

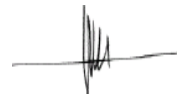


Operation and Maintenance Tender for the Red Line PQ stage

IDENTIFICATION & APPROVAL

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PURPOSE

NTA considers launching a tender for O&M covering current needs for the Red Line and also for its extension in the south part and most generally the whole network of Tel Aviv Mass Transit System.

EMC in this report reviewed the first files submitted by NTA during January 2015.

In addition to this report EMC provided in **track change mode** the documents allowing NTA a best understanding of EMC remarks.

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LIST OF DOCUMENT

At the time of drafting this report EMC has not received the document presented by NTA at the meeting of 5 February 2015 related to the strategy envisaged by NTA for this tender.

Documents	status
NTA 750990 O&M PQ Cover letter	Reviewed track change mode
NTA 750601 INVITATION FOR PRE-QUALIFICATION	Reviewed track change mode
#750590 O&M Contractor Outline Scope of Services	Reviewed track change mode
#750593 PRE-QUALIFICATION FORM B-2	Reviewed track change mode
# 750594 PRE-QUALIFICATION FORM C	Reviewed track change mode
# 750595 PRE-QUALIFICATION FORM D	Reviewed track change mode
#750596 PRE-QUALIFICATION FORM E	Reviewed track change mode
#750597 PRE-QUALIFICATION FORM F	Reviewed track change mode

1. EMC'S MAIN COMMENTS

The running comments are dealt in track change mode. Nevertheless, EMC emphasizes NTA about some items, which will have a high impact on the coming bids.

EMC took into consideration the PQ stage but not only. Some comments are related to the next stages in order to focus on the wide field of activities performed by Operator and Maintenance Contractor.

1.1. General comments



As an example ATO operating mode for a line including 2 terminus and at least 2 stations seems relevant.

At this stage, this is the operating mode that is interesting and neither the length of the line itself nor the number of stations.

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Furthermore it seems more interesting for the maintenance to speak about the running KM/passengers instead of annual ridership.

[Redacted text block]

- [Redacted list item 1]
- [Redacted list item 2]
- [Redacted list item 3]
- [Redacted list item 4]
- [Redacted list item 5]
- [Redacted list item 6]
- [Redacted list item 7]
- [Redacted list item 8]

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1.2. Clarification about strategy

- What kind of contract is foreseen (net cost or gross cost)
- Scope of services (core business): include:
 - o Maintenance of onboard ATO systems?
 - o Contract management of RS maintenance?
 - o Marketing and ridership incentive?
- Key issues for NTA / key requirements
 - o Early involvement in installation, commissioning, start-up of the system
 - o Staged implementation
 - o Service improvement, development of network
 - o Coordination with other PT stakeholders
 - o Contract management (RS maintenance)
 - o Performance monitoring
 - o Security management
 - o Maintenance of operating systems
 - o Maintenance of civil infrastructure (tunnel, underground stations)
 - o Maintenance of E&M equipment
 - o Facility management of underground stations



1.4. Financial requirements

- threshold for turnover and equity difficult to assess without preliminary business model
- Availability of financial statements relating to end 2014 at submission date

1.5. Bidder's organization/legal requirements

- Not necessary to have a unique maintenance contractor, there might be several JV members or sub-contractor covering operating systems, civil infrastructure, E&M, etc.



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1.6. [REDACTED]



[REDACTED]

2. EMC'S RECOMMENDATIONS

EMC is in the opinion that it is more relevant to [REDACTED]



Duration of the contract at this stage is not clear because it is mentioned at least 10 years (ref: INVITATION FOR PRE QUALIFICATION Article 1.2.2 The Services) and during the meeting held in your office you considered 6 years more as an option. This point has to be clarified at this stage.



Indeed it is not possible today to define what would be the content of scope of services in ten years for the coming 6 years mainly due to the uncertainty of the future development of the network.

Thus if the target is a real and healthy competition it is preferable to launch a new tender as suggested here above.