

Terms of Reference (TOR)

Transaction Advisory Services for “Equip Operate Maintain of Patenga Container Terminal”

Background

Chittagong Port the main port of Bangladesh, handles more than 92% of total sea bourn trade of the country, covering container cargo, dry bulk and break bulk. The port is operated by the Chittagong Port Authority (CPA) which is under the administrative control of the Ministry of Shipping (MOS).

As the main seaport for Bangladesh, Chittagong Port has experienced a continuous growth of cargo volume reflecting the wider economic growth of Bangladesh. It handles 92% of all imports and exports, and 98 % of all containerized trade of Bangladesh. The total port throughout grew at a rate above 8% in the last decade while containerized traffic grew at a rate of 11%. Container handling in Chittagong is expected to grow from 2.7 million TEU in 2017-2018 to 10.7 million TEUS by 2043 (base case economic growth). Given the role of Chittagong Port in the external trade of the country and its growth projections, significant investment is required in increasing its capacity and improving efficiency. In such a context, Bangladesh decided to develop Patenga Container Terminal Project as an important project to sustain increasing container growth.

The Construction phase of Patenga Container Terminal's (PCT) has been completed by Chittagong Port's self finance. A Global Operator will be engaged on Supply, Operate and Transfer (SOT) basis for smooth operation of the terminal. The consultancy service is needed to ascertain the requirement of operational equipments required for PCT and develop a business case model to finalize the concession agreement to engage global operator for PCT.

Project Description

Construction of PCT has been completed by CPA along with supply of navigational equipment such as Tug Boat, Pilot Boat, Speed Boat etc. The operational equipment (Container & Cargo Handling) has to be supplied by the Global Operator including their replacements. Finally the Global Operator will operate the terminal on concession basis for a number of years.

Project Delivery Role:

The entire consultancy will be divided as follows:

Package 1: Ascertain and recommend the required number of Operational Equipment (Container & Cargo Handling) for PCT

Package 2: Business case development for PCT and support CPA to finalize the concession agreement as per PPP Laws of Bangladesh

Objective of the Consulting Assignment:

The consulting services shall be provided by an international consulting firm in compliance with Guidelines for the Employment of Consultants under PPPA. The objective of the consulting services is to achieve the efficient and proper preparation and implementation of the Project through the following works:

- 1) Ascertain and recommend the required number of Operational Equipment (Container & Cargo Handling) for PCT (Package 1)
- 2) Business case development for PCT and support CPA to finalize the concession agreement as per PPP Laws of Bangladesh (Package 2)

Scope of Consulting Services

- a. To Review CPA's investment for infrastructure and other supports services for PCT.
- b. To recommend the appropriate operational plan for PCT.
- c. Assess the current market demand.
- d. Impact on CPA's existing port and other ongoing/upcoming projects under CPA.
- e. Prepare minimum operational equipment list required to keep the terminal operational and review the cost involved to procure the operational equipment.

- f. Prepare operational equipment replacement lists with cost
- g. Prepare total maintenance cost for operational equipment, electrical, civil and navigational equipment and structures.
- h. Project Risk Assessment (Financial, Operational etc.)
- i. To structure the project, develop a commercial model, assist in the bidding process, transaction and award of the project in a manner which ensures
 - Participation of the best available private sector participation in the bidding process.
 - Wide participation by credible and experienced international investors and port operators for the relevant components
 - Selecting/preparing best mode to assess the shortlisted investors
 - Financing of the capital cost by the concessionaire : and
 - Optimizing the revenue potential of the project (One option can be with a regionally competitive port tariff structure).
- j. Prepare the Terms of Concession Agreement and assist CPA in negotiation with investors.

Ascertain and Recommend the Required Number of Operational Equipment (Container & Cargo Handling) for PCT (Package 1)

- a. To Review CPA's investment for infrastructure and other supports services for PCT.
- b. To recommend the appropriate operational plan for PCT.
- c. Assess the current market demand.
- d. Impact on CPA's existing port and other ongoing/upcoming projects under CPA.
- e. Prepare minimum operational equipment list required to keep the terminal operational and review the cost involved to procure the operational equipment.
- f. Prepare operational equipment replacement lists with cost
- g. Prepare total maintenance cost for operational equipment, electrical, civil and navigational equipment and structures.

The inception report will include the steps of study including the necessities to update the existing studies and reason behind it. The detailed study report will specially include (but not be limited to) the following:

1. Introduction

- Executive summary settings out the overall findings and key issues of the project.
- Introduction the projects and objectives.
- Background of the project.
- Approach and methodology to the study including data objection.
- Summary of the Key assumptions applied throughout the study.

2. Linked Project Assessment

- Identify key linked projects and supporting facilities that are required to enable the delivery from the relevant government agencies who will have responsibilities for implanting the linked projects. (Laldia Yard, Road accessibility, the efficiency of such modes of transport and prioritization of these developments, alternatives to transfer to containers and cargo to Dhaka and other ports of Bangladesh, including inland waterways transportation and how they can be efficient, utilities set up, and development of adjacent projects)
- Identify and highlight critical issues for implanting the linked projects.
- Impact on CPA's existing port and other ongoing/upcoming projects under CPA.

3. Project Scoping

- Identify project requirements/services for global operator along with phasing- with list of activities, along with area coverage for each activity.
- Prepare broad output specification and define key performance indicators (KPIs) (as applicable) for the global operator/investor.
- Identify responsibilities of/services to be provided by CPA.

4. Financial Analysis

- Review the financial analysis of the completed feasibility study of Patenga Container Terminal whole project. Calculate cost incurred over the whole life of the proposed concession or PPP contract
- Detail the revenue stream and possible alternatives for revenue maximization and preparation of revenue model for the project.
- Development of a Financial Model (including all assumptions made) with functionality to carry out sensitivity analysis on variable such as lease rent/sell rate, provision of viability gap funding etc.
- Financial models should describe what to expect when the project is delivered in SOT model.

5. Legal Review and Stakeholder Consultations

- Conduct a legal review to confirm that the private sector/global operator can provide the proposed outputs, and use the associated assets, identify potential regulatory restrictions, identify permits and licensing requirements, determine the status of land ownership and any potential encumbrances that may restrict usage by the global operator, identify costs and time required to resolve these issues, and prepare an implementation plan.
- Conduct public consultation with the close stakeholders including government agencies, potential sponsors etc.
- Consult with key stakeholders to confirm the findings of the market and technical analysis and identify critical risks.
- Identifying and coordinating with relevant ministers for general /hinterland /poor infrastructure, transport network and utilities; working out coordinated plan and strategy to ensure those are/will be in place for the project
 - Identifying any custom security or clearance issues and resolving them.
 - Identifying any requirements/ standards (under international conventions etc) that GoB must comply with re constructing, implementing and operating the project.

6. Facilitation of Implementation of Environmental Management Plan (EMP), Environmental Monitoring Plan (EMoP)

The Consultant shall:

- Update EMP as appropriate; incorporating necessary technical specifications with design and contract documentation;
- Review and finalize the Environmental Management and Monitoring Plan (EMMP) to be prepared by the Contractor;

Package 1 Deliverable and Timeline:

- Inception report- **Within two weeks of Signing of Contract.**
- Draft Detailed Report with Master Plan- **Within 1.5 Months of signing contract**
- Final Detailed Report with Master Plan- **Within 2 Months of signing contract**
- Phased, integrated project schedule for the entire project including drawings and timeline
- EMP Report
- 25 copies and at least 3 soft copies (In CDs/Flash Drives) of all reports mentioned herein above shall be submitted to the contracting authority.

Business Case Development for PCT and Support CPA to Finalize the Concession Agreement as per PPP Laws of Bangladesh (Package 2)

The launch of Package 2 will be subject to:

- a. Successful completion of Package 1; and
- b. Notification by the Contracting Authority in writing of its decision to commence package 2.

Once Business case has been launched the consultant is required to work together with the Contracting Authority to develop, manage and support the procurement process for securing contracts with a

competent organization under a PPP arrangement in accordance with the standards set out for PPP in relevant laws, regulations, rules and policy.

The consultant must prepare a complete set of procurement documents complying with relevant procurement law, policies and or guidelines. The documentation must be consistent with the results of the study. The consultant must provide full support to the Contracting Authority in carrying out drafting bidder communications, project management and administrative support necessary for the procurement process to be conducted in accordance with law and policy and to the highest standards of efficiency, quality and integrity.

The Deliverables Include (but is not limited to) the following:

1. Inception Report

The consultants shall prepare and submit an Inception Report for agreement by the CPA. The Inception Report shall be a further elaboration of the consultant's submission towards carrying out all the activities and deliverables. It will set out the methodology to be followed, the proposed work plan, the key interim and final delivery milestones, the schedule of timing for the deliverable and the frequency of the reports that are to be produced.

Deliverables:

- ✓ Inception Report to be delivered within 2 weeks from the starting of the service of Package-2.

2. PPP Transaction Structuring

- Assessing the commercial viability of the project if structured with or without any direct additional government support.
- Options assessment of alternative ways of structuring the project to be delivered as a PPP or a non-PPP model.
- Conduct Value for Money (VfM) analysis and prepare Public Sector Comparator with showing detail methodology of conducting VfM.
- Conduct debt sustainability analysis and competitiveness analysis with showing detail methodology of conducting those analyses.
- Analyze the current tariff structure of CPA;
- Recommendation on the optimum structuring approach for delivering this project as PPP.
- Generate options for bidding parameter
- Advising on tax- related issues arising out of structuring the project

3. Project Risk Assessment

- Development of risk matrix to identify and assess scale of operation of PCT
- Propose mitigation measures to address risk.
- Preparation of the consolidated list of approvals/consents/clearances required from government instrumentalities.

4. Heads of Terms for Concession Agreement

- Set out the Key commercial terms and conditions that need to be reflected in the concession Agreement
- Roles and responsibilities of the Global Operator
- Roles and responsibilities of the Contracting Authority and other Government bodies (where applicable)

5. Procurement Plan

- Developing a detailed plan for developing and executing the procurement process of the project.
- Setting out a detailed timeline for delivery of the commencement of operation of PCT

- Propose the structure in contracting Authority for a project implementation monitoring unit to deliver the project and propose a governance agreement for ensuring project oversight and delivery.
- Development of an outline for the project Information Memorandum, [RFQ (if required)] and PPP document.
- Develop Proposals on how transfer of knowledge can be embedded through tour and training.

6. Preparation of Procurements Documents

- Prepare a Project information Memorandum for G2G partners/Global Operator to give them more detailed information about the project.
- Suggest to also include possibility of G2G bilateral process and for consultants to assist to prepare in such case of bilateral discussions, the draft contract for negotiations with G2G arrangement with selected G2G partner/Global Operator
- Prepare the advertisement and notices required for the launch of a procurement process (if required).
- Prepare request for qualification (RFQ) document (if required) to communicate the scope of the project to selected G2G partners/Global Operator
- Prepare the draft concession contract in accordance with applicable Bangladeshi laws, taking into account the PPP policies, guidelines and the draft PPP model concession agreement.
- Prepare strategy paper on the proposed payment mechanism and the calibration of the performance deduction regime that embeds the risk allocation proposals set out in the studies and demonstrations that impact of different risk scenarios including the impact of performance deduction.
- Prepare a service Requirements document that sets out the output specifications incorporating the key performance indicators and thresholds

Deliverables:

- ✓ PPP Structuring Report
- ✓ Project information Memorandum
- ✓ Procurement launch notices and advertisements
- ✓ Request for Qualification (if required) & Request for Proposals
- ✓ Commercial Heads of Terms
- ✓ Provision of input into the Draft Concession Agreement
- ✓ Payment Mechanism Strategy
- ✓ Service Requirements and performance Standards Specification
- ✓ Procurement Plan
- ✓ Mode to assess the G2G partners in generalized format

Timeline (Item 2-6): Within 2.5 Months of start of work for Package-2

7. Engagement with Market

- Respond to requests for clarification from G2G partners/Global Operator on the RFP and other documents including addendum if any required.
- Carry out detailed consultations and meetings with G2G partners/Global Operator on the RFP.
- During the RFP stages discuss the project, bidding documents and other relevant issues in addition to regular G2G partners/Global Operator meetings.

Deliverables:

- G2G partner/Global Operator conferences
- Presentation Material for G2G partner/Global Operator Meetings

8. Project Management and Governance Agreements

- Support the contracting Authority in putting together proposals for a governance structure to monitor and implement the project.

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- Provide Project Management and administrative support to the contracting Authority for delivering
- Provision of support to the Contracting Authority in the presentations and documents to report on the project progress and issues.
- Working together with other advisors and managing other advisory inputs to support the Authority in developing a consolidated view in delivering the project.
- Monitoring and providing advice on performance of G2G partners against any conditions precedent to financial close.

Deliverables:

- ✓ Project Governance Strategy
- ✓ Project Management Reports

9. Procurement Support

To assist the Contracting Authority in Carrying out the following activities:

- Possibility of a G2G bilateral process and for consultants to assist to prepare, in such case of bilateral discussions the draft contract with via G2G arrangements with selected parties and the clarification and negotiation process
- Prepare a virtual data room containing key documents and information, including the draft concession contract and RFP.
- Prepare a virtual data room to enable members of the Contracting Authority's project team and key stakeholders to securely access, share and store project documents.
- Developing mechanisms to evaluate responses to the RFP, drafting an evaluation report and recommending the list of G2G partners/Global Operator for the concession contract.
- Respond to requests for clarification from G2G partners/Global Operator on the draft concession Contract, RFP and other documents and information included in the virtual data room.
- Arrange and conducting one or more bidders Conferences to discuss the draft concession contract.
- Provision of commercial, financial and technical input in drafting the concession agreement and schedules, drawing of the Project and including all specific requirements of the project to be provided by the prospective concessionaire.
- Finalize the concession contract and RFP to take into account comments and requests for clarification received from the G2G partners/Global Operator.
- Issuance of the concession contract and RFP to the G2G partners/Global Operator.
- Receipt and developing mechanisms to evaluate responses to the RFP from the G2G partners/Global Operator in accordance with the process set out in the final RFP.
- Drafting of evaluation report setting out the conclusions of the evaluation process.
- Recommendation of the G2G partners/Global Operator for the concession contract.
- Award the concession contract bid to the selected G2G partner/Global Operator.
- Finalize the concession contract with the selected G2G partner/Global Operator to enable signing of the concession contract.

Deliverables:

- ✓ Establishment of Virtual Data Rooms.
- ✓ Response to queries from Tenderers.
- ✓ Updating of Procurement Plan for RFP stage
- ✓ RFP Evaluation Report & Negotiation with the G2G partner/Global Operator
- ✓ Completion of the commercial, financial and technical parts and providing input into other aspects of the concessions Contract and Schedules as may be required

10. Commercial and Financial Support

To assist the Line Ministry/ Contracting Authority in the development and implementation of the project and the Concession Agreement by providing the following support:

- Assess and advise on optimize financing and funding strategies and identifying flexibility, opportunities and risks.
- Updates the Project Financial Model developed as part of the detailed Study and review and scrutinize financial models submitted by G2G partners/Global Operator (as applicable).

This will include:

- Review and refinement of the key financial inputs, project capital cost, operation and Maintenance costs, and other costs that were identified in the Detailed Study;
- Identification of the potential sources and cost of capital and terms and conditions of loans to determine the debt payment schedule;
- Determination of the revenue projection, income statement project, balance sheets, and cash flow statements over the life of the project;
- Prepare projections of working capital requirement
- Calculation of various metrics used for assessment of study, including NPV, IRR, debt service coverage ratio, cash and discounted break-even, financial ratios etc;
- Conduct sensitivity analysis on the major parameters including capital cost, O&M cost, inflation rate revenue to explore its sustainability under different scenario.
- Need for any additional support (e.g. Viability Gap Financing) that may be required to make the project commercially viable;
- The commercial implications of the linked projects and existing CPA's terminals and upcoming projects;
- The fiscal incentive and waivers as many be required for the project.
- Development of a Project Risk Report to identify the risks in relation to the project, advise on the balance of risk transfer and evaluate the commercial and financial implications of the risks allocation.
- Provide expert commercial and financial advice and input in the development of the Procurement documents and during the procurement process.

Deliverables:

- ✓ Development of a Financial Model
- ✓ Appraisal Report of Tenderers Financial Model
- ✓ Development of a Project Risk Report
- ✓ Financial Assessment Report

11. Early Operations Support

- Develop an operations governance plan detailing the governance, monitoring and reporting arrangements that will apply from the financial close and launch of operations.
- Prepare a presentation to identify the roles and responsibilities of the G2G partners/Global Operator or project Representatives in managing the operation concessionaire.
- Prepare a presentation to highlight the key commercial issues and risk that need to be managed during the period of operations of the contract.

Deliverables:

- Development of an Operations Governance Plan
- Presentation Report on Operations Roles and Responsibility
- Presentation Report on key Operational Commercial Issues and Risks

Timeline (Item 7 to 11):

- Final Report- **Within 5 Months of start of work for Package-2**

12. Training and Transfer of Knowledge

- The Transaction Advisor shall arrange a short offshore Study Tour for up to 10 days for 12 (twelve) CPA & MOS officials to showcase similar projects that have been delivered in other countries or regions.

- Throughout the period of the assignment the consultant shall on request deliver periodic seminars/ training sessions (2 or 3 sessions in any one calendar year) on the delivery of PPP projects to relevant stakeholders from the Contracting Authority, Line Ministry and linked public sector authorities

Deliverables:

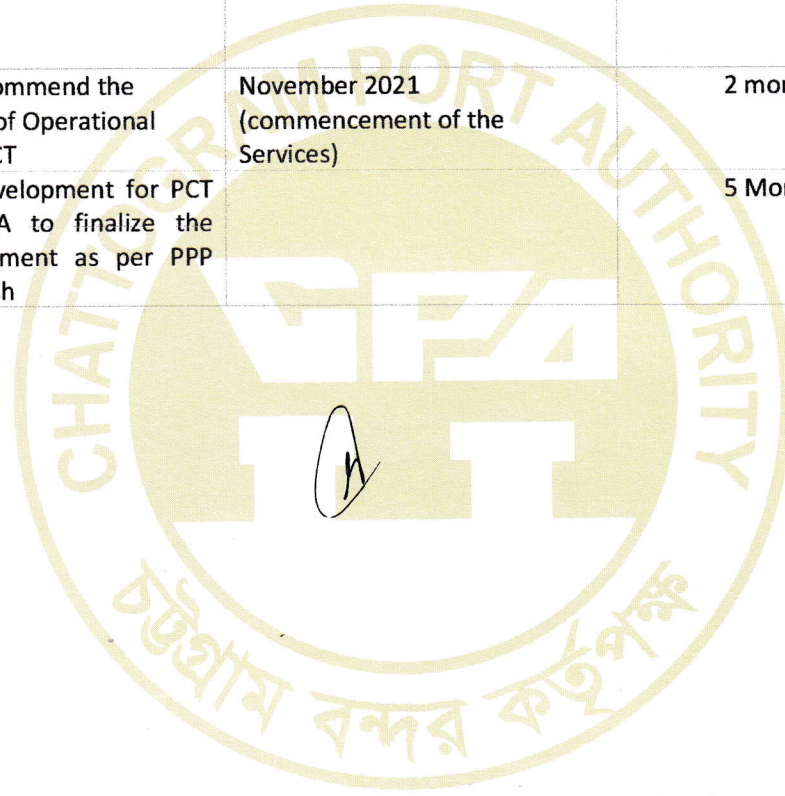
- Project Related Off-shore Study Tour for up to 10 days week for 12 (twelve) CPA & MOS officials
- Periodic seminars/ training session on the delivery of PPP projects

Expected Time Schedule

The total duration of consulting services will be 7 months. The implementation schedule expected is as shown following Table.

Implementation Schedule Expected

Key Activities	Date	Duration of each activity
Ascertain and recommend the required number of Operational Equipments for PCT	November 2021 (commencement of the Services)	2 months
Business case development for PCT and support CPA to finalize the concession agreement as per PPP Laws of Bangladesh		5 Months



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Key Experts, Level of Effort, Task assignment and experience Requirement for **Package-1** are listed below:
The consultants are encouraged to use the expertise available in Bangladesh to the extent possible. However, international experiences are necessary to carry out the assignment. The consultants are free to propose a staffing plan and skill mix necessary to meet the objectives and scope of the services. If all the required skills are not available within the consulting firms, they are encouraged to hire expertise. **Following is the minimum requirement list of posts where the firms will propose their required man-months/position numbers but not limited to carrying out the assignment:**

International/National Consultant

Sl. No	Key Staff	International/National	No	Month	Person-month
1	Team Leader	Int.	1	2	2
2	Design Expert/Technical Expert	Int	1	2	2
3	Economical & Financial Expert	Int/Nat	1	2	2
4	Mechanical Engineer	Int/Nat	1	2	2
5	PPP Expert	Int	1	2	2
6	Legal Expert	Int/Nat	1	1	1
7	Port Expert	Nat	1	2	2
	Sub-Total		7	-	13

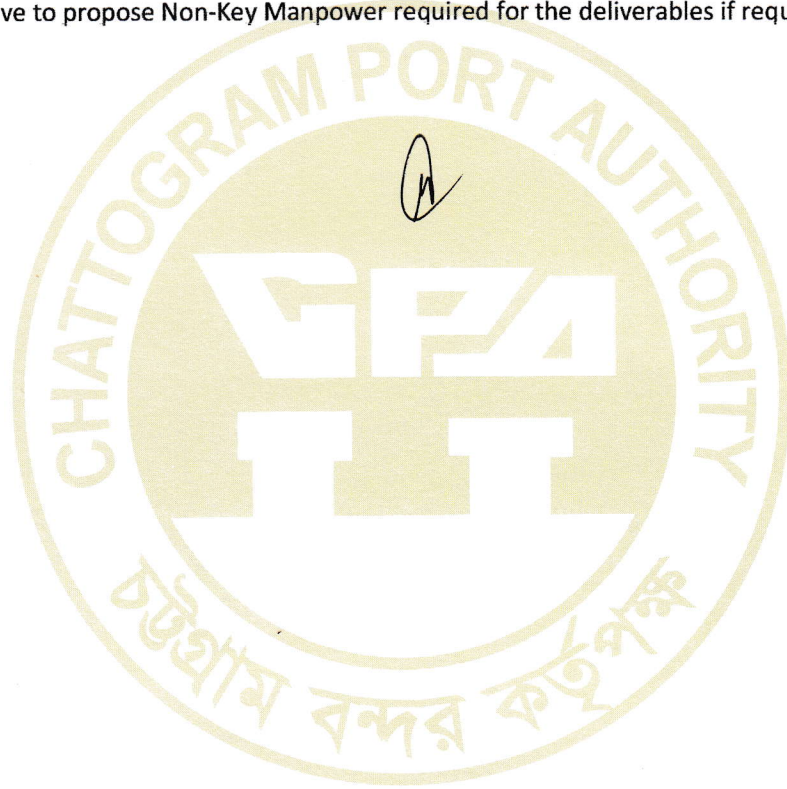
Qualification and Tasks

Sl	Key personnel	Education (minimum)	Length of Total Experience	Specific Experience	Role in the Assignment
1	Team Leader	Masters in any discipline	20 years	Leading a team in 2 successful PPP port projects with minimum capacity of 400,000 TEUs per annum	Lead the team, review the quality of deliverables, lead the consultant team.
2	Design Expert/Technical Expert	Masters in Civil Engineering	15 years	10 Years in designing and planning port projects	Prepare broad lay out design and master planning and develop required design animation, graphical presentation
3	Economical & Financial Expert	Masters in finance/Accounting.	15 years	10 Years in port sector and completing at least 2 successful PPP port projects with minimum capacity of 400,000 TEUs per annum	Financial structuring of the project including development of a robust financial model, Risk, discuss with leaders, prepare term sheet, develop financial costs and benefits, lend financial analysis of the project, demand assessment
4	Mechanical Engineer	Masters in Mechanical Engineering	10 years	5 Years in port sector	Preparation of equipment lists, estimation of equipment numbers etc.
5	PPP expert	Masters in any discipline Preference will be given to MBA/CA/Masters in Finance/Accounting.	10 years	5 Years in port sector and completing at least 2 successful PPP port projects with minimum capacity of 400,000 TEUs per annum	Project structuring, tender documentation including IM, RFQ, RFP, PPP arrangements etc, oversee market analysis, demand assessment and benchmarking studies.

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SI	Key personnel	Education (minimum)	Length of Total Experience	Specific Experience	Role in the Assignment
6	Legal Expert	Masters in Law	15 Years	7 Years in port sector. Successful in dispute resolution for at least 2 of PPP projects	Legal sides of the contract and negotiations including all aspects of legal side of the Bay Terminal Project fall under his tasks.
7	Port Expert	Masters in any discipline/Former Port Officer	20 Years	10 years experience in port planning and operation (In case of CPA ex-board members experience may be relaxed)	Port Operations, Planning will be under his tasks. He should give inputs of port operations in Bangladesh and world and help in getting the best SOT deal.

The consultants have to propose Non-Key Manpower required for the deliverables if required.



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Key Experts, Level of Effort, Task assignment and experience Requirement for **Package-2** are listed below:

The consultants are encouraged to use the expertise available in Bangladesh to the extent possible. However, international experiences are necessary to carry out the assignment. The consultants are free to propose a staffing plan and skill mix necessary to meet the objectives and scope of the services. If all the required skills are not available within the consulting firms, they are encouraged to hire expertise. **Following is the minimum requirement list of posts where the firms will propose their required man-months/position numbers but not limited to carrying out the assignment:**

International/National Consultant

Sl. No	Key Staff	International/National	No	Month	Person-month
1	Team Leader	Int.	1	5	5
2	Concession Contract Expert	Int	1	3	3
3	Financial Modeler	Int/Nat	1	3	3
4	Financial Analyst	Nat	1	3	3
5	Legal Expert	Int	1	3	3
6	PPP Expert	Nat	1	3	3
7	Risk Estimator	Nat	1	1	1
8	Commercial Expert	Int/Nat	1	2	2
9	Trainer	Nat	1	1	1
10	Negotiator	Int/Nat	1	2	2
11	Economist	Nat	1	2	2
12	Port Expert	Int/Nat	1	3	3
13	Documentation Expert	Int/Nat	1	3	3
	Sub-Total		13	-	34

Qualification and Tasks

Sl	Key personnel	Education (minimum)	Length of experience	Specific Experience	Role in the Assignment
1	Team Leader	Masters in any discipline	20 years	Leading a team in 2 successful PPP port projects with minimum capacity of 400,000 TEUs per annum	Lead the team, review the quality of deliverables, and lead the commercial and transaction structuring.
2	Concession Contract Expert	Masters in any discipline	15 Years	Experience in 2 successful PPP port projects with minimum capacity of 400,000 TEUs per annum	Preparation of contract details. Review the existing contracts. Set up the contract goals.
4	Financial Analyst	Masters in finance/Accounting	15 years	10 Years in port sector and completing at least 2 successful PPP port projects with minimum capacity of 400,000 TEUs per annum	Financial structuring of the project including development of term sheet, develop financial costs and benefits, lend financial analysis of the project.
3	Financial Modeler	Masters in finance/Accounting	08 years	10 Years in port sector and completing at least 2 successful PPP port projects with minimum capacity of 400,000 TEUs per annum	Financial structuring of the project including development of a robust financial model, Risk, discuss with leaders, demand assessment.

Sl	Key personnel	Education (minimum)	Length of experience	Specific Experience	Role in the Assignment
5	Legal Expert	Masters in Law	15 Years	7 Years in port sector. Complete 1 project of similar nature	Legal sides of the contract and negotiations including all aspects of legal side of the Bay Terminal Project fall under his tasks.
6	PPP expert	Masters in any discipline Preference will be given to MBA/CA	15 years	5 Years in port sector and completing at least 2 successful PPP port projects with minimum capacity of 400,000 TEUs per annum	Project structuring, tender documentation including IM, RFQ, RFP, PPP arrangements etc, oversee market analysis, demand assessment and benchmarking studies.
7	Risk Estimator	Masters in Engineering	8 years	5 Years in port sector. Complete at least 1 port related successful concession contract	Risk assessment for this project including investment opportunities & risks, location opportunities & risks, hinterland connectivity & risks, pay back and business opportunities & risks etc.
8	Commercial expert	Masters in any discipline Preference will be given to MBA/CA.	8 years	5 Years in port sector.	Market analysis, demand assessment conduct benchmarking etc, identify demand and supply gap.
9	Trainer	Graduate in any discipline	10 years	Expert in PPP, concession agreement, legal framework etc.	Arrange training sessions. Arrange social meetings. Co-ordinate all seminars. Co-ordinate tours.
10	Negotiator	Masters in any discipline	15 Years	5 Years in port sector and completing at least 2 successful PPP port projects	Negotiate with potential bidders. Help CPA achieve their desired goals. Get the best possible deal of concession contract for CPA.
11	Economist	Masters in any Economy	15 Years	10 Years in port sector and completing at least 2 successful PPP port projects with minimum capacity of 400,000 TEUs per annum	Economical aspects of the project in terms of national and internal economical aspects.
12	Port Expert	Masters in any discipline/Former Port Officer	20 Years	10 years experience in port planning and operation (In case of CPA ex-board members experience may be relaxed)	Port Operations, Planning will be under his tasks. He should give inputs of port operations in Bangladesh and world and help in getting the best SOT deal.
13	Documentation Expert	Masters in any discipline	10 years	5 years in preparing PPP, concession agreement, legal framework documents	Documentation related to Tenders, Reports preparations are his responsibilities.

The consultants have to propose Non-Key Manpower required for the deliverables if required.

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