

# **MUMBAI METRO RAIL CORPORATION LIMITED**

(A SPV JV of Govt. of India and Govt. of Maharashtra)



## Expression of Interest (EOI)

For

Revenue maximizing study from non-fare box for Mumbai  
Metro Line 3.

**Office of Executive Director (Planning)**  
**NaMTTRI Building, E-Block, Plot No.R-13,**  
**Bandra-Kurla Complex, Bandra (E), Mumbai- 400 051.**  
Website: <https://www.mmrc.com>

Revenue maximizing study in particular for non-fare box revenues with  
affordability studies for Mumbai Metro Line 3.

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## 1. Disclaimer

All information provided as a part of this document to the prospective applicants by the Mumbai Metro Rail Corporation Limited, is subject to the terms and conditions set out by Mumbai Metro Rail Corporation Limited and as shall be laid down in the agreement of contract to be executed between Mumbai Metro Rail Corporation Limited and the bidder.

The objective of this document is to provide prospective information to the interested parties about requirement of Mumbai Metro Rail Corporation Limited to facilitate their Application for the project. This document does not claim to contain all the information as may require at the time of execution of work. Each applicant is advised to conduct its own survey for commissioning the work and check the accuracy, reliability and completeness of the information in this EOI document and obtain independent advice from appropriate sources as deemed necessary. Mumbai Metro Rail Corporation Limited makes no representation or warranty and shall incur no liability under any law, statute, rules or regulations as to the accuracy, reliability or completeness of this document. Mumbai Metro Rail Corporation Limited may at their absolute discretion, but without being under any obligation to do so, update, amend or supplement the information in this document.



## **MUMBAI METRO RAIL CORPORATION LIMITED**

(A JV- SPV of Govt. of India and Govt. of Maharashtra)  
NaMTTRI Building, Plot No. R-13, E-Block Bandra-Kurla Complex, Bandra (E),  
Mumbai- 400 051

### **EXPRESSION OF INTEREST**

Mumbai Metro Rail Corporation, (MMRC) invites Expression of Interest from interested agencies for the work

#### **“Revenue maximizing study from non-fare box for Mumbai Metro Line 3”**

Brief scope of work and eligibility criteria is available on the below mentioned web portal.

The agencies shortlisted based on their capability and experience will be eligible to participate in the final bid process to whom the Request for Proposal including scope of work, terms of reference, condition of contract, etc. shall be provided, inviting them to submit detailed proposals. Interested agencies should submit Expression of Interest in hard copy to the Executive Director (Planning), MMRC on the above address on or before Monday, 29/01/2018 by 06.00 pm.

Website: <https://www.mmrc.com>

Date: 12/01/2018

- Sd -

Place: Mumbai

Executive Director (Planning)

## 3. Introduction

### 3.1 About MMRCL & Project

Mumbai Metro Rail Corporation, SPV, JV of Government of India and Government of Maharashtra is executing Mumbai's first fully underground Metro corridor; Colaba-Bandra-SEEPZ Metro-3; 33.51 kms long and 27 stations. The estimated cost of the project is around Rs. 23,136 Cr. The project is partially funded by JICA (Japan International Cooperation Agency) through a soft loan of Rs. 13,235 Cr. Rest of the funding is provided by GoI, GoM and others. The estimated ridership for MML-3 is 13.0 Lakhs for 2021, 17.0 Lakhs for 2031. For maintaining a balance between operating cost and operating revenues, it is required to maximise the revenue by increasing the share of non-fare box.

### 3.2 Objectives:

- To identify ways to increase the revenue of Mumbai Metro Line-3, focusing on non-fare box revenue and estimate the potential income.
- To help in strengthening of skills in assessing non-fare box revenue, and fare affordability and knowledge obtained through the study to MMRC, and other agencies as appropriate (such as MMRDA, MoHUA, GoI, GoM, JICA).

## 4. Scope of the Project

The following tasks are identified in general for the study to be carried out.

1. Review of Past & Current studies of similar nature of activities.
2. Estimation of potential revenue: Consultant shall –
  - Consider the Means of maximizing revenue sources and estimate potential income such as Advertising, including inside and outside trains, Platforms, Rental of commercial space at stations, Commercial development at stations or on other land, Indirect user charges including payroll taxes and increased property taxes in areas around stations, Pay and use amenities etc.
  - Develop dynamic commercial model to project cash flows of Metro stations.
  - Classify Metro stations, based on commercial viability and land availability.
  - Carry out a detailed study to refine commercial potential further by assessing location, real estate sector market trends, DCRs, Demand and perception analysis, product mix and pricing, cost and revenue assumptions.
  - Suggest Amenities required to encourage commercial activities at stations.
  - Suggest modern best in class design that maximizes revenue without compromising passenger convenience.
  - Suggest strategies to attract quality investors, marketing and communication plan.
3. Guided Study Tour/Training to other operating major Metro Rail systems.
4. Interaction with Stake-holders such as Railways, MMRDA, DMRC etc.:

Output from the Study –

Estimation of potential revenue at selected Metro stations for non-fare box areas, cost and time-based implementation schedule, changes required in the Institutional and regulatory system/ enhancing the potential for generating the revenues with or without any institutional and regulatory changes, opportunities of mobilizing other economic agents., and impacts on the revenue.

## 5. Eligibility Criteria

- i. The entity should be registered firm having single status or Joint venture with not more than 2 firm is allowed.
- ii. The entity should be registered under companies Act,1956 with annual average turnover for last 3 years should not be less than Rs. 1 crore
- iii. The bidder should have minimum five years' experience in carrying out such studies for other government organisations with minimum 3 studies in Urban/Metropolitan Cities/Region and having at least 1 study in transport sector (Railways/Metro, Bus Stations, Airport Terminals, etc.).
- iv. The entity should not be blacklisted/ terminated/ indulged in any kind of corruption.
- v. The Agency should be registered with the concerned tax authorities such as TIN/TAN, PAN, Goods & Service Tax as applicable from time to time and other authorities, copy of certificate to be submitted along with Technical bid.
- vi. Preference shall be given to the entity who has conducted such studies globally.

### **Expression of Interest should be supported with following documents:**

1. Application Form in the format given at Annexure-1.
2. General information of the company.
3. Core business areas of operation, number of years in the business, ownership and organizational structure of the Company.
4. Client references and brief details of the similar projects.
5. Audited financial statement for the last 3 years showing financial capability, of F.Y. 2014-15, 2015-16 and 2016-17, Turnover Certificate.
6. Technical proposal.
7. Certificate from Competent Authority for completion of such studies.
8. Information regarding any lawsuits your company may have been involved with due to contract non-compliance. If applicable, the outcome of the lawsuit.
9. Description of the proposed contract team and the role to be played by each member

The application form along with the accompanying documents should be submitted in a closed and sealed envelope duly super scribed with "Revenue maximizing study from non-fare box for Mumbai Metro Line 3" on or before Monday 29/01/2018 by 06.00 pm addressed to:

Executive Director (Planning), MMRCL  
NaMTTRI Building, Plot No. R-13,  
E-Block Bandra-Kurla Complex,  
Bandra (E), Mumbai- 400 051

Contact Person: Mr. Swetal D. Kanwalu, AGM (TP)  
Contact No.: 022-26384693

Shortlisting of agency will be done after scrutinizing/analysis of the pre-qualification documents and EOI. Only shortlisted agencies will be intimated by the MMRCL for participating in further tendering process. The MMRCL reserves the right to accept or reject any or all EOI without assigning any reason thereof.

## 6. Letter of Application

### Annexure I

(To be submitted with EOI Application by Applicant on Company Letter Head)

To  
Executive Director (Planning)  
Mumbai Metro Rail Corporation Limited  
NaMTTRI Building, E-Block, Plot No.R-13,  
Bandra-Kurla Complex, Bandra (E), Mumbai- 400 051

Subject : Revenue maximizing study from non-fare box for Mumbai Metro Line 3  
Reference : Notice for EOI No. \_\_\_\_\_ dated \_\_\_\_\_.

Sir,

With reference to the above invitation for Expression of Interest (EOI), we have examined and understood the instructions, terms and conditions provided in Invitation for EoI. We hereby enclose our EoI Application in the prescribed format as mentioned in Invitation for EoI.

We confirm that we agree with the instructions, terms and conditions provided in Invitation for EoI. The undersigned declares that the statements made and the information provided in the duly completed application are complete, true, and correct in very detail.

We also understand that Mumbai Metro Rail Corporation Limited is not bound to accept the offer either in part or in full. If the Corporation rejects the offer in full or in part, it may do so without assigning any reasons thereof.

Yours faithfully

Authorized Signatory  
(Name, Designation & Seal of the firm)

Date: \_\_\_\_\_

Place: \_\_\_\_\_