

REQUEST FOR EXPRESSION OF INTEREST (REOI)
LOAN No 3344 & 3345 – PAK PROJECT 46376 -002

1. Pakistan enjoys a significant geostrategic location in the region and has historically remained on the trade route for China & land locked Central Asian State. The significance has been amplified with the development of China-Pakistan Economic Corridor (CPEC) and Central Asian Regional Economic Cooperation – Regional Improving Borders Services (CAREC-RIBS) Corridor. To exploit full potential as a transit hub, the Government of Pakistan (GoP) has initiated an Integrated Transit Trade Management System. The system is aimed at boosting trade, particularly export, reduce the cost of doing business to enhance competitiveness and enhance trade facilitation. The barriers to international and transit trade include cumbersome border crossings, complicated Custom procedures and poor port physical infrastructure facilities. To overcome these barriers the Government of Pakistan has received a loan from Asian Development Bank for development of three Border Crossing Points of Torkham, Chaman and Wahga.
2. GoP intends to establish the **Pakistan Land Port Authority (PLPA)** to supervise the multi-agency operated facilities at the border points and other inland dry ports for cohesive management of the cross-border movement of goods and people. The role of the PLPA will be to ensure the effective, timely and efficient movement of goods, people and vehicles across international borders with a view help increase efficiencies of business processes related to international trade and transport logistics.
3. Federal Board of Revenue (FBR) is the executing Agency for the Project. FBR requires the services of a consulting firm for the establishment and operationalization of the PLPA through the following process phases (i) Planning and design (ii) establishment (iii) transition and taking over of BCP (iv) operation, maintenance and growth. The consultants will also support the other agencies that are involved in the operations of the Land ports. A team of consultants is required to assist the PLPA and its anchor tenants (agencies performing core functions and services at the land ports) to support its establishment and its operationalization at the three (3) border crossing points of Torkham, Chaman and Wahga. The consultants team will be headed by a Team Leader (Trade Facilitation & Port Operations Specialist) and comprising international and national experts in the relevant field. The Team Composition, the respective outline TOR can be downloaded from ADB website <https://www.adb.org/projects/tenders> and FBR website www.fbr.gov.pk/tenders

4. The tentative inputs in persons month of international and national experts is as under:

Experts input/ person months for key staff			Expected date of commencement	Duration of Assignment	Method of procurement	Type of Consultancy
Intl	National	Total				
60	138	198	January 2020	36 months	QCBS(80:20)	Consulting Firm

5. FBR hereby requests Expression of Interest (EOI) from reputed international consulting firms in the field of establishment of organization, institutional strengthening and capacity building. The firm must have demonstrated experience in the relevant sectors and scope of work involved. Consultants may associate. International firms may associate national firms either through joint venture or sub-consultancy. The consultants will be recruited using the full technical proposal procedure based on the Quality & Cost Based Selection (QCBS) and “**ADB Procurement Guidelines on the Use of Consultants by ADB and its Borrowers**”.
6. The EOI must be submitted online via the ADB’s Consultant Management System (CMS). The EOI should be submitted using the online template in CMS not later than **19th May, 2019** providing information and documents in the template. Access to the online Request for Expression of Interest may be reached through the link to Consultant Services Recruitment Notice (CSRN) available at https://selfservice.adb.org/OA_HTML/adb/adbpos/jsp/ADBCMSHomepage.jsp **opportunities/operational procurement/consulting**. A firm wishing to submit the EOI must be registered with CMS. Any joint venture partner or associate consulting firm must also be registered with CMS. Any firm facing any technical problem in accessing CMS may request assistance through email to cmshelp@adb.org. Firms are recommended to update their CMS registration before uploading the EOI.

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TERMS OF REFERENCE (TORs)
for
CONSULTING SERVICES FOR PAKISTAN LAND PORT AUTHORITY
ESTABLISHMENT, INSTITUTIONAL DEVELOPMENT AND TECHNICAL
SUPPORT

A. Background

1. **Project Background.** Pakistan is strategically located to connect South Asia to Central Asia up to Caucasus Countries onto Europe and provides access to sea ports to the landlocked Central Asian Republics. With this strategic location Government of Pakistan (GoP) recognizes the potential of Pakistan to serve as a hub and corridor for regional trade and help integrate the region into an interconnected market, and sets the goal of making the country a hub of regional trade and commerce. The GoP has improved the linkages with neighboring countries and Pakistan Customs has improved its performance substantially since 2010. However, the performance of border crossing points (BCP) lags far behind, posing a fundamental obstacle to promote the transit and interregional trade through Pakistan. Major impediments include (i) poor infrastructure and facilities at border crossing points (ii) ill-coordinated governance structure in management of border crossing points (iii) outdated office and cargo handling equipment coupled with poor Customs facilities (iv) lack of ICT infrastructure and connectivity to central databases. The GoP is implementing a project with financial assistance of Asian Development Bank to overcome these impediments with a view to reduce cross border processing time for cargo and people at BCPs Torkham, Chaman and Wagha. The BCPs are essentially multi-agency operated facilities, but with each agency working in a narrow perspective without any coordination mechanism, which is seriously impacting the efficiency of the Border Crossing Points. Thus the Project also includes the establishment of a *statuary body* to manage these border points.
2. **Project Implementation Arrangements.** The Federal Board of Revenue (FBR) is the Executing Agency for the project. FBR has established a Project Management Unit (PMU) for the implementation of the project. The PMU is assisted by an international firm as Project Management Consultant. The GoP designated a high level Integrated Transit Trade Management System (ITTMS) Steering Committee headed by the Finance Minister with ministerial representation from Ministries of Foreign Affairs, Defense, Railways, Communications, Commerce and concerned Federal Secretaries. The said Steering Committee provides overall guidance and directions for the implementation of the project. A Project Implementation Committee (PIC), consisting of senior officers (not below the rank of an Additional Secretary) from the Ministry of Commerce, Revenue Division/FBR, Ministry of Defense and Project Director ITTMS, has been established to guide PMU and to review the progress of implementation, and coordinate with relevant ministries and departments to sort out any Project implementation problems.

3. **Concept of Pakistan Land Port Authority.**

The Strategic Trade Policy Framework (STPF) 2012-2015¹ presented by the Ministry of Commerce and approved by the Government of Pakistan provides the direction for the establishment of the Pakistan Land Ports Authority (PLPA) to strengthen regional trade. This Policy provides the need for establishment of integrated border crossing points; and a single entity to coordinate and manage the border crossing points with a view to enhance the trade and reduce the cost of doing business with the following mandate:

- i. It is envisaged to function as a statutory body, with representation from the FBR, Ministry of Interior, Ministry of Foreign Affairs, Ministry of Commerce, Ministry of Communications, Ministry of Railways, Ministry of Planning & Development, Ministry of Food Security & Livestock, Ministry of Science & Technology and Ministry of Narcotics Control as well as representation from the respective Provincial Governments.
- ii. It will be responsible for cohesive management of cross-border movement of goods & people. It would be vested with powers on the lines of similar bodies like existing Port and Civil Aviation authorities
- iii. With the coming into being of Pakistan Land Port Authority, the land port entry points would be transformed into Integrated Check Points to enable smooth cross border movement of individuals, vehicles and goods under an integrated complex. This would facilitate the processes of immigration, Customs, cargo security, quarantine, Sanitary & Phyto-Sanitary (SPS) Measures etc. To enable this, the present infrastructural facilities would be up-graded wherever needed. The spadework to establish PLPA will be carried out by a 'Set up Committee' to be headed by Secretary Ministry of Commerce in close collaboration of other Ministries.

The PLPA will initially focus on the three critical identified border crossings at Wagha, Chaman, and Torkham. The PLPA will gradually extend to other border points and will also review the efficacy of extending its reach to other inland ports. A broad concept of PLPA is attached as **Annex A** to the TOR.

4. **Objective of the Assignment.**

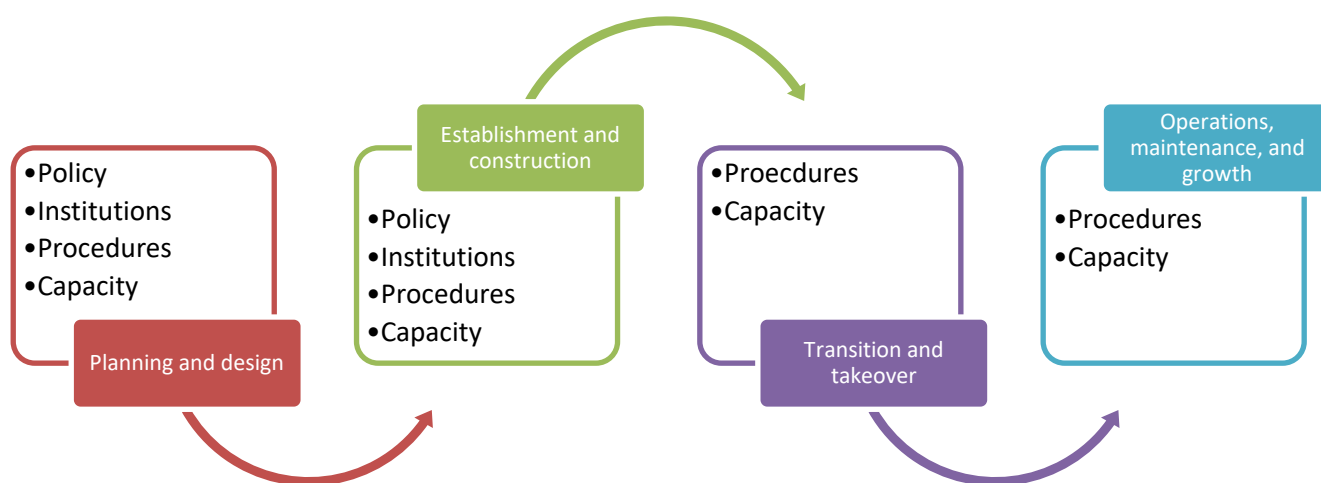
FBR as an Executing Agency for CAREC-RIBS Project requires the services of a consulting firm for the establishment and operationalization of the PLPA through the envisaged 04 phases:

¹ <http://www.commerce.gov.pk/strategic-trade-policy-framework/>

Phase I: planning and design;
Phase II: establishment and construction;
Phase III: transition and takeover; and,
Phase IV: operations, maintenance, and growth.

Activities in Phases I and II are further grouped into four further parts, for the ease of execution and coordination:

- *Policy* – This group of activities will contain those activities that require a policy decision across various government entities, by the Government.
- *Institutions* – This group will contain all those activities that will require discussions on institutional mandates and responsibilities.
- *Procedures* – This group will contain those activities which pertain to business processes and procedures within the LPA.
- *Human Resource Capacity* – As implied, this group will contain activities relating to human resources and administrative matters in the LPA.



B. Scope of Consultancy Services

5. **Support PLPA and the Agencies (‘anchor tenants’) operating at the LPs.** The consultants will provide support for the establishment of the PLPA itself, as well as support other Agencies that are involved in the operations of the Land Ports and will be providing services at the LPs operated by the PLPA. The agencies identified for support are as follows.

Agency	Parent Body	Functions
1. Pakistan Customs	Customs Wing, Federal Board of Revenue, Revenue Division, Ministry of Finance, Islamabad	Customs clearance processes for trade facilitation through

		WeBOC, Cargo examination and appraisal; operations for preventing smuggling of currency and import/export of contrabands/narcotics; Anti-Money laundering under FATF, Implementation of Trade Policy under Import & Export Policy Orders.
2. Federal Investigation Agency / Immigration / NADRA	Ministry of Interior, Federal Government	Immigration / Passport Control / Passenger Management
3. Anti Narcotics Force	Ministry of Narcotics Control, Islamabad.	Control of narcotics
4. Animal quarantine and Department of Plant Protection	MINFAL / Ministry of Food Security & Research, Islamabad.	Regulate the import, export and quarantine of animals and animal products, and plants and plants' products / Implementation of / Sanitary & Phyto-Sanitary Measures (SPS)

6. In addition to the above core agencies, other non-core agencies - public and private, identified by PLPA on particular issues, will also be supported.

7. **Consultancy Services Required from the Consultants.** A team of consultants is required to assist the PLPA and its 'Anchor Tenants' (agencies providing core functions at the LPs as identified in the above table) to support its establishment and operationalization [including the operationalization of the first 3 notified border land ports (LP) at Torkham, Chaman, and Wagha:

- a. Technical advice and analysis relating to establishment and operation of LPs.
- b. Legal advice and analysis relating to operations at a LP.
- c. Business process mapping and re-engineering in border management functions relating to international trade.

- d. Cross border transactions data management and analysis design—establishment of management dashboards for real time analysis and monitoring from a security, revenue, and trade facilitation perspective.
- e. Design and deployment of ICT systems for trade transactions integrating key services providers.
- f. Commercial regulation advice for Land Ports (LPs).
- g. Organizational design, governance, and management including its connection and sync with the CAREC-RIBS.
- h. Design and establishment of financial and administrative procedures.
- i. Financial modeling and advice on insurance and banking products required to secure services at LPs.
- j. Advice on local, regional, and international transport, transit, immigration and trade regulations and conventions.
- k. Facilitation and negotiations; stakeholder engagement; and consensus building.

8. **Activities to be supported by the consultants.** The activities to be supported by the consultants in the various phases but not limited to are as follows:

a. **During planning and design phase**

- Establishing the functions of the PLPA.
- Establishing the activities/functions at the LPs.
- Finalization of entities ‘tenants’ functioning at the LPs.
- Consensus on responsibilities of all entities functioning at the LPs.
- Audit of existing LPs and their responsible entities (in public or in private sector).
- Identification of locations for LPs beyond the presently agreed 3 BCPs/LPs in subsequent phases.
- Identification of main trade partners for the importers and exporters using each proposed and existing LP.
- Feasibility studies and transaction advisory services studies for new LPs and existing dry ports.
- Developing a custodian for the LPs—border and inland—best practice designs, building laws, and regulations.
- Develop standard list of ‘common user’ infrastructure at LPs.
- Develop standard list of ‘common user’ services to be provided by LPs.
- Develop generic operational procedures for integrated delivery of services by all LP tenants.
- Implement National Single Window (NSW) that currently being developed by the GoP, at LPs by integrating WeBOC and other ICT systems for trade facilitation, cargo logistics and passenger management/passport control.
- Develop procedure for design (including traffic analysis, multi-modal and transshipment analysis, information exchange and security analysis) and construction supervision of LPs.

- Develop procedure for operations and maintenance of LPs.
- Study of all relevant policies, regulations, and procedures applicable to functions/activities at the LPs.
- Identification of all permits, agreements, rents and fees, required for establishment of the LPs.
- Design of the transition and takeover arrangements upon establishment of LPs—especially for the ones at the borders.
- Design, notification, negotiation, and approval of operating rights agreements with tenants of the LPs.
- Suggest design of interface and connectivity with the CARE-RIBS.
- Design the operational and administrative model of PLPA.
- Design the financial functions of the PLPA.
- Design the financial model for the PLPA.
- Design economic incentives provided under PLPA to the LP tenants.
- Design the financial model for a generic LP.
- Identify the subsidy requirements (if any) for the PLPA.
- Identify the subsidy requirements (if any) for a generic LP.
- Develop financing plan for the PLPA (including for the establishment and operation of the LPs).
- Design Anchor tenants ‘agreements.
- Design other tenants ‘agreements.
- Design any required generic LP services’ concessions agreements under the public private partnership arrangements.
- Design the organizational structure of the PLPA.
- Draft the PLPA Act.
- Legal review, finalization, and tabling of the PLPA Act in the Parliament.
- Preparation and presentation of the final PC-I for ECC approval.

b. During establishment of the PLPA and implementation of LPs

- Approval, signing, promulgation and notification of the PLPA Act.
- Finalization of the regulatory framework, including rules and regulations and operating procedures for the PLPA.
- Budget proposal, approval, and allocation of PLPA annual budget.
- Job descriptions and selection criteria for the skeleton staff for day-to-day operation of the PLPA.
- Design exchange and exposure programs for the development of staff selected and hired in the LPA.
- Detailed design transaction advisory services studies for notified LPs.
- Implement the transition and takeover arrangements for the notified LPs in parallel with commencement of construction.
- Signing of operating rights agreements with tenants of the LPs
- Signing of Anchor tenant agreements for notified LPs.

- Signing other tenant agreements for notified LPs as and when required.
 - Signing of required generic LP services' concession agreements.
- c. **During transition and takeover.** The transition and takeover stage will have two distinct processes:
- (i) 'transition' refers to the transition from the existing as-is scenario of transit trade and related processes (no LP scenario) to the new processes after the completion of the new LPs; and
 - (ii) the takeover refers to the PLPA notifying and taking over regulation of the existing LPs.

1) **Transition**

- Providing job descriptions and selection criteria for selecting and appointing the staff for day-to-day operation of the LP.
- Move-in notices to tenants and commencement notices to concessionaires at the LPs.
- Test operation of integrated services provision.
- Opening of LPs to the users.

2) **Takeover**

- PLPA-Trade (users)-LP tri-partite forums as part of an IEC (Information Education and Communication) campaign towards highlighting the benefits to existing LPs and to Trade.
- Notification of regulatory takeover to identified LPs.
- Audits of LPs for compliance.
- Issuance of guidance for compliance.

d. **During Operations, Maintenance, and Growth**

- Undertake first operational review and assess performance against established KPIs— such as clearance times, WCO time of release, etc.
- Assess maintenance and emergency response and security services.
- Prepare a 10 year master plan for improvement and growth learning starting from the transition date.

C. Methodology requirements to be adopted to achieve results

9. It is required that the consultant achieve the support and delivery outcomes for this assignment using the following methodology requirements.

- a. **Focus on results and not reports.** It is expected that the consultants will provide hands-on assistance to the Government and their performance and delivery will be linked to results achieved on the ground rather than on production and submission of

reports.

- b. **Bringing industry experience to bear.** The consultants will be required to bring industry experience in establishment and operation of land ports. As an example, the establishment of the Khorghos port recently at the border of Kazakhstan and the People's Republic of China was developed with assistance from Dubai Port (DP) World. It is envisioned that the consultants will bring similar industry experience to facilitate the establishment of the PLPA and thereby ensure success.
- c. **Consensus building amongst stakeholders through workshops and consultations.** The consultants will provide a neutral and informed platform by acting as a knowledge broker to build consensus amongst the PLPA stakeholders which will be essential towards the timely establishment and operationalization of the PLPA and LPs. The consultant will extensively use workshops and consultation facilitation tools to achieve this consensus.

D. Team composition and outline TOR for key experts

10. The team composition and outline TOR described here should be read in conjunction with the earlier listed activities to be supported by, and the services required from, the consultants.

11. Team Leader – Customs Procedures, Trade Facilitation and Logistics Port Operations Specialist (International, Full- Time) - Outline scope of work

a. Team Lead and Trade Facilitation

- Take overall lead in supporting the establishment and operationalization of the PLPA.
- As lead technical advisor bring global practice, and local adaptability to global practice, to inform design, discussion, and implementation of the key issues in establishing the PLPA; such as functions of PLPA, and functions of Anchor Tenants at PLPA, and PLPA's role in facilitating integrated operations [from the users' perspective] at the LPs.
- Working closely with the Public Sector Specialist, develop overall organizational structure best suited to the PLPA and also develop a generic organizational structure for the LPs (with a guide on how to tailor this to each LP location).
- Facilitate the discussions with users (traders) and services providers (transporters, freight forwarders, insurers, banks) and public sector anchor tenants of PLPA in clarifying roles as well as streamlining procedures for improved border clearance operations at the LPs.
- Oversee and provide advice in the development of the overall integrated ICT enabled information and data exchange and management system to be established at the PLPA, and ensuring that this system interacts seamlessly with current public border management ICT environments such as those being used by the Customs and FIA

and their subsequent integration with National Single Window (NSW). The border management agencies (the Anchor Tenants) have their own systems and the PLPA at the LPs will integrate information flow to, and from, these systems to enable an integrated service provision—a single window—for the users at LPs. Whether or not one of the border management agencies’ systems—such as WeBOC—can eventually play this integrating role will be studied and formalized during the course of the establishment of the PLPA and LPs.

- In light of global best practices, oversee and provide advice in the design and approval of the various procedures and practices and agreements to be implemented at the LPs by the PLPA;
- Provide lead technical assistance to the finance and budgeting team

b. Organizational Development Specialist

- Guide and assist the team in establishing the functions of the PLPA, the activities/functions at the PLPA, the finalization of entities ‘tenants’ functioning at the PLPA, audit of existing LPs and their responsible entities (in public or in private sector), identification of locations for LPs beyond the presently agreed 3 border LPs.
- Assist the team in the identification of main trade partners for the importers and exporters using each [proposed and existing] LP, carrying out the feasibility studies and transaction advisory services studies for new and existing dry ports.
- Assist the team in developing best practice designs of facilities, standard list of ‘common user’ infrastructure, and standard list of ‘common user’ services to be provided by LPs, especially Customs procedures and other port operations etc.
- Assist the team in developing generic operational procedures for integrated delivery of services by all LP tenants, and in the design of operating rights agreements with tenants of the LPs.
- Assist the team in designing the financial functions of the PLPA and advice on the possible financial models and economic incentives for the LP users.

12. Border Security and Facilitation Specialist (International) - Outline scope of work

- Assist the TL and the team in the development of the integrated procedures for the LPs and assist in the discussions with the Anchor tenants as well as with peripheral agencies at the border as well as with the private sector stakeholders/users.
- Provide global best practice advice on integrated border security and trade facilitation to assist the consultants’ team as well as lead related discussions in workshops, meetings, and other forums.
- Work closely with the ICT team on data acquisition, use, and security, and guide them on international best practice.

13. Deputy Team Leader - [Principal Public Sector Specialist (Policy Formulation and Reforms)] (National) - Outline scope of work

- Drafting of PLPA Policy/ACT and implementation framework.

- Define the strategic goals, objective, outcomes and outputs for the PLPA.
- Work on Strategic alignment of draft policy/ACT with parent ministry's policy.
- Assemble any required PLPA PC-I/revisions with support from the rest of the team.
- Conduct Stakeholder meetings and prepare the functional and technical requirement documents for improvement and integration of Customs business procedures regarding seamless movement of cargo and/or passenger facilitation with those of other stakeholders etc. and related logistics operations.
- Evaluation of current situation and identify relevant deficiencies/gaps and develop measures to improve the current situation for trade facilitation.
- Define methodologies to best facilitate the LPs operations in Policy.
- Develop the methodology for identification of location of LPs (new and those that will be taken over) beyond the presently agreed 3 border LPs.
- Develop a summary of the overall transport characteristics/geography of Pakistan in the context of LPs development for the team.
- Assist the TL and the Legal Advisor on the work-related possible implications of various International Conventions, Treaties and Agreements (currently implemented or planned to be implemented by GOP) in the operational procedures at the LPs.
- Assist TL in helping implement National Single Window (NSW) that is currently being developed by the GoP at LPs by integrating WeBOC and other ICT systems for trade facilitation and cargo logistics to reduce dwell time and facilitation in passenger management/passport control.

14. Project Management Sector Specialist (National: Full-Time) - Outline scope of work

- Assist the Team Leader in the development of the overall organizational structure best suited to the PLPA and also develop a generic organizational structure for the LPs (with a guide on how to tailor this to each LP location).
- Provide inputs to the draft PLPA Act and assist the TL in finalizing the functions of the PLPA and of the Anchor Tenants.
- Assist the TL with the audit of the existing LPs and the identification of all policies, regulations, and procedures applicable to the functioning of the LPs under the PLPA.
- Assist the TL with the development of the transition and takeover arrangements for the PLPA.
- Assist the TL with the development of the SOPs for finance and administration for the PLPA and for the 3 border LPs.
- Assist the TL with the assessment of the PLPA's anchor tenants with a view to designing the trainings program; and, based on the developed organization structures for the PLPA and typical LP, oversee the design of the induction and early stage capacity building trainings.
- Assemble any required PLPA PC-I revisions with support from the rest of the team.
- Provide administrative support to the TL in the day to day office operations of the

Consultants' team and in the overall administrative responsibilities for successful execution of the TA for establishment institutional and technical support to the PLPA.

15. Public Sector Specialist (National) (Administration & HR) - Outline scope of work

- Draft the Operational, Administrative and Human Resource model for the PLPA.
- Provide inputs to the draft PLPA Act and assist the TL in finalizing the functions of the PLPC and of the Anchor Tenants.
- Lead the audit of the existing LPs and the identification of all policies, regulations, and procedures applicable to the functioning of the LPs under the PLPA.
- Lead the development of the SOPs for finance and administration for the PLPA and for the 3 border LPs.
- Design absorption of existing ITTMS HR in PLPA.
- Lead the capacity assessment of the PLPA's anchor tenants with a view to designing the trainings program; and, based on the developed organization structures for the PLPA and typical LP, oversee the design of the induction and early stage capacity building trainings.
- Support the team in the development of the methodology for audit of existing LPs and their operations.

16. Organizational Development Specialist (National/International) - Outline scope of work

- Lead with the development of a generic organizational structure for the LPs (with a guide on how to tailor this to each LP location).
- Lead the development of the transition and takeover arrangements for the PLPA.
- Develop awareness campaigns for the change and expectations management of stakeholders.
- Work on operationalizing of the goals by indicators by defining KPIs.
- Provide a framework for continuously making organizational improvements across all departments of PLPA by evaluating and identifying opportunities to increase efficiency and effectiveness.
- Conduct research and analyze data in relation to the alignment and success of PLPA, which includes identifying skill gaps and developing critical feedback on to be/implemented training programs.
- Design and implement a variety of initiatives, action plans, programs, and training materials that employ e-learning, virtual learning, site-based training, assessments, or other solutions.

17. Structural Engineer (National) - Outline scope of work

- Provide all required engineering expertise in the design and development of the process focused PLPA facilities; including development of all required facilities' layouts, designs, and standards, and of a standard list of '*common user*' infrastructure at LPs.

- Support the feasibility studies and transaction advisory services studies for new LPs and existing dry ports.
- Along with the Public Sector Specialist, lead the development of a custodian for the LPs—border and inland—best practice designs, building laws, and regulations.
- Develop procedure for design (including traffic analysis, multi-modal and transshipment analysis, information exchange and security analysis) and construction supervision of LPs.
- Develop procedure for infrastructure operation and maintenance of LPs.

18. ICT Specialist (National) - Outline scope of work

- Lead the integration of the overall information and data, collection, exchange, and management within the various Anchor tenants and the LPA.
- Ensuring compatibility with all existing Anchor tenant ICT systems, especially with those used by the Customs and FIA.
- Reviewing the existing ICT applications in other public and private sector service providers (other ports, banks, freight forwarders and other logistics services providers) and developing processes that will enable the LPA and its LPs to seamlessly integrate, possibly with National Single Window (NSW), currently being developed.
- Support and provide inputs as and where required to the deployment of ICT hardware at the LPA and LPs. This will include, but not be limited to, design, procurement, supervision, operational testing, of the hardware and networking required at the LPs and at the PLPA.

19. Legal Advisor (GOP Rules & Regulations) (National) - Outline scope of work

- Drafting regulatory and legal framework for establishment of PLPA.
- Support the team in content, drafting, whetting, and finalization of the PLPA Act.
- Provide legal guidance to the team in feasibility studies and transaction advisory services studies for new and existing dry ports.
- Lead the study of all relevant policies, regulations, and procedures applicable to PLPA and LPs functions/activities.
- Assist the team during the identification of all permits, agreements, rents and fees, required for establishment of the LPs.
- Assist the team in the design of the transition and takeover arrangements upon establishment of LPs—especially for the ones at the borders.
- Assist the team in design and finalization of, operating rights agreements with tenants of the LPs, the Anchor tenant agreement, service providers' concession agreements.
- Provide inputs to PLPA and Anchor tenants on matters pertaining to accession to international conventions by Pakistan with a view to improving the functioning of the PLPA and its LPs.

20. Financial Management Specialist (National) - Outline scope of work

- With assistance from the team, design, the financial functions of the PLPA, financial model for the PLPA, and economic incentives provided under PLPA to the LP tenants.
- In coordination with the team, design the financial model for a generic LP; and identify the subsidy requirements (if any) for the LPA, as well as the subsidy requirements (if any) for a generic LP.
- Develop the financing plan for the PLPA (including for the establishment and operation of the LPs).
- Assist in the design of the Anchor tenant agreements, other tenant agreements, and required generic LP services' concession agreements.
- Assist the team in the drafting, review, finalization, and tabling of the PLPA Act in the Parliament; and in the preparation and presentation of the final PC-I for ECC approval.

Summary of required key consulting inputs

Position	Man months	Qualifications& Experience
International Experts		
Team Leader [Customs Procedures, Trade Facilitation and Port Operations Specialist]	30	<ul style="list-style-type: none"> ➤ Preferably 20 years' experience in Customs procedures, trade facilitation and port operations, especially ICT-enabled cargo clearance. Regional experience will be preferred. ➤ Preferably to have been Team leader of at least two similar project financed by MDI ➤ Preferably hold a master degree in the relevant field of supply Chain, logistics, commerce & trade, and Business.
Border Security and Facilitation Specialist	12	<ul style="list-style-type: none"> ➤ At least 15 years' experience in border security and facilitation ➤ Preferably have worked on at least two similar projects. ➤ Preferably hold a master degree in the relevant field.
Organizational Development Specialist	18	<ul style="list-style-type: none"> ➤ Preferably 10 years' experience in institutional development ➤ Preferably have worked on at least two similar projects. ➤ Preferably hold a master degree in the relevant field..
Total International Input	60	
National Experts		
Position	Man months	Qualifications& Experience
Deputy Team Leader - Principal Public Sector Specialist (Policy)	24	<ul style="list-style-type: none"> ➤ Preferably 20 years' experience in public sector in the relevant field. ➤ Preferably to have worked as institutional development expert

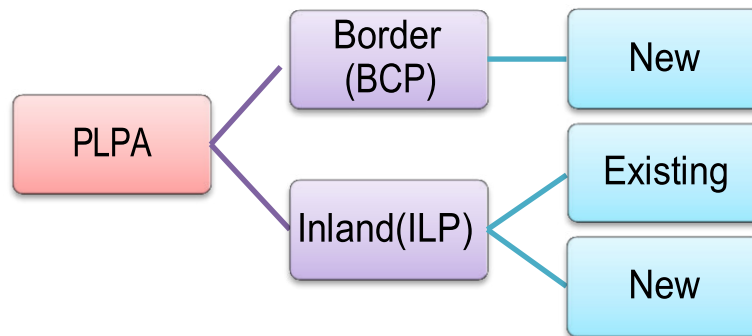
Formulation and Reforms)		<p>on at least two similar projects.</p> <p>➤ Preferably hold a master degree in public policy or administration.</p>
Public Sector Specialist (National) (Administration & HR) - Outline scope of work	24	<p>➤ Preferably 20 years' experience in public sector in the relevant field.</p> <p>➤ Preferably have worked on at least two similar projects.</p> <p>➤ Preferably hold a master degree in Business Administration/ HR.</p>
Project Management Specialist	30	<p>➤ Preferably 15 years' experience in public sector in the relevant field.</p> <p>➤ Preferably hold a master degree in project management, public procurement management, public policy or business administration. Experience in Project Management and Public Procurement Management for developing acquisition model for PLPA in a projectized environment would be advantageous</p>
Civil Engineer	6	<p>➤ Preferably 10 years' experience in design of road and building infrastructure in a similar facility.</p> <p>➤ Preferably have worked on at least two projects of infrastructure/structure development.</p> <p>➤ Preferably hold Bachelor's degree in civil engineering, urban and town planning, architecture.</p>
ICT Specialist	6	<p>➤ Preferably 08 years' experience in software development with at least 05 years of management and integration of data and information. Should have worked on at least two projects of similar nature.</p> <p>➤ Preferably hold BS degree in computer sciences (software development).</p>
Legal Advisor (GOP Rules & Regulations)	18	<p>➤ Preferably 20 years' experience in corporate law.</p> <p>➤ Preferably have worked on at least two projects of institutional development in public sector organizations.</p> <p>➤ Preferably hold a bar-at-law degree.</p>
Financial Management Specialist	18	<p>➤ Preferably 15 years' experience in corporate and public sector as financial specialist with financial management tools and software and frameworks. Should have worked on at least two projects of institutional development and capacity building of public sector organizations.</p> <p>➤ Preferably hold Master degree in Finance, Economics and/or Accounting. MBA would be an advantage.</p> <p>➤ Preferably be able to develop viable financial model for the PLPA for alternate revenue streams.</p>
Total National Input	126	

* For Office support staff, the positions of Office Administrator, Secretary and driver etc. may be included under National Remuneration for field services.

PRELIMINARY CONCEPT
ESTABLISHMENT OF PAKISTAN LAND PORT AUTHORITY

1. The PLPA will initially focus on the three critical identified border crossings at Wagha, Chaman, and Torkham; by establishing integrated border crossing infrastructure (or Land Ports—LPs—at the border) and extend it to the existing land border stations. The PLPA will gradually extend to other border points and will also review the efficacy of extending its reach to other in land ports.
2. To objective of the PLPA is to ensure the effective, timely, and efficient movement of goods, people, and vehicles across and international border or at an inland location where similar functions are being performed; with a view to relieve traffic infrastructures of congestion and help increase efficiencies of processes related to international trade logistics and transport.
3. These objectives will be achieved by the Land Ports contributing to:
 - reducing total transport expenses;
 - reducing environmental externalities by appropriate intra- and inter- modal shifts;
 - strengthening the ports' role in national and international transport chains;
 - reducing the use of relatively expensive and/or more insecure lands/areas for such activities;
 - avoiding traffic bottlenecks, and lessening congestion on the roads near the borders or other types of ports areas;
 - efficient clearing (all required cross border requirements) of legitimate goods, people, and vehicles;
 - better management of government BCP/LP assets;
 - Improved security for clients (commercial and private) of the BCP and BCP Border Management Agencies (BCP operating agencies).
4. The PLPA by virtue of its Land Ports will also be a source of locational job creation, and hence will serve a wider public interest than simply that of facilitating and securing trade and revenue.
5. Some key functions currently envisioned for the PLPA, at present, are as follows.
 - Land Ports (LPs) Facilities Manager—Land-lord of the LPs with responsibility for establishment, operation, maintenance, and improvement facilities [including provision of facility security].
 - Regulator of commercial activities at the LPs.
 - Integrator of processes performed at the LPs.
 - Integrator of data for all processes/functions performed at the LP.
 - Provider of the base ICT infrastructure for integrating the various functions at and across LPs.
 - Policy maker for integrated operations at LPs.

6. A land port generally provides inbound & outbound transport, warehousing, port logistics, cargo handling and clearance facilities. Land ports can have varying functions depending on the land transport modes that they service and their location.
7. By and large they have the following functions—the functions performed at the LP but not by the PLPA.
 - a. Transport (can be rail or road or both): cargo handling; multi-modal, intermodal or uni-modal handling or cargos and containers; storage of empty or laden containers, bulks, break-bulks, liquids.
 - b. Logistics and warehousing: storage or warehousing of cargos; consolidation and deconsolidation; freight forwarding; handling;
 - c. Border Management Facilitation: Customs inspection; clearance of goods; immigration; other border transactions required for movement of goods, vehicle, and people transporting the goods—if inland, this could depend on whether or not the whole or a part of the land port is a bonded area or not.
 - d. Facility Management: customers and drivers facilities; sanitation; medicine and emergency; fire-fighting; other ancillary facilities for drivers and vehicles; power; security. This will also include management and maintenance of shared equipment, such as weighbridges, non-intrusive and intrusive inspection systems, facilities for physical inspection—which can be used by several border agencies for their controls.
 - e. ICT: information systems linking WeBOC, NSW, Customs/sea- air- land-ports/customers/service providers.
8. In summary, a typical land port caters to the following type of trade activities: “value added” processing; consolidation; distribution; combination; cargo handling activities; trans-loading; commercial Customs activities; Free/Foreign Trade Zone; Container Depots.
9. As mentioned earlier, the PLPA will own and operate, or lease and operate LPs in the Pakistan Customs Territory. The PLPA will act as the “landlord” and facility manager similar to as the current seaport authorities/trusts are functioning in Pakistan; with all the respective border agencies performing their respective roles within the LPs.
10. The border land ports under the PLPA—referred to as Border Control Points or BCPs will all be new as no LPs exist currently and this project will start with the construction of the three agreed BCPs at Torkham, Chaman, and Wagha. Inland, the PLPA will gradually takeover existing LPs or construct new LPs—both based on an established plan which will be part of the PLPA establishment support. This typology differentiation clarifies the core agencies or Anchor Tenants at each type of LP.



11. *Anchor Tenants at the LPs* – The following tables clarify the Anchor Tenants at the various types of LPs.

Table 1: Anchor Tenants at BCPs

Agency	Parent Body	Functions
1. Pakistan Customs	Customs Wing, Federal Board of Revenue, Revenue Division, Ministry of Finance, Islamabad	Customs clearance processes for trade facilitation through WeBOC, Cargo examination and appraisement; operations for preventing smuggling of currency and import/export of contrabands/narcotics; Anti-Money laundering under FATF, Implementation of Trade Policy under Import & Export Policy Orders.
2. Federal Investigation Agency / Immigration / NADRA	Ministry of Interior, Federal Government	Immigration / Passport Control / Passenger Management
3. Anti Narcotics Force	Ministry of Narcotics Control, Islamabad.	Control of narcotics
4. Animal quarantine and Department of Plant Protection	MINFAL / Ministry of Food Security & Research, Islamabad.	Regulate the import, export and quarantine of animals and animal products, and plants and plants' products / Implementation of / Sanitary & Phyto-Sanitary Measures (SPS)

Table 2: Anchor Tenants at ILPs

Agency	Parent Body	Functions
1. Pakistan Customs	Customs Wing, Federal Board of Revenue, Revenue Division, Ministry of Finance, Islamabad	Customs clearance processes for trade facilitation through WeBOC, Cargo examination and appraisement; operations for preventing smuggling of currency and import/export of contrabands/narcotics; Anti-Money laundering under FATF, Implementation of Trade Policy under Import & Export Policy Orders.
2. Federal Investigation Agency / Immigration / NADRA	Ministry of Interior, Federal Government	Immigration / Passport Control / Passenger Management
3. Anti-Narcotics Force	Ministry of Narcotics Control, Islamabad.	Control of narcotics
4. Animal quarantine and Department of Plant Protection	MINFAL / Ministry of Food Security & Research, Islamabad.	Regulate the import, export and quarantine of animals and animal products, and plants and plants' products / Implementation of / Sanitary & Phyto-Sanitary Measures (SPS)

12. A more detailed list of the overall set of stakeholders for the PLPA, with non-core border clearance functions is also provided as follows:

Table 3: Foreseeable Stakeholders in PLPA and LPs

Type	Direct Stakeholders	Indirect Stakeholders
Public	Revenue Division, FBR, Customs	Ministry of Defense (NLC)
	FIA/Immigration	Banks (Public, Private)
	NADRA under the Ministry of Interior	Ministry of Commerce
	Ministry of Railways	Ministry of Ports and Shipping

	National Highway Authority under the Ministry of Communications	Ministry of Communications
	Anti-Narcotics Force (ANF) under the Ministry of Narcotics Control	Rangers, FC, Armed Forces, Police, Levis, Khasadars
	Quarantine (MINFAL) / SPS	Political Agents, Provincial Administration
Private	Local Freight-forwarding companies and their foreign counterparts	Local Traders
	Port Operators	Foreign traders
	Clearing agents	Hospitality industry
	Traders and other business communities (Importers, Exporters etc.)	Chambers of Commerce

13. The PLPA and LPs will be on-budget entities at their creation. This follows the overall model followed by similar entities in South Asia and other regions with similar entities. Progressively, the LPs and subsequently the PLPA itself should move to being financially sustainable. Given the nature of the services that will be provided by the public and private sector at the LPs, achieving this financial sustainability should not be possible rapidly—within 5 years of full establishment and operationalization. The sources of financing the PLPA and the LPs will include rents from tenants at LPs and fees for services provided at the LPs—all of which will be no different from existing operating dry ports owned and operated completely by the private sector in various parts of Pakistan.