. If the Contractor have specific topics in mind, feel free to specify **not later than 10 December 2024**.

Q1: Regarding contract duration, can we clarify if the period is 5+5 years or guaranteed 10 years? Due to the large capex expenditure upfront, this point is critical to ensure project viability?

For purpose of the RFP and to enable business plan and economics comparison over a similar period we have specified a period of "10 (+5+5) years". It indicates an initial guaranteed term of 10 years, with the potential for two additional extensions of 5 years each, contingent upon certain conditions being met (such as performance metrics or mutual agreement).

Alternative contract period may be proposed as an option, however submission based on a 10 (+5+5) years period is mandatory.

Q2: Assuming in the initial stage there will be a shortage of local drivers and therefore need to hire foreign drivers before locals can gradually take over the jobs, will MTIC be able to assist with fast-track labour quota & visa applications?

The contracting parties, which in this instance would be the Land Transport Department, MTIC, and the successful contractor would agree on the contract execution and mobilisation plan. The contract execution and mobilisation plan should also include any human resource mobilisation requirements in line with the proposed LBD plan submitted.

In this regard the Land Transport Department, MTIC, will accord the necessary support required by the contractor with respect to the successful execution and mobilisation of the contract whilst fully recognising the jurisdiction of the Labour Department and the Department of Immigration and National Registration, the Ministry of Home Affairs in these matters.

It is advisable to directly contact the Labour Department and Department of Immigration and National Registration to understand their specific procedures and requirements related to hiring foreign drivers or any other positions.

Q3: Considering the low ridership of public transportation at the moment, would the government consider subsidizing the operations in exchange for ownership of the assets at the end of the concession period? i.e. in Brunei government's perspective, this shifts the public transport expense from CAPEX to OPEX?

For the purpose of the RFP the default approach is to be able to assess the optimum expenditure and revenue proposal from the proponent. This can include the proposed split between CAPEX and OPEX options. Ultimately, the proposed business and economic model should include the cost and revenue assessments that would make the provision of the services viable and sustainable within the contract period. Supplementary revenue streams in addition to ridership could be included in the projections.

Based on these, the Government can assess and decide on the necessary interventions, if required. For example, proponent may indicate their minimum income required to sustain the operations. For now, the Government has already committed in investing in the bus stops, bus exchange and digital management system infrastructures.

Q4: Are there any restrictions or incentives for the integration of ride-sharing platforms with taxis?

The overall objective is to establish an interconnected system that is efficient, accessible and facilitates mobility for every level of the community and population, by focusing 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.

On item (3) the aim is for all modes of public transport to be integrated on a common digital platform.

Q5: Will the government regulate pricing models for e-hailing services?

As of today, the Government has not regulated the pricing for e-hailing services. It is expected that with more readily available services and Government investing in the digital management system can lead to more competitive pricing for e-hailing services.

Q6: Are there tax exemptions, grants, or financial support schemes available for electric vehicle deployment?

There are no schemes specifically introduced under this RFP. However, the RFP will favourably consider proposals on sustainability practices i.e. demonstrating commitment to environmentally sustainable practices and proposals for reducing emissions.

Again, if the proposal is deemed viable, the Government can assess and decide on the necessary interventions, if required.

Q7: Will the government subsidize operations during the initial phase until ridership stabilizes?

For the purpose of the RFP the default approach is to be able to assess the optimum expenditure and revenue proposal from the contractor. The proposed business and economic model should include the cost and revenue projections that would make the provision of the services viable and sustainable within the contract period.

Based on these, the Government can assess and decide on the necessary interventions, if required. For example, proponent may indicate their minimum income required to sustain the operations. For now, the Government has committed in investing in the bus stops, bus exchange and digital management system infrastructures.

The specific details for any other support, including the extent and duration would need to be assessed based on the merits of the proposal.

Q8: Given the ambitious scope of this project, including the integration of advanced technologies, infrastructure upgrades, and expanded service coverage, could the Contractor kindly share insights into the budget allocation? We are keen to understand whether sufficient funding is secured to support the successful execution and sustainability of these transformative goals.

The purpose of the RFP is to encourage private public partnership of which the default approach is for the contractor to be able to raise the necessary capital to provide, operate, manage and maintain the public transport services. It is for this reason that "Financial Capability" is an evaluation criteria. The RFP is also intended to seek the optimum expenditure and revenue proposal from the contractor without undue influence of any Government budget allocations.

For now, the Government has committed in investing in the bus stops, bus exchange and digital management system infrastructures under the 12th National Development Plan of which the budget allocations have been published. Through private sector involvement we see these as opportunities for:

- investment potential,
- innovation and efficiency,
- revenue generation,
- job creation, and
- business agility.

Q9: As we submit our proposals without compensation, we have invested significant time, effort, and resources into developing solutions tailored to this project. Our hope is not only to win the proposal but also to be directly involved in executing it, given our deep understanding of the solutions we've designed. What assurances can the Contractor provide to all proposers that our work will not be used by others if we are not selected? We want to feel confident that our contributions are respected and that the process remains fair and transparent for everyone involved.

When it comes to providing assurances regarding the use of proposals or work submitted by the proposers, especially in competitive settings such as RFPs. Here are some statements and schedules in the RFP document to address the concerns:

1. **Confidentiality Agreements:** the government provide a confidentiality agreement that protects the ideas and solutions proposed by all bidders. This ensures that the Contractor intellectual property will not be shared or used without consent.

2. **Clear Evaluation Criteria:** detailed evaluation criteria to be shared with all proposers. This transparency can help ensure that every submission is assessed fairly, and the Contractor can be confident that decisions are based on merit.
3. **Feedback Mechanism:** the government provides feedback to all bidders, regardless of the outcome. This not only demonstrates respect for the effort put into the proposals but also offers valuable insights for future endeavors.
4. **Transparency in Selection Process:** the government share information about how proposals will be evaluated and the timeline for decision-making. Understanding the process can provide reassurance that the Contractor contributions are being treated with respect.
5. **Involvement Opportunities:** If possible, express the Contractor interest in participating in post-selection phases, either as a consultant or in another capacity, even if the Contractor proposal is not ultimately chosen.

Q10: What contingency plans are in place for unexpected disruptions or failures?

Contingency plans are essential for organizations to manage unexpected disruptions or failures effectively, therefore, these plans are expected to be included in the proposal.

Q11: What is the government's protocol in case of system disruptions (e.g., accidents, software failures)?

Contingency plans are essential for organizations to manage unexpected disruptions or failures effectively, therefore, these plans are expected to be included in the proposal.

Q12: Will there be any assistance in sourcing alternative suppliers during the contract term?

Whether assistance in sourcing alternative suppliers during a contract term is available depends on the specific terms and conditions outlined in the contract or agreement. Often, contracts may include provisions for flexibility in supplier arrangements, but this can vary widely based on the nature of the contract. However, in this RFP, it is up to the Contractor business planning or market

research and negotiation contract term to determine the feasibility and appropriateness of sourcing alternative suppliers.

Q13: Will this be a long-term concession, performance-based contract, or public-private partnership?

Among the RFP's objective is 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.

This is to enable comparisons of the business plan and economics proposal over a similar contract period that indicates an initial guaranteed term of 10 years, with the potential for two additional extensions of 5 years each, contingent upon certain conditions being met (such as performance metrics or mutual agreement).

Alternative contract period may be proposed as an option, however submission based on a 10 (+5+5) years period is mandatory. Similarly, alternative contractual models can be proposed as an option. These would need to be assessed based on the merits of the proposal.

Q14: What is the intended contract length, and are there options for renewal based on performance?

(See response to Q13 above).

Q15: Will the project be awarded to a single contractor or multiple providers?

A decision can only be made once we have evaluated the proposals received.

For now, we are mindful that awarding a project to a single contractor can streamline management and reduce complications in coordination. However, having multiple operators can encourage competition, leverage different areas of expertise, and manage risk.

Q16: Will the contract allow for innovative solutions beyond the initial scope during the project term?

The RFP outlines specific requirements and objectives, vendors, service providers or contractors are encouraged to propose creative or alternative solutions that may not have been explicitly mentioned in the initial documentation.

Q17: Are there specific outcomes the government seeks, such as sustainability, reduced congestion, or better ridership?

The immediate specific outcome we seek from this project is the safe availability and reliability of the mainline bus services in accordance with the stipulated performance standards mentioned in the RFP.

Further to that is to ensure its sustainability and economic viability. In this regard enhancing ridership i.e. increasing the number of people using the services is a key objective. For this, a key ridership market that we would like to see catered for are the school students.

Beyond this the other inherent benefits of having a reliable and efficient public transportation service such as reduced car usage, reduced congestion and reducing carbon foot print will follow suit.

Referring to the RFP document it states the aim 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.

Q18: Is this project a strategic priority with high-level government support, or is it more exploratory?

This project is a strategic priority 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.

Towards this end, the Blueprint for Sustainable and Inclusive Land Transportation System was reviewed in 2023 of which its 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 (STS). The latter and improvements to bus routes infrastructures are projects that falls under the current 12th National Development Plan.

Q19: Will we be allowed or required to partner with local transport providers (e.g., taxis or buses)?

The ability or requirement to partner with local transport providers, such as taxis or buses, typically depends on the business strategy proposal. In the RFP context, it does not limit the contractors to do so.

Q20: Will the government provide support for public awareness campaigns promoting the new services?

It is in the Government's interest for the project to be successfully implemented and sustainable in the long run. Therefore, the Government will accord the necessary support within reasonable means to ensure its success, such as supporting public awareness campaigns.

Q21: Will the government provide or co-develop driver training programs and staff development?

The government only provide a standardized process for obtaining a bus driver's license, which ensures that all drivers meet specific safety and competency criteria. However, it depends on the contractor's proposal to provide the driver training programs and staff development.

Q22: Will there be a government-led feedback system, or are we expected to develop an independent platform?

The implementation of a government-led feedback system can be both government-led and independent feedback platforms. However, it depends on the contractor's proposal to provide the platform.

Q23: How frequently will we need to submit operational and financial reports to the government?

The frequency of submitting operational and financial reports to the government will depend on the performance reporting requirements based on the contract or any other regulatory or administrative requirements that need to be agreed upon. However, typically various types of reports may have to be provided that may range from daily, weekly, monthly quarterly and annual reports.

Q24: Will there be alignment with other upcoming infrastructure projects for better coordination?

Yes, that is preferable where possible.

Q25: Could the Contractor clarify the exact conditions under which contract extensions (10+5+5 years) are evaluated?

(See response to Q13 above).

Q26: Are there KPIs or performance metrics tied to potential renewals, and will these be reviewed periodically?

Yes, Key Performance Indicators (KPIs) or performance metrics will be agreed upfront between the contracting parties. Contract renewals would indeed be contingent upon certain conditions being met such as performance. Typical performance metrics range from safety incidents, on-time performance, customer satisfaction, financials, customer satisfaction and ridership.

Q27: Can the contractor propose dynamic pricing models for on-demand services, or is fare structure fixed across all services?

Contractors can propose dynamic pricing models for on-demand services, and in many cases, this approach is gaining traction in public transportation. Unlike traditional public transport fare structures, which are often fixed and regulated, on-demand services have more flexibility to experiment with pricing strategies.

Dynamic pricing can adjust fares based on various factors such as demand, time of day, distance, and even traffic conditions. This model allows service providers to better manage supply and demand, optimize resources, and potentially enhance user experience by offering more responsive pricing.

Q28: Are fare adjustments allowed in response to significant operational cost increases, and what is the process for gaining approval?

Yes, fare adjustments in response to significant operational cost increases are generally allowed, but currently the fare is not regulated.

Q29: Is there a specific reporting template for compliance, or can the contractor propose their reporting format?

Yes, a contractor can propose their own reporting format for compliance purposes typically depends on the specific requirements outlined.

Q30: What frequency of compliance reporting is expected, and will there be quarterly or annual audits?

Apart from external regulatory requirement this should also be driven by the organization own management system and assurance policies they are proposing. Based on industry standard

annual audits are the norm whilst various performance related monitoring may require daily, weekly, monthly, quarterly and annual reporting.

Q31: Are there any pre-approved vendors or subcontractors the government recommends, particularly for specialized equipment?

There are no pre-approved vendors or subcontractors recommended by the government for any specialized equipment under this RFP.

Q32: Will subcontractors be required to adhere to the same compliance and reporting standards as the primary contractor?

Yes, subcontractors are typically required to adhere to the same compliance and reporting standards as the primary contractor.

Q33: In reference to section 2.2.2, could the Contractor confirm if the contract will be awarded to a single contractor for all routes and areas across the four districts, or if it will be divided into separate lots, allowing for multiple contractors to manage different areas or route groups independently?

The contract does not restrict the engagement to a single contractor for all routes. There maybe a situation that more than one contractor maybe awarded different routes and catchments. The selection of contractors will be determined based on the merits of their proposals.

Q34: Could the Contractor provide information on the current status and condition of the existing bus fleet? Specifically, are these buses operational and compliant with the technical standards outlined in this RFP?

Among the objectives of the RFP is to seek capable and interested parties to provide comfortable and high-quality public transport services by utilising a modern fleet that meet the requirements and standards set. As the existing busses may have been in service for more than 10 years, some even 20 years, it is unlikely it would comply with the required operational requirements outlined in the RFP We would expect the proposer to study the standards and conduct their own assessment.

Q35: Could the Contractor provide details on the current management structure of public transport services? Specifically, how many contractors currently operate across the four districts, and which areas or routes do they cover? Is there a central contractor or entity responsible for overseeing and integrating services across all districts, or are operations fully segmented by individual contractors per area?

Information on the current service providers is available in Annex 1 of the RFP. Currently each operator has their own management structure with no central nor overall oversight. However, it should be noted that among the initiative by the Government includes reforming the oversight management and regulatory structure.

Q36: Will the new contractor have the option or requirement to employ drivers and conductors currently working under existing contractors?

We have not prescribed these as requirements. We allow the flexibility for the contractor to strategize their own human resource plan.

Q37: Could we have access to relevant information on the current workforce, including the number of drivers and conductors currently employed by existing contractors, to help ensure smooth transitions and continuous operations?

The requested information is currently not readily available. Nonetheless, we encourage the proposed Operational Plan to identify their own human resource or staffing requirements. Based on it, a contract execution and mobilisation plan, including any human resource mobilisation requirements or staff roll-over in line with the proposed LBD plan, if any, should be prepared.

Q38: Could the Contractor provide insights on the average salary, benefits, and general employment terms (e.g., contract expiration dates, type of contract) for the drivers and conductors currently working for the existing contractors?

It is advisable for the proposer to undertake their own research and assessment of the prevailing job market and industry employment environment, including information on any salary guidelines issued by the Labour Department, Ministry of Home Affairs.

Q39: What are the expected salary guidelines or minimum wage requirements for drivers under the new contract?

(See response to Q38 above).

Q40: Who holds ownership of the existing buses (e.g., government, current contractors), and would the selected contractor be permitted to integrate these buses into the new service plan?

The existing buses are owned by the existing service providers. To determine whether the selected contractor would be permitted to integrate these buses into the new service plan, would depend on the condition of the busses and entering into agreement with the owners. (Also see response to Q34).

Q41: Could we get clarification on the standard working hours, including any requirements for maximum working hours, shifts, or overtime pay provisions? Will there be specific rest periods or duty limitations set for drivers to ensure safety and compliance?

These are guided by prevailing employment laws and regulations, notably the Employment Order 2009 and Workplace, Safety and Health Order 2009. We encourage the proposer to consult the Labour Department, Ministry of Home Affairs for more details please refer to the [link](#).

Beyond the requirements of law, the RFP also calls for submission of an Operation Plan that includes staffing requirements which we expect would also consider the HSSE Management System provisions for adherence to safety regulations and standards that may be practiced by the industry.

Q42: What is the current level of local business development (LBD) among drivers, specifically the percentage of drivers who are local residents?

The data is currently not readily available. However, we believe it is well below 50%.

However, going forward we would categorize the provision of the services to fall under the “core quadrant” for Local Business Development. As such, we expect plans to be in place for (i) local employment target between 50% to 90%; (ii) management target greater than 50% local; (iii) local content target is greater than 50%; and (iv) maximise the use of local sub-contractors.

Q43: What are the LBD expectations for driver recruitment and employment in the new contract, and are there any specific quotas or guidelines that contractors should plan for?

(See response for Q42 above).

Q44: As the Contractor know, the rail tracks, the rail & bus central terminals, the rail & bus stations, interchanges, etc. Will take time to build (approximately 5 years) before we could begin operations and start doing business.

We recognise this, hence the RFP calls for primarily an improvement of the existing mainline bus routes and busses whilst not dismissing other options such as monorails. The merits of each proposal will be assessed and a project implementation or execution plan will have to be drawn and agreed between the contracting parties. This may include any necessary transition plans required for establishing an interim operational service whilst transitioning to the desired operations.

Q45: The costs of constructing these sites and providing these trains/carriages, electric buses, the on & off site charging stations, etc. Could run into, hit the USD \$1 billion mark (estimate).

We recognise this, hence the contractor need to consider the financial and operational sustainability of their proposals and shall develop a revenue strategy for the offered services, such as:

- a) revenue management;
- b) diversification of services; and
- c) optimizing assets.

Q46: What sort of process & requirement to get the license to operate public transportation? Is there any limitation on foreign ownership for license holders? Would MTIC fast-track the license application for this project's winner?

The Land Transport Department, MTIC, is the contracting party for this RFP. They are also the authority for Commercial Vehicles and Public Transport Licensing, hence they will accord the

necessary support required by the successful contractor with respect to the successful execution and mobilisation of the contract.

Q47: What key performance indicators (KPIs) will be used to evaluate the success of the service?

Evaluating the success of a public transportation service involves tracking various Key Performance Indicators (KPIs) that reflect operational efficiency, customer satisfaction, and overall service effectiveness. Among the KPIs that may be considered include:

1. **Safety and Security:**
 - Number of accidents, injuries, or incidents reported.
 - Customer perception of safety while using the service.
2. **On-time Performance:**
 - Percentage of services that arrive and depart on time.
 - Average delay time per trip.
3. **Service Frequency:**
 - Average waiting times for passengers at various times of the day.
 - Frequency of bus/train services during peak and off-peak hours.
4. **Accessibility:**
 - Percentage of routes and stops that are accessible for individuals with disabilities.
 - Measures of customer feedback regarding ease of access.
5. **Customer Satisfaction:**
 - Results from passenger surveys measuring satisfaction with various aspects of the service (cleanliness, safety, comfort, etc.).
 - Customer loyalty score indicating how likely passengers are to recommend the service to others.
6. **Ridership Levels:**
 - Total number of passengers over a specific period (daily, weekly, monthly).
 - Change in ridership levels compared to previous periods or during different times of the year.
7. **Fleet Reliability:**

- Percentage of vehicles in service compared to total fleet size.
- Breakdown and maintenance frequency for vehicles.

8. Employee Performance and Satisfaction:

- Employee turnover rates and satisfaction survey results.
- Training and development opportunities available for staff.

9. Revenue and Cost Efficiency:

- Percentage of operating costs covered by fare revenue.
- Operating cost per passenger mile or per trip.

By continuously monitoring these KPIs, public transportation services can assess their performance, identify areas for improvement, and enhance service delivery for passengers.

Q48: Are there penalties for underperformance, and how will they be assessed?

Performance management will be dependent on the specific policies, contracts, and performance metrics established and agreed between the contracting parties. Performance is typically measured through a combination of quantitative data and qualitative assessments to ensure accountability and to foster improvements in service delivery.

Q49: What is the correct PVR (peak vehicle required)?

In the RFP the immediate focus is on making buses run regularly along the mainline bus routes based on predictable time-intervals of between 30-45 minutes waiting time. Based on initial assessment the number of minimum buses required to be operating per route to meet the service frequency is indicated in Annex 3 of the RFP.

However, going forward more sophisticated assessment and determination for Peak Vehicle Requirement (PVR) would be required as more data is gathered especially on passenger demand and route operations.

Q50: Could the Contractor point us to the customs regulations regarding importing vehicles from abroad?

Information on Royal Custom and Excise Department importing procedures can be obtain [here](#) whilst details of requirements for the importation of moto vehicle from the Land Transport Departement can be referred [here](#).

Q51: Is the introduction of autonomous buses encouraged or required during the later phases?

Not immediately, the introduction of autonomous buses require the government to study on the regulations, technological advancement and public acceptance. In some cases, different jurisdiction may require the integration of autonomous buses in later phases of transport system development especially in enhancing public transport efficiency, lower emission, reduce traffic congestion or through initiative on the Smart City.

Q52: Will the government support pilot programs for autonomous vehicle testing?

The government continuously show interest in advancing technological innovations, including the development of smart transportation solutions. The government will assess the specific proposal and decide on its merits at exploring opportunities to enhance their transportation infrastructures and embrace new technologies.

Q53: Are there specific safety standards required for vehicles and infrastructure?

Yes, minimum expectations are mentioned in the RFP whilst not wanting to be overly prescriptive.

Q54: Are there any restrictions or expedited processes for importing electric buses or other equipment?

The Land Transport Department, MTIC, is the contracting party for this RFP. They are also the authority for Motor Vehicle Importation, hence they will accord the necessary support required by the successful contractor with respect to the successful execution and mobilisation of the contract and at ensuring the vehicles brought in meets their requirements.

Q55: Can you confirm any specific maintenance documentation required to be provided to meet compliance?

Once the project is awarded, it's important to have a detailed discussion with the project stakeholders to identify any specific requirements tailored to the project's maintenance. These should ideally also be covered in the proposed Operational and HSSE plans.

Q56: Are there specific guidelines for ensuring services are accessible to the elderly or differently-abled passengers?

Yes, the Land Transport Department has used the **Americans with Disabilities Act (ADA)** as a baseline reference. At the same time, the RFP has also specifically mentioned that the services must also be able to cater for the elderly and differently-abled passengers. These may include the following provisions:

Physical Accessibility

- **Vehicle Design:** Buses, trains, and other vehicles should have low floors, ramps, and space for wheelchairs.
- **Stations and Stops:** Platforms should be accessible with elevators, ramps, and tactile guide paths for the visually impaired.
- **Seating Arrangements:** Designate priority seating for elderly and differently-abled passengers.

Information Accessibility

- **Clear Signage:** Use large print and Braille signage in stations and vehicles; provide visual and audio announcements for stops.
- **Multimodal Information:** Offer information in multiple formats (e.g., mobile apps, websites) that are easy to navigate for users with varying abilities.

Technology Integration

- **Mobile Apps:** Utilize technology to provide real-time information on services, accessibility features, and routes.

- **Smart Ticketing:** Ensure ticketing options are accessible for all users, including those with disabilities.

Q57: Could the government provide further details on the acceptable models for buses (specific manufacturers, fuel types, emission standards)?

The government invites the participation to submit proposal for the provision to provide, operate, manage and maintain public transport services including the provision of supplying the appropriate vehicle specifications not limited to any vehicle models.

The government refers to the following organisation and programs on the vehicle specifications:

1. New Car Assessment Program (NCAP) for vehicle safety rating to assess the safety of new passenger such as conducting crash tests and evaluate based on factors like pedestrian safety and advanced driver-assistance systems.
2. United Nations Regulation (UNR) covers various aspects of vehicle safety, environmental impact and technical specifications.
3. United Nations Economics Commission for Europe (UNECE) has developed various regulations related to road safety, vehicle emissions and technical standards. The automotive regulations in Brunei Darussalam is referring to UNECE.

Q58: Are there preferred standards for accessibility features, especially for wheelchair accessibility?

(See response for Q56 above).

Q59: Clarify any specific requirements for seating configurations in different bus types (e.g., for school or on-demand services).

(See response for Q57 above).

Q60: Could we get more guidance on acceptable bus procurement timelines if there are delays in supply chains?

We expect the submitted proposal to include the contract implementation and mobilisation plan which should also take into consideration of procurement timelines. The contractor should conduct their own supply chain assessment and research. Any changes in contractual delivery timelines will be managed through the agreed provisions of the contract once established.

Q61: Is the contractor allowed to procure additional buses or vehicles during the contract period if service needs expand?

Yes.

Q62: Based on our experience implementing transportation systems of this scale in other countries: building depots, procuring bus fleet & training of drivers etc would need at least 9-12 months (depending also on the speed in which various government agencies can issue the permits/licenses for obtaining & building depots and import of fleet and labour permits for foreign drivers). For smoother transition, we suggest the winning operator take over the drivers of the existing old operators in order to save time/money/training time. Will MTIC assist in enforcing this with the existing old operators?

(See our responses to Q2 and Q36 above).

Q63: For the land for bus depots, will MTIC be able to assist project winner to work with other relevant government agencies to obtain land parcels to build depots? Or are there MTIC assets that can be utilized by project winner to repurpose into bus depots (this may save time & project cost, thus allowing cost-savings to consumers/riders)?

It is in the Government's interest for the project to be successfully implemented and sustainable in the long run. Therefore, the Government will accord the necessary support within reasonable means to ensure its success. These may include providing access to existing and under development assets that have been provisioned for public transport services. Nonetheless, contractors are encouraged to conduct their own assessment in the identification of land for their bus depots.

Q64: To ensure the successful transformation of the public transport system in Brunei, we expect the initial outlay to be very significant, would Brunei government consider a Build-Operate-Transfer (BOT) model similar to what has been done in other countries? i.e. Project winner to invest the initial capital and operate for a number of years, and at the end of the concession period, the ownership of the assets are then transferred to the government.

The RFP to provide, operate, manage and maintain the public transport services is based on a Concession Contract Service Model where the expectation is for the contractor to procure, own and operate the services. For now, the Government has already committed in investing in the bus stops, bus exchange and digital management system infrastructures.

However, the contractor has the option to propose to develop those infrastructures instead too based on the Build-Operate-Transfer (BOT) model mentioned. The BOT model allows the government to leverage private sector investment and expertise while minimizing the initial financial burden. The proposal will be assessed to ascertain its feasibility and specific merits.

Q65: Will any road expansions or dedicated bus lanes be introduced as part of this project?

Not immediately. However, it is recognised that such developments can significantly contribute towards the On-Time-Performance of the services.

Q66: Are there plans to integrate green energy (e.g., solar-powered stops)?

The government is actively seeking to integrate green energy solutions into their public transport systems.

Q67: Could you clarify the exact specifications for depot infrastructure (e.g., location accessibility requirements, depot size)?

Depot infrastructure specifications can vary significantly based on the fleet size that the contractor is proposing to operate. The services of The main elements of a bus depot that need to be considered are listed as follows:

- Entry and exit
- Parking bays for buses
- Washing and cleaning
- Fuelling and/or charging,
- Maintenance workshops, incl. fire safety systems
- Warehouse & storage
- Administrative & operational facilities
- Operational control centre
- Facilities for drivers (changing rooms, personnel rooms, etc.)
- Parking for staff and externals

We encourage the contractor to engage an Authorised Practitioner that would be able to advise on the depot design that complies with local requirements as well as incorporating industry best design elements.

Q68: Will the government provide any initial setup assistance for depot construction, such as land allocation or zoning approvals?

It is in the Government's interest for the project to be successfully implemented and sustainable in the long run. Therefore, the Government will accord the necessary support within reasonable means to ensure its success without contravening with the processes and procedures of the Town and Country Planning Department, Lands Department as well as the Authority for Building and Construction Industry when dealing with planning, land use and construction matters.

For this purpose we would again also encourage the contractor to engage an Authorised Practitioner that would be able to advise on these.

Q69: Will the Land Transport Department provide any subsidies or co-funding for modernized bus stops?

Under the 12th National Development Plan, the Government has committed to investing in the bus stops, bus exchange and digital management system infrastructures.

Q70: Are you able to provide a data table of all the bus stops with their respective geolocations (latitude and longitude), labelling, indexed and route served? I found that stops on google maps are not at all accurate and some might even be missing and are not labelled.

This work is expected to be delivered through the Smart Transport Management System Project that is yet to be tendered and awarded. However, in addition to the U-Map shared in Annex 1 of the RFP and info pack you may wish to also access routes and bus stop information from the SMOC App platform here for [Android](#) or for [IOS](#).

Q71: What criteria will be used to define priority routes for mainline buses?

For the purpose of the RFP the immediate focus is on making buses run regularly along the 17 mainline bus routes that has been identified in Annex 3 of the RFP.

However, going forward more sophisticated assessment and determination of priority routes and even new routes can come into play as more data is gathered especially on passenger demand and route operations.

See also the response to Q46 relating to success of a public transportation service involves tracking various Key Performance Indicators (KPIs) that reflect operational efficiency, customer satisfaction, and overall service effectiveness.

Q72: Can we request more frequent adjustments to routes and schedules based on real-time ridership data?

For the purpose of the RFP the immediate focus is on making buses run regularly along the 17 mainline bus routes based on predictable time-intervals of between 30-45 minutes waiting time. Based on initial assessment the number of minimum buses required to be operating per route to meet the service frequency is indicated in Annex 3 of the RFP.

However, going forward route as well as frequency adjustment could potentially be made with more sophisticated assessment and determination for Peak Vehicle Requirement (PVR) as more data is gathered especially on passenger demand and route operations.

Q73: Are there requirements for establishing new routes based on emerging demand, or will these be solely defined by the government?

Yes, the contractor may propose new routes based on emerging demand. This may not just be limited to mainline bus routes but also for on-demand transfers with the catchments.

Q74: If existing buses meet operational requirements, is there an option for the new contractor to utilize these buses, either through direct ownership transfer or lease arrangements?

It is common for new contractors to have the option to utilize existing buses if they meet operational requirements. This can occur through either direct ownership transfer or lease arrangements agreed between the concerned parties. Contractual and operational considerations should also be addressed to ensure vehicle compliance with relevant regulations and standards.

Q75: What would be the timeline that MTIC expects for the new system to be operational?

The first target is to be able to conduct the RFP assessment with Q1 2025. Actual implementation would be dependent on the proposed project implementation or execution plan will have to be drawn and agreed between the contracting parties. This may also include a transition plan or phased implementation. It is the Government interest to have a functional public transport system operational as soon as practicably possible.

Q76: Would MTIC consider extending the submission deadline to Q2 2025?

We have not yet decided to extend the submission deadline, at this moment the submission is still on 28th January 2025. No formal requests for submission deadline has been received. Any changes will be informed to the contractor.

Q77: Are there any hard deadlines for deploying specific phases (e.g., mainline buses vs. E-hailing services)?

(See response to Q75).

Q78: What is the expected timeline for the government's approval of submitted proposals?

The expected timeline for the government's approval submission as stated in the information pack provided.

Q79: Will the project be implemented in phases, and how will milestones be monitored?

Actual implementation would be dependent on the proposed project implementation or execution plan agreed between the contracting parties. Phased implementation is a common strategy that allows for better management, assessment, and adaptation throughout the project lifecycle. Each phase will have specific objectives, deliverables, and timelines to track progress and make necessary adjustments.

Q80: Which aspects of the service should be prioritized in the early phases (e.g., buses, e-hailing)?

The RFP primary focus is 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. For this, the immediate focus is on making buses run regularly along the 17 mainline bus routes based on predictable time-intervals of between 30-45 minutes waiting time. However, the on-demand catchment feeder services we see as having the higher ridership potential if those are targeted for school students.

Q81: Hence we would need more time. Years 6-10, we will start doing business just to pay off the initial costs of these assets.

(See response to Q1 and Q3).

Q82: Can MTIC request for basic data from the present/existing operators i.e. ridership numbers and distance covered for each route in kilometres? If MTIC can make this data available to prospective bidders, a more accurate revenue model can be constructed

Available data attached in the RFP document in the Annexes on the distance of each route and the number of ridership statistics also provided in the information pack together with the number of students based on schools and Mukims in Brunei Darussalam.

Q83: It was previously questioned on the day itself of any additional statistics and data collections you may have for us to look into to determine whether investments to transportation is a viable opportunity. The answer was that there are data collections being conducted but the accuracy is questionable. I am still interested to look into the data and when will we be receiving it?

(See response to Q82).

Q84: In schools, are students or guardians being charged for these daily bus transportation? If so, how much are they being charged currently?

The Ministry of Education representative (shared in info-pack) shared that students who stays more than 8km from their school would be eligible to use the school bus services. The government provides the school bus service for these students for a frequency of three (3) trips per school day i.e. Home-School-Home at no cost to the students.

Further to what was presented we have also now provided data on the number of schools and students within a particular catchment (i.e. mukims). The contractor may wish to assess this data to project potential ridership numbers.

Q85: SMOC was briefly mentioned. What were the objectives for this system? What is the current state of it? Is it still being actively used? If any, what are the issues that the current system is facing?

Smart Mobility Operation Cloud (SMOC) is the mobile application that provides real-time movement and location of public buses. It was introduced as a pilot project to demonstrate what the technology or similar technology can offer for passengers, fleet operations and management.

It is a pilot project collaboration between the Ministry of Transport and Infocommunications (MTIC) of Brunei Darussalam and the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) of Japan, through the Smart City supported by the Japan ASEAN Mutual Partnership (Smart JAMP) programme under the ASEAN Smart Cities Network (ASCN).

SMOC is still running and still available for the public to access and download. SMOC limitation is that it offers only one-way interaction, the public can only know the real-time movement and location of public buses.

Q86: Are there any data privacy requirements when collecting passenger data?

Yes, there will be data privacy requirements that contractors must consider when collecting passenger data.

Q87: What level of real-time data access is required for the government dashboard?

An effective government dashboard at a terminal bus station requires comprehensive real-time data integration across multiple sources to drive operational efficiency, enhance passenger experience, and facilitate informed decision-making. The data must be accurate, timely, and accessible for insights and action planning.

Q88: Could you provide details on the model and manufacturer of the smart transportation management system (STS) platform that will be provided by the government?

The Smart Transport Management System Project that is yet to be tendered and awarded. The procurement document for the Smart Transportation System (STS) will be expected to be released in Q1 2025. A separate tender clarification session will be specifically organised on the system requirements.

Contractors may wish to share information on suggested systems that have integrated features as an option that supports fleet management, journey management, e-hailing and payment features that the contractor is familiar or have an affiliation with.

Q89: Are there specific technical requirements for compatibility with the provided smart transport management system (e.g., software, data formats, APIS)?

(See response to Q88).

Q90: Is there a preferred or specific vendor or manufacturer from whom the system should be sourced if new components or integrations are required?

(See response to Q88).

Q9I: What are the technical specifications of the STS platform, including hardware requirement, software compatibility, and any specific operating system dependencies?

(See response to Q88).

Q92: Are there particular data formats or protocols that the system supports or requires for data exchange, especially with vehicle monitoring, GPS, or passenger information systems?

(See response to Q88).

Q93: Could you clarify the main features and capabilities of the STS, such as real-time vehicle tracking, predictive maintenance alerts, passenger information systems, and performance monitoring?

(See response to Q88).

Q94: Are there advanced functionalities, like AI-driven analytics or automated scheduling, included within the STS, or is there flexibility to integrate third-party solutions for these functions?

(See response to Q88).

Q95: Will the government provide ongoing technical support, software updates, and maintenance for the STS platform, or will this responsibility be transferred to the contractor?

(See response to Q88).

Q96: Could we have details on the expected frequency and process for system maintenance, as well as any protocols for handling system downtime?

(See response to Q88).

Q97: What are the requirements for integrating the STS with the buses' on-board systems (e.g., communication, GPS, fare collection)?

(See response to Q88).

Q98: Are there particular interface requirements or compatibility checks needed for integrating the STS with vehicles provided by the contractor?

(See response to Q88).

Q99: Are there specific data privacy and security requirements for storing and processing passenger data, location data, or operational data within the STS?

AITI is the Data Office which is currently developing a new Personal Data Protection law in Brunei Darussalam. The upcoming legislation aims to govern the collection, use and disclosure of personal data by private organisations, in a way that recognises (1) the obligations of private sector organisations in the collection, use and disclose of personal data; and (2) the right of individuals to protect their personal data.

Q100: Will the contractor need to adhere to any specific regulations or provide certifications to ensure compliance with data protection standards?

(See response to Q99).

Q101: To what extent can the contractor customize or enhance the STS platform to improve operational efficiency or add new features?

A set of rules and guidelines will be in placed to govern any customosation made to the system.

Q102: Are there restrictions or guidelines on working with third-party vendors to develop or integrate additional applications or tools compatible with the STS?

A set of rules and guidelines will be placed for working with third-party vendors to develop or integrate applications or tools compatible with Smart Transportation System such as data security and privacy or interoperability and others.

Q103: Will the government provide training or user manuals for contractor staff on how to operate and manage the STS?

In many cases, government does offer training sessions, workshops, or comprehensive user manuals to ensure that contractor personnel are adequately equipped to manage and operate complex systems like smart transportation.

Q104: What onboarding support will be available to ensure a smooth transition and operational familiarity with the platform?

(See response to Q88).

Q105: Are there specific training or certification requirements that drivers must fulfill to operate the buses in this contract, particularly if new technology or safety systems are introduced?

Our expectation is that the contractor would be able to identify the required training needs based on their proposed Operational Plan and HSSE Management System being applied.

Q106: Will the government or any overseeing body provide or mandate training programs for drivers, or will this be the contractor's responsibility?

(See our response to Q21 above).

Q107: Are there any plans or support structures in place to facilitate the retention or smooth transition of current drivers and conductors to the new contractor, should there be a change in employer?

(See our response to Q2 and Q37 above).

Q108: Will there be assistance from the government or current contractors to provide a list of eligible drivers, their experience, and qualifications, to aid in workforce planning?

It is in the Government's interest for the project to be successfully implemented and sustainable in the long run. Therefore, the Government will accord the necessary support within reasonable means to ensure its success. However, we would expect the contractor to map out their repourcing strategy as part of the contracts implementation and mobilisation plan.

For this, the contractor may wish to partner or collaborate with local workforce development agencies, educational institution or industry associations for this purpose.