



**MINISTRY OF URBAN DEVELOPMENT
GOVERNMENT OF INDIA**

**FINAL OPERATIONS DOCUMENT FOR
UNIFIED METROPOLITAN TRANSPORT AUTHORITY IN
ANDHRA PRADESH CAPITAL REGION**



**DEVELOPING OPERATIONS DOCUMENTS FOR
UNIFIED METROPOLITAN TRANSPORT AUTHORITY
(UMTA) AND URBAN TRANSPORT FUND (UTF)
PC1B1**



MAY 2016



The **Ministry of Urban Development** is the apex authority of Government of India at the national level to formulate policies, sponsor and support programmes, coordinate the activities of various Central Ministries, State Governments and other nodal authorities and monitor the programmes concerning all the issues of urban development in the country.



Sustainable Urban Transport Project (SUTP), an initiative of the Ministry of Urban Development, launched in May 2010, is a sequel to adoption of National Urban Transport Policy (NUTP), 2006. SUTP aims at building capacity in Indian cities and pilot projects with the concept of “priority for moving people, not vehicles”. It is financed by Government of India/ participating States & Cities and aided by World Bank, GEF and UNDP. The project’s funding, about INR 17.5 billion, is used in building capacity in Transport planning pan India and demonstration of six projects in different cities. Under technical assistance component of SUTP to improve National, State and local capacity to implement NUTP, various guidance documents are being developed and this operations document is a part of the same.

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LIST OF ABBREVIATIONS

A.P.	Andhra Pradesh
APCR	Andhra Pradesh Capital Region
APCRDA	Andhra Pradesh Capital Region Development Authority
BRTS	Bus Rapid Transit System
CAG	Comptroller and Auditor General
CEO	Chief Executive Officer
CFI	Consolidated Fund of India
CMP	Comprehensive Mobility Plan
CPSE	Central Public Sector Enterprises
CRDA	Capital Region Development Authority
CRF	Central Road Fund
DfT	Department for Transport
DPR	Detailed Project Report
ERP	Electronic Road Pricing
FMD	Fund Management Division
GAAP	Generally accepted accounting principles
GoI	Government of India
ICAI	Institute of Chartered Accountants of India
IFI	International Financial Institution
IFRS	International Financial Reporting Standards
INR	Indian Rupee
ITS	Intelligent Transport System
JnNURM	Jawaharlal Nehru National Urban Renewal Mission
LAMATA	Lagos Metropolitan Area Transport Authority
LTA	Land Transport Authority
MBTA	Massachusetts Bay Transportation Authority
MoU	Memorandum of Understanding
MoUD	Ministry of Urban Development
MRTS	Mass Rapid Transit System
MYP	Multi-Year Programme
NIF	National Investment Fund
NREGS	National Rural Employment Guarantee Scheme
NUTP	National Urban Transport Policy
NZTA	New Zealand Transport Authority
PPP	Public Private Partnership
PSB	Public Sector Bank
PTA	Public Transportation Account
RGVY	Rajiv Gandhi Gramin Vidyutikaran Yojana
SMRT	SMRT Corporation Ltd
SPV	Special Purpose Vehicle
STIF	The Syndicat des transports d'Île-de-France
STU	State Transport Undertaking
TfL	Transport for London
ULB	Urban Local Body

UMTA	Unified Metropolitan Transport Authority
UTF	Urban Transport Fund
VfM	Value for Money

1. INTRODUCTION

1.1 INTRODUCTION

Urban transport is a vital component of urban infrastructure and a lifeline for cities. A well-planned and developed transportation system is integral to economic and social activity and is a key facilitator in urban economic growth. In India, multiple agencies are responsible for urban transport at the national, state and city levels of the government. These agencies play a multiplicity of roles geared towards public interest; however there may exist certain perverse incentives leading them to act otherwise. There exist overlaps and gaps in the functions of these agencies. The multiplicity of responsibilities creates uncertainty and confusion relating to the tasks each agency is mandated to perform. This creates inefficiencies within agencies and wastage of scarce resources. In addition, there exist multiple laws both at the Central and State Government levels that affect efficiency of urban transport systems either directly or indirectly. Besides, in India, there exists no comprehensive law that covers all aspects of urban transport. Instead, there exist multiple laws at both, the Central and State Government levels dealing with various aspects of urban transport. Thus, the problem at the legislative level is two-fold i.e. structural overlap and structural gap that manifests itself in the current fragmented institutional setup.

In 2006, the Government of India (GoI) through the Ministry of Urban Development (MoUD) published National Urban Transport Policy (NUTP), as a response to the growing urban transport challenges. The main features of NUTP 2006 are:

- Integrated land-use and transport planning
- Promoting the use of public transport in the face of growing urban transport demand
- Promoting non-motorized transport such as walking and cycling
- Equitable allocation of road space
- Use of cleaner and more efficient technologies in the urban transport sector
- Use of innovative financing mechanisms
- Capacity building of state and city officials and other stakeholders

NUTP 2006, inter-alia, recommends the creation of a Unified Metropolitan Transport Authority (UMTA) in all million plus cities to facilitate more co-ordinated planning and implementation of urban transport programmes and projects. It also envisages UMTA to manage integrated urban transport systems. According to the Working Group Recommendations on Urban Transport for 12th Five Year Plan, UMTA is envisaged as a full time professional body working under a city council with representation from all city agencies and stakeholders including the surrounding region. UMTA would holistically overlook formulation of proposals by multiple agencies involved in provision and management of urban transport such as municipal corporation(s)/municipality(s), development authority, transport department and traffic police, their strategy and policy functions, regulatory functions, transport demand management, resolution of day-to-day matters and monitor works assigned to these implementing agencies.

For UMTA to be effective at the city level, the legal and regulatory framework present at this level should support its existence. In this context, the current chapter describes the evolution of the concept of UMTA and the benefits intended to result from its creation. In the current framework, MoUD appointed consultant Deloitte Touche Tohmatsu India Limited Liability Partnership (erstwhile Deloitte Touche Tohmatsu India Private Limited) to assist cities in establishing UMTA by development of city specific operations documents and other supporting material. This chapter outlines the purpose and potential application of these resources.

1.2 THE NEED FOR UMTA

The need for UMTA emanates from major demand-side challenges putting a pressure on the existing pool of urban transport facilities and services in Indian cities. It also derives from structural, supply-side inadequacies prevalent in the system of governance and legislation in India. Both these factors have been discussed below.

Increased demand for transport in Indian cities

India is getting urbanised at a fast pace. New metropolitan areas are emerging and cities are expanding. In order to facilitate the smooth movement of people and goods from one end of the city to another, it is imperative that the transport system in place becomes increasingly efficient as the size of the city increases.

The demand for transport in most cities has increased substantially in recent years due to a variety of reasons:

- Burgeoning population as a result of both natural growth and migration from rural areas and smaller towns. This puts increased pressure on roads and public transport services.
- High concentration of employment activities in cities elevating the demand for transport
- Rising incomes accompanied by changing lifestyles and preferences
- Increased ownership and use of private vehicles
- Urban sprawl, leading to expansion of urban areas to accommodate the population growth. This increases the amount of travel people need to undertake.

The consequences of increased travel demand in the face of limited urban transport facilities and services are numerous:

- It has resulted in expanding pressure on often insufficient, deteriorated and poorly managed urban transport systems.
- Increased motorisation has led to issues like congestion, travel delays, loss of productivity, excessive fuel consumption, deterioration in the quality of air, noise pollution and an increased number of road accidents and fatalities.
- Limited accessibility to employment, services, education and other opportunities, in turn, has caused problems of social exclusion by preventing people from participating in work or learning, or accessing healthcare, food, shopping and other key activities.

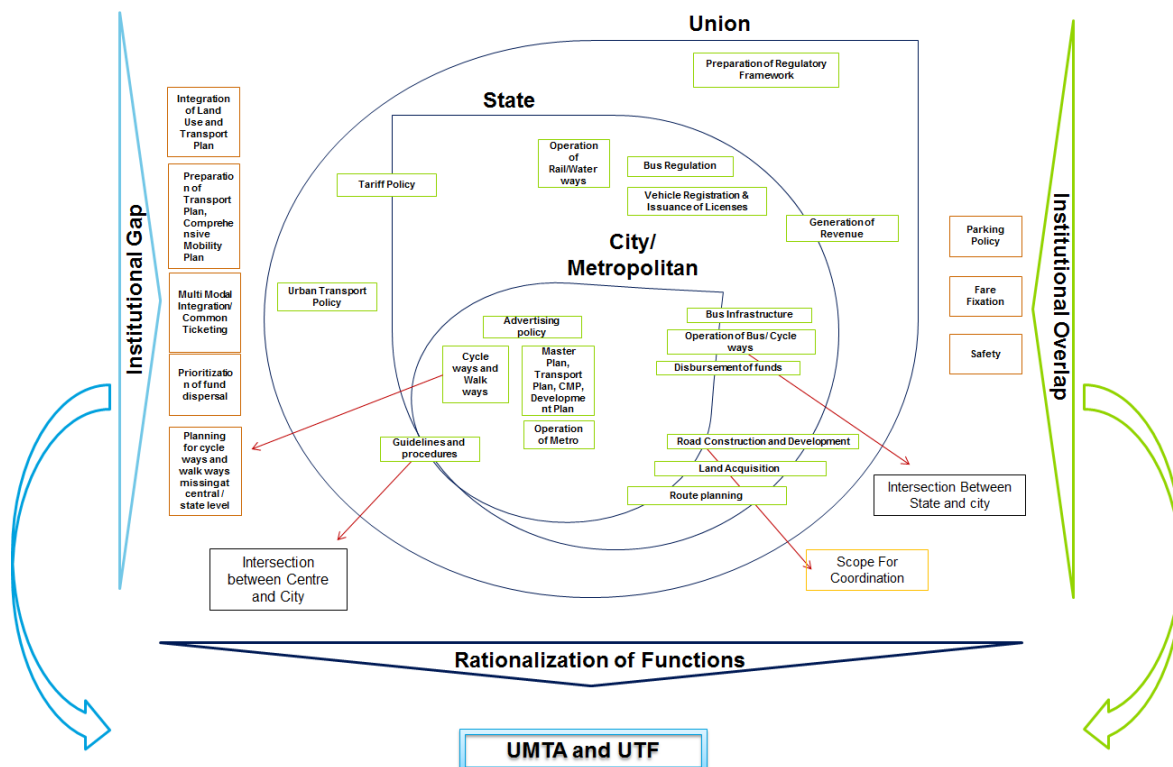
These problems call for urgent attention and concerted action required to be undertaken to renew the existing system of urban transport.

Structural inadequacies in planning urban transport

Presently, there is no legislation that covers the demand for urban transport comprehensively. Instead, there exist multiple rules and regulations at the Central and State Government levels that affect urban transport either directly or indirectly. These complexities get further aggravated by the multiplicity of authorities/departments involved, often with conflicting agendas and inadequate or ambiguous understanding of the variety of issues relating to urban transport. Thus, responsibilities of the Centre and States remain fragmented, thereby, hindering the development of integrated and sustainable urban transport systems.

In Exhibit 1, intersections among different levels of government demonstrate the sequenced flow from policy to implementation. Certain functions such as land acquisition, route planning, etc. are carried out by agencies at all three levels, while others overlap between two levels of government. There exist certain functions such as integration of land-use and mobility plan, multi-modal integration, etc. for which no single agency is responsible, leading to gaps in the institutional framework. Therefore, better coordination across these three levels would lead to better execution of these functions.

Exhibit 1 Institutional gaps and overlaps in urban transport



Apart from the problems in institutions governing urban transport, it is important to recognise that tackling the challenges in the urban transport sector in Indian cities requires substantial investments. However, due to the lack of recognition of urban transport investment needs and conflicting demands of the general exchequer, investment in urban transport in the past has not

kept pace with the rapidly increasing requirements of the sector (National Transport Development Policy Committee, 2014). Such a scenario is neither desirable nor sustainable and needs to be proactively rectified on an urgent basis.

On the whole, it has been widely recognised today that the implementation record of various urban transport functions has remained curtailed due to a general lack of planning skills among different agencies involved in the urban transport system. Thus, there exists a need for an agency or a mechanism to facilitate the holistic planning of urban transport systems. This necessitates the case for setting up UMTA, which would be an umbrella body that facilitates integrated management and coordinated planning of the urban transport system. UMTA would, thereby, herald effectiveness in urban transport planning in an integrated and sustainable manner.

NUTP 2006 recognises that the structure of governance for the transport sector does not provide the right mechanisms to deal with urban transport problems. It, therefore, recommends setting up of Unified Metropolitan Transport Authority (henceforth called UMTA/ the Authority) in all million plus cities to facilitate more co-ordinated planning and implementation of urban transport programmes and projects. In order to facilitate the integration of land-use and urban transport planning and to ensure that UMTA meets its goals, NUTP envisages reassignment of existing functions among various agencies. According to the recommendations of the Working Group on Urban Transport in the 12th Five Year Plan, UMTA is envisaged to be an executive body governed by a Governing Board (henceforth referred to as Governing Board/ UMTA Board/ Board). The Board shall comprise heads of various departments in the city, local elected leaders and eminent citizens, and shall carry out various functions. These relate to policy formulation, regulation, undertaking integrated and holistic planning for transport services and associated infrastructure, coordination across different organisations and agencies and management of common facilities, etc. The following section demonstrates some of the potential advantages of UMTA in Indian cities.

1.3 EXPECTED BENEFITS FROM UMTA

1.3.1 Facilitates integrated planning and management of urban transport

Coordinated transport and land-use plans, infrastructure investments and urban services involve various departments and agencies at different levels. Functions like land acquisition and route planning are currently performed by agencies at centre, state and city levels. The concerned departments and agencies often have varying missions, objectives, budgets, management styles, governance structures and staff profiles. Therefore, co-ordination often becomes the obvious casualty and the seamless integration of transport systems becomes difficult. UMTA will render this coordination by including in its purview all planning and implementation functions pertaining to urban transport programmes and projects. The responsibilities of all agencies involved in urban transport are envisaged to be aligned to UMTA. Thus, creation of UMTA is expected to streamline the functions of the plethora of agencies involved in urban transport.

UMTA is envisaged to be a unified agency that directs planning, operations and monitoring of various transport modes in an area. This would ensure that decisions about transport systems include future planning of urban development. These decisions will have spill-over effect on other development agenda, with a key objective of urban mobility to be planned in a holistic and

integrated manner. Measures of integration that UMTA is expected to provide are demonstrated in Exhibit 2.

Exhibit 2 Measures of integration to be provided by UMTA

Integration	Description
Physical Integration	The land-use plan and transport plan should enable TOD to identify and spatially connect key demand generators of transport, thereby, providing improved connectivity to residences, offices and retail outlets.
Network Integration	Different networks should work complementarily to provide smooth and seamless connectivity. For example, bus routes should be designed in such a way that they feed into and support the mass transit systems. An essential part of network integration involves scheduling of services so that intra-modal and inter-modal services connect efficiently and effectively.
Fare Integration	A unified travel card for multiple transit services will facilitate convenient transfer between available modes. Cities such as Hong Kong, Singapore and London have demonstrated that a unified smart card system has underpinned the increase of public transport usage.
Information Integration	Information Technologies (IT) and Intelligent Transport Systems (ITS) can play important roles in integrated transport. For example, in Japan, all major railway stations have very clear signs, differentiating directions to the high speed rail network, the intercity train network and the suburban/local trains network. In addition, websites provide public transport users with information on the multi-modal transport options available and related details.
Geographical Integration	UMTA shall perform the function of connecting the city to peripheral towns and villages. It should undertake planning in the CMP by first defining the Urban Mobility Area, which may extend beyond the city. Thus, UMTA would ensure geographical integration by including the entire Urban Mobility Area in its jurisdiction and planning purview.
Institutional Integration	The Governing Board shall comprise representatives from all agencies and departments at the local, state and centre levels, performing any urban transport function for the particular city. UMTA will, thereby, create a platform for various planning, financing, monitoring and operational agencies to coordinate and integrate with one another, before performing their respective functions. This would ensure institutional integration and would prevent the agencies from operating in silos.

1.3.2 Facilitates multi-modal integration of transport services

The transport system in a city comprises several components such as land-use plans and development/master plans, road network and its associated infrastructure, parking facilities, the different modes of public transport systems and their associated infrastructure, private vehicles, the regulatory system, traffic management and enforcement system, etc. It is important that all these components work harmoniously, especially considering the inter-dependency factor which exists among them. UMTA is envisaged to be given complete control in the approval of all transport initiatives in its jurisdiction. Transport project approvals would be granted on the condition of their compliance with the Comprehensive Mobility Plan (CMP). All investments would reach the implementing agencies only after UMTA approves those investments. UMTA would approve investments only if the envisaged projects comply with the CMP. This concentration of power will ensure that adequate attention is paid towards providing services for all modes of transport, as decided in the CMP. UMTA shall prevent public resources from being disproportionately channelized to the most commercially viable alternatives and move towards a more welfare-maximizing approach to allocate funds.

Besides, UMTA will facilitate transport integration, whereby all modes of transport will operate as one 'seamless' transport service which enhances the accessibility and mobility of the urban population. UMTA is expected to facilitate this integration among various transport modes by introducing integrated ticketing and integrated passenger information system.

1.3.3 Facilitates rational fare structures

NUTP proposes that a regulatory authority should regulate charges for different types of public transport services, to ensure that fares that are charged are fair and reasonable. Current central and state laws actively work against this concept. Therefore, such laws would need to be changed for this to be achieved.

Fare structures have a significant influence on the demand for urban transport services. Adjustment of fares can increase the favourability and competitiveness of public transport services in relation to private transport modes. However, lowering the fare charged for public transport services may need to be supported by subsidies in order to prevent service providers from incurring losses. UMTA is envisaged to assign a dedicated source of revenue to enable provision of subsidies. UMTA is expected to set up regulatory/ institutional mechanisms to periodically revise fares of all public and intermediate public transport systems.

1.3.4 Facilitates research studies and awareness

Research and development are other crucial functions which play an indispensable role in ensuring optimum utilisation and channelling of investment. In order to make informed decisions, data and information relating to the urban transport system should be made available to the agencies and the public. This includes travel patterns, segmented for different categories of city residents and modes of transport, and information on sustainable modes of transport. Such information proves useful in tailoring fare structures, specific to peak and off-peak periods, and enables service providers to practise price discrimination. Moreover, these research initiatives can enable maximisation of revenue, subject to meeting welfare objectives.

State and city authorities are in general ill-equipped in terms of trained staff to deal with the sheer increase in traffic volume or adopt advances in technology that would help them overcome urban transport problems. UMTA is expected to facilitate the application of guidance and consultancy services to urban transport problems in an integrated manner, and address the problems through research, studies, awareness campaigns and promotion of good practices in urban transport.

1.4 PURPOSE OF THE OPERATIONS DOCUMENT

MoUD has realised the importance of urban transport and the role of UMTA in the overall development of the sector. MoUD is encouraging State Governments to set up an UMTA in each of the million plus cities to ensure coordinated planning and implementation of transport initiatives. However, there remains ambiguity among the city and state governments regarding the precise form and role that UMTA should undertake, which is hindering and delaying the establishment process. Some cities have requested MoUD to provide guidelines and procedures for establishment of UMTA, so as to help them gain a better understanding.

In this context, MoUD intends to assist Andhra Pradesh Capital Region (APCR) to smoothen the process of establishment of UMTA, by development of operations documents to act as handbooks in setting up of UMTA and UTF ¹(Urban Transport Fund).

1.5 APPLICATION OF THE OPERATIONS DOCUMENT

This operations document is developed by MoUD as a guidance document for the area declared as Andhra Pradesh Capital Region (APCR) defined in Andhra Pradesh Capital Region Development Authority Act, 2014 to establish its UMTA and UTF. The objective of the operations document is to provide operational guidelines and procedures which comply with the provisions of the UMTA Act and the rules framed under it. Besides, the document also details out other laws of Government of Andhra Pradesh which may be applicable for setting up, operating and managing UMTA. The draft UMTA Bill for APCR is provided in Annexure I.

1.6 LAYOUT OF THE OPERATIONS DOCUMENT

This document is divided into two major parts: **pre-operationalization** and **operationalization** of UMTA.

Pre-operationalization part highlights guidelines about key activities to be undertaken to finalise the UMTA structure and Bill. Operationalization part offers guidelines for commissioning activities which are required to be undertaken to set up the UMTA Board including the selection of a Chief Executive Officer (CEO) of UMTA and a Secretariat. This part also outlines the steps required to operationalise various functions envisaged under UMTA.

Chapter 1 provides an introduction to this document highlighting how the concept of UMTA has evolved, and discussing the benefits of UMTA and the purpose, applicability and layout of this document.

¹ Please refer to Urban Transport Fund operations document

Chapter 2 describes the key rationale for setting up the UMTA in APCR. It highlights the various laws and agencies involved in providing urban transport and related services in APCR. It also catalogues the distribution of various functions concerning urban transport among such agencies. Besides, this chapter conducts a detailed analysis of the legal and structural scenario which identifies persistent problems within APCR's urban transport system.

Chapter 3 highlights guidelines which need to be followed to identify a Nodal Agency to initiate the process for establishment of UMTA and UTF for APCR. The key role of the Nodal Agency will be to act as an overall facilitator for setting up UMTA and UTF and an established Task Force which undertakes pre-operationalization activities. The role and responsibilities of Nodal Agency and Task Force have also been provided in this section.

Chapter 4 provides guidelines for finalisation of structure of UMTA, including geographical coverage, Governing Board structure, institutional arrangements, organisational structure and functions.

Chapter 5 describes guidelines for activities to be carried out by the Task Force during enactment of the UMTA legislation.

Chapter 6 deals with aspects relating to operationalisation of UMTA. This covers guidelines for engagement of consultant for handholding support, appointment of CEO of UMTA, setting up of Governing Board, organisational chart, delegation of powers etc.

Chapter 7 deals with operationalisation of functions. This chapter provides guidelines for carrying out UMTA functions including development of policies, programmes, standards and guidelines, MYP, Alternative Analysis, integrated facilities, regulation and conducting research, studies and awareness activities.

Chapter 8 describes the broad procedures and guidelines to be followed to carry out day-to-day administrative and human resource matters of the Governing Board and Secretariat. The policies and procedures on these matters comply with legislative provisions of the UMTA Act.

PART I - PRE-OPERATIONALIZATION ACTIVITIES FOR SETTING UP OF UMTA

2. NEED FOR UMTA IN ANDHRA PRADESH CAPITAL REGION

This chapter describes the key rationale for setting up UMTA in Andhra Pradesh Capital Region. It highlights various laws and agencies involved in providing urban transport and related services in APCR and the distribution of urban transport functions among such agencies. A detailed analysis of the legal and structural scenario leads us to identify the problems which currently persist within the ambit of urban transport system in APCR. These problems have led to the evolution of the concept of UMTA under NUTP. The rationale and benefits for setting up UMTA in APCR are discussed in the following sections.

2.1 OVERVIEW OF EXISTING LEGAL AND INSTITUTIONAL ARRANGEMENTS

The Constitution of India provides the framework for laws in India. In doing so, it makes provisions for different lists under which governments at different levels (National, State and City) can enact laws. However, urban transport is not an exclusive subject under any of the three lists given in the Constitution. APCR is made up of the metropolitan area of Krishna and Guntur as defined under the Capital Region Development Authority (CRDA) Act, 2014. Each of these metropolitan areas has its own rules, regulations and agencies dedicated to govern its urban transport system. However, there is no legislation that covers the needs of urban transport comprehensively in the newly constituted capital region. In such a scenario, the multiplicity of laws and authorities involved in urban transport functioning often gives rise to conflicting agendas of authorities and a lack of understanding and coordination on various issues related to urban transport. Overlapping laws also create conflicts related to their interpretation, and often leave certain functions ambiguously defined, leading to functional gaps and lacunae in service provision. This existing fragmentation of responsibilities and powers is hindering the development of a robust, integrated and sustainable urban transport system in APCR.

2.1.1 Urban transport in APCR is governed by several laws at the central and state levels

As discussed above, there are various laws at the central and state level that can directly influence urban transport functioning in APCR. The existence of multiple laws leads to constitution of distinct and different frameworks for various aspects of urban transport. Some aspects of urban transport are directly governed by laws enacted by the Union Parliament and some by laws enacted by Andhra Pradesh State Legislature. Exhibit 3 provides a list of the various legislations applicable in APCR, which have a bearing on the urban transport sector.

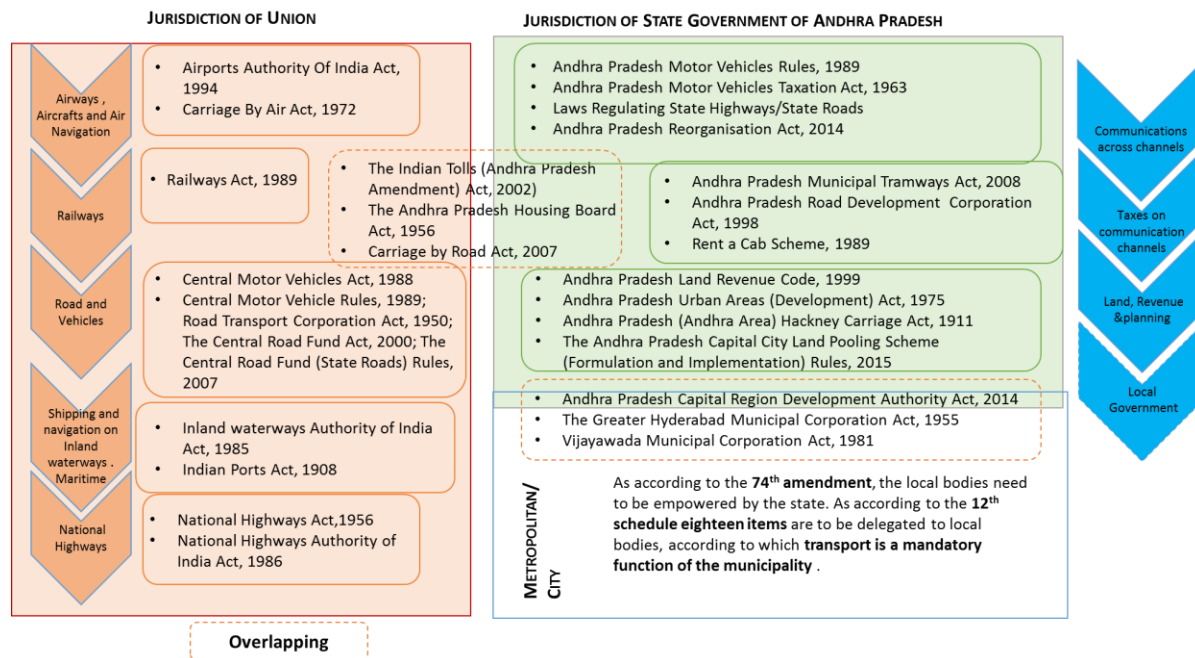
Exhibit 3 Legislations pertaining to urban transport applicable in APCR

Legislations pertaining to Urban Transport applicable in the Andhra Pradesh Capital Region	
List of State Acts	List of Central Acts
The Andhra Pradesh (Andhra Area) Town-Planning Act, 1920	Indian Railways Act, 1989
The Greater Hyderabad Municipal Corporation Act, 1955	National Highways Authority of India Act, 1988
Vijayawada Municipal Corporation Act, 1981	The control of National Highway (Land and Traffic) Act, 2002
Andhra Pradesh Municipal Tramways Act, 2008	The National Highway (Collections of fees by Any person for the use of section of National Highways/ Permanent Bridge/Temporary Bridge on National Highways) Rules, 1987
Andhra Pradesh Road Development Corporation Act, 1998	The Inland Waterways Authority Of India Act, 1985
The Andhra Pradesh Housing Board Act, 1956	The Central Road Fund Act, 2000
Andhra Pradesh Motor Vehicles Rules, 1989	The Central Road Fund (State Roads) Rules, 2007
Andhra Pradesh Motor Vehicles Taxation Act, 1963	The Road Transport Corporation Act, 1950
Andhra Pradesh Land Revenue Code, 1999	Carriage by Road Act, 2007
Rent a Cab Scheme, 1989	Central Motor Vehicle Act, 1988
Andhra Pradesh Urban Areas (Development) Act, 1975	Central Motor Vehicle Rules, 1989
Andhra Pradesh (Andhra Area) Hackney Carriage Act, 1911	
Andhra Pradesh Reorganisation Act, 2014	
Andhra Pradesh Capital Region Development Authority Act, 2014	
Andhra Pradesh Land Revenue Code, 1999	

2.1.2 No single law to cover urban transport comprehensively

As described earlier, there exists no single law in APCR that comprehensively covers the requirements of urban transport sector. Moreover, because the region is formed after conurbation of different mandals from two different districts of Andhra Pradesh, there exists division of responsibilities pertaining to urban transport as some rules fall either under the jurisdiction of the State Government, few with under local government and others under the Central Government. This overlap of key laws governing urban transport in APCR is presented in Exhibit 4.

Exhibit 4 Overlapping of the key laws governing urban transport in APCR



2.1.3 Multiple laws lead to the creation of multiple agencies

Such diversification of laws governing urban transport in APCR creates multiple authorities, each having jurisdiction over specific aspects of urban transport and its functions. Further, the fragmented distribution of power to control urban transport activities can lead to structural deficiencies and performance. The following is a list of agencies that operate in the urban transport domain and have arisen out of the various laws described above:

1. Andhra Pradesh Capital Region Development Authority (APCRDA)
2. Vijayawada Municipal Corporation
3. Town and Country Planning Department, Andhra Pradesh
4. Public Work Departments, Andhra Pradesh
5. Inland Waterways Authority of India (IWAI)
6. Capital Region Police Commissioner
7. State and Regional Transport Authority under Andhra Pradesh Motor Vehicle Rules, 1963; Andhra Pradesh Motor Vehicles Taxation Rules, 1963; Andhra Pradesh Motor Vehicles Rules, 1989
8. South Central zone of the Indian Railways
9. Municipal Administration and Urban Development
10. The Andhra Pradesh Capital City Land Pooling Scheme (Formulation and Implementation) Rules, 2015

It is evident that there exist multiple agencies, which will play important role towards facilitation of planning, implementation, operation and management of urban transport schemes within APCR. Further, to enforce and regulate transport related situations, these agencies can and may

introduce legislation which could be parallel or conflicting at times. This may result in a fragmented nature of operation and governance. Following are some of the setbacks that occur with such a complex institutional structure:

1. Limited coordination among agencies

Each agency performs its own urban transport initiatives and there is either no or very little coordination with other agencies. Greater coordination across the three levels of governance as well as within each level would lead to better execution of urban transport functions. Thus, there exists a need for an agency or a mechanism to facilitate integrated planning of development of urban transport systems through better institutional coordination.

2. Conflicting agendas

Since multiple agencies emanate from multiple legislations related to urban transport, the agendas of certain agencies may be inconsistent with the agendas of others in the absence of an unambiguously defined legal framework. The various laws governing municipalities, urban local bodies and development authorities also govern other aspects such as transport, road, and planned development of an area that lies within the jurisdiction of the state. Therefore, there is a potential conflict and overlap across various agencies such as municipalities and development authorities over urban transport issues.

3. Limited accountability

Accountability is reduced when responsibilities are ambiguously defined and agendas are overlapping. Certain agencies may overlook performing certain responsibilities which are not clearly allocated or there is an overlapping of functions across agencies. In such instances, there is limited functional understanding among the agencies, which may reduce their accountability towards those functions. This may compromise on the provision of integrated urban transport services to the public.

4. Isolated functioning

Agencies at the central level such as NHAI, Indian Railways, Airports Authority of India, PWD, etc. as well as agencies at the level such as APCRDA are involved in framing of guidelines and standards, operation and building of public transport infrastructure, approval of projects etc. Such functions are carried out by these agencies in isolation and often without consultation of each other. This creates hindrance to an integrated urban transport system and coordinated planning.

Exhibit 5 presents a mapping of urban transport infrastructure to the respective agencies responsible for its provision in APCR. It demonstrates that the responsibility of providing infrastructure for non-motorized vehicles and integrated services remains unassigned in the present.

Exhibit 5 Mapping urban transport functioning between different agencies

<p>Regulatory Functions</p> <ul style="list-style-type: none"> •Department of Transport (The Motor Vehicles Department) , •Andhra Pradesh Pollution Control Board •Police Comissionerate - APCR •Finance Deptartment •Department of Municipal Administration and Urban Development •APCR UMTA
<p>Strategic Policy Making</p> <ul style="list-style-type: none"> •Finance Department •Department of Transport (The Motor Vehicles Department) •Planning Department
<p>Road Infrastructure</p> <ul style="list-style-type: none"> •Motor Vehicles Department •Andhra Pradesh State Road Transport Corporation •Airports Authority of India •Andhra Pradesh Road Development Corporation •Vijayawada Metro Rail Project
<p>Sub-urban rail Infrastructure</p> <ul style="list-style-type: none"> •Indian Railways
<p>Bus Infrastructure</p> <ul style="list-style-type: none"> •Andhra Pradesh State Road Transport Corporation
<p>Bus Services</p> <ul style="list-style-type: none"> •Andhra Pradesh State Road Transport Corporation
<p>Metro/Mono/Light Rail</p> <ul style="list-style-type: none"> •Proposed Vijayawada Metro Rail Project
<p>Integrated Services</p> <ul style="list-style-type: none"> •APCR UMTA

2.2 OVERLAPPING OF FUNCTIONS BETWEEN AGENCIES

As shown above in Exhibit 5, the distribution of responsibilities among multiple agencies may result in repetition and omissions of certain essential tasks. Following are some examples of overlapping functions that could be potentially performed by multiple agencies in APCR –

1. Planning

Under the CRDA Act 2014, the planning activities related to the transport sector fall under various laws like Andhra Pradesh (Andhra Area) Town Planning Act, 1920; Andhra Pradesh State Housing Board Act, 1956 and The Andhra Pradesh Capital City Land Pooling Scheme (Formulation and Implementation) Rules, 2015. Further, Vijayawada Municipal Corporation under the Andhra Pradesh Municipalities Act, 1965 along with all those Municipal Corporations within the capital region which according to their respective jurisdictions based on the prevailing rules, made under the respective laws were entrusted with the function of

urban planning including town planning. This overlaps with the function of the Town Planning Department.

Route planning for buses is done by the agency operating the transport services i.e. Andhra Pradesh State Road Transport Corporation (APSRTC). However, there is no systematic exercise to design an integrated network of public transport routes and services within cities of Andhra Pradesh.

2. Policy formulation

The Constitution of India and various urban reform initiatives advocate a parking policy and advertisement policy which are to be devolved at the local level of government. However, within parking policy there is considerable overlap. Different agencies plying different modes of transport dictate parking policy within their own jurisdictions. In APCR, fee, toll, taxes, cess and parking charges come under the ambit of the Andhra Pradesh Municipality Act 1965, Andhra Pradesh Motor Vehicle Act, Andhra Pradesh Motor Vehicle Rules and Andhra Pradesh Tolls Act.

Tariff policy is decided by agencies at central and state levels. Central Government agencies such as NHAI, Indian Railways and Airports Authority of India are entitled to decide their tariff policy autonomously. There is limited coordination between central and agencies at the state level of Andhra Pradesh in tariff setting as well as in parking levy charges.

Various authorities and agencies are involved in issuing permits for various tasks. For example, registration of a vehicle which is done by State/Regional Transport Authority, licenses required to drive a vehicle is also issued by State/Regional Transport Authority. However, permit and approvals for construction of transport infrastructure like roads, bus depots, parking lots, etc. are issued by various agencies such as Vijayawada Development Authority, Andhra Pradesh Roads and Buildings Department, Andhra Pradesh Road Development Corporation (APRDC), NHAI etc.

3. Project implementation

There is generally lack of coordination among agencies due to lack of clear mandate and understanding of role and responsibilities. Agencies such as APCRDA and Vijayawada Development Authority coordinate with various departments involved in development schemes like Andhra Pradesh Housing Board, Andhra Pradesh State Housing and Urban Development Corporation, Andhra Pradesh Industrial and Infrastructure Corporation, Industries Department, etc.

2.3 GAPS IN FUNCTIONS AMONG AGENCIES

A structural gap exists in the urban transport sector, since various modes of mass rapid transit and aspects of transport planning, multi-modal integration, tariff and financing are not covered under any particular act. The term 'gap' refers to an urban transport function which is not included or comprehensively covered under any of the existing act as its primary function. There are some critical functions that have been effectively excluded from the responsibilities of various agencies involved in urban transport of APCR at present. Some of these functions have been highlighted below:

1. There is no single agency with the legal responsibility to prepare a Comprehensive Mobility Plan that includes planning for MRTS, para-transit, non-motorized transport, pedestrian facilities, and road network and associated facilities. Moreover, no agency has the responsibility to integrate land-use planning and urban transport planning. Besides, no agency is responsible for preparing an integrated MYP on urban transport initiatives.
2. Fare structures are set by agencies without taking into account the fare structures of other modes of transport. This results in a gap with respect to modal fare fixing since it makes it difficult to influence modal choice of users. Even within a particular mode of transport, fare structures can vary widely.
3. Regulation of bus services is purely controlled by APSRTC. Absence or very limited cities have city bus operations.
4. APSRTC, APRDC and respective development authorities including CRDA within APCR are ill-equipped to deal with problems related to urban transport management such as increase in traffic, change in technology or operation techniques. Also, learning and adoption of best practices which needs to be incorporated by these agencies is missing.
5. No agency has the comprehensive responsibility to develop and promote technology-based solutions for traffic management, transport planning and designing of transport systems.

Thus, certain aspects of urban transport such as integrated land-use and urban transport planning, multi-modal integration of passenger services, tariff setting and financing are not adequately covered in any of the existing Central or State Acts. Overlapping in the working of different agencies, lack of proper coordination and lack of dissemination of relevant data and information amongst different agencies are serious hindrances which exist within APCR's urban transport system.

2.4 CONCLUSION: RATIONALE FOR SETTING UP UMTA IN APCR

A single coordinating agency, such as UMTA, can be better placed to manage the existing institutional gaps and institutional overlaps amongst various agencies in urban transport at the city level. Based on a thorough review of the existing institutional framework for transport planning and governance in APCR, the following are three key reasons that emerge as the rationale for setting up UMTA:

1. **Bridging the institutional gap** - Under existing institutional arrangements, there are gaps in functions which are not assigned to any agency. These functions include common ticketing, integration of land-use plan with transportation plan, multi-modal integration, developing and implementation of technology based solutions etc. These functions can be considered for UMTA.
2. **Addressing institutional overlap** - Multiple laws have been passed that have given rise to multiple agencies. Thus, the power to control urban transport activities leads to a structural overlap which is disabling and does not allow for unified planning or

implementation. Currently, overlaps related to policy formulation, project approval and regulatory functions have been observed. UMTA would streamline the functioning of various agencies by eliminating functional overlap.

3. **Accountability** - There are certain functions which are successfully performed by existing agencies but can be rationalised and given to UMTA so that as an authorizing agency, UMTA also remains accountable. Rationalisation of functions will ensure integration and coordination of urban transport projects within APCR.

3. IDENTIFICATION OF NODAL AGENCY AND ESTABLISHMENT OF TASK FORCE

3.1 INTRODUCTION

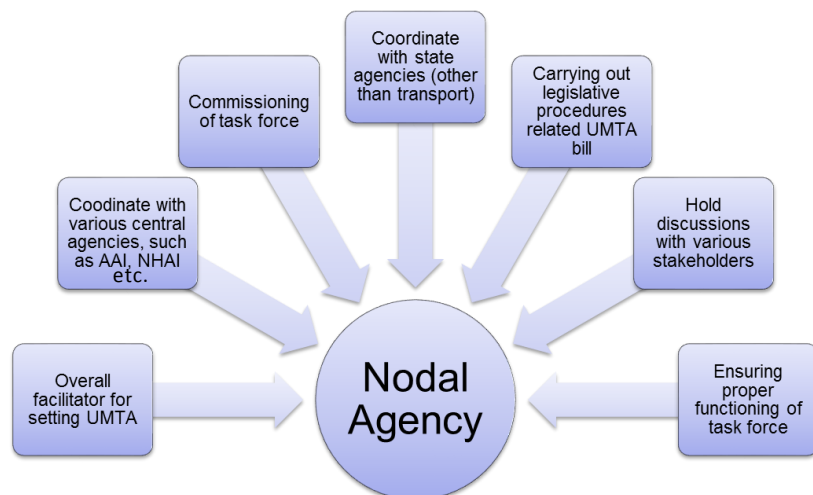
This chapter highlights the guidelines to be followed in identification of a Nodal Agency to initiate the process of establishment of UMTA and UTF for APCR. The Nodal Agency can be selected from amongst the existing agencies in the State of Andhra Pradesh which are involved in providing services of urban transport. The key role of the Nodal Agency will be to act as an overall facilitator for setting up of the UMTA and UTF and establishing a Task Force for undertaking pre-operationalization activities. These activities will include formulating guidelines about the tasks to be undertaken by UMTA, finalizing the structure of UMTA and drafting the UMTA Bill. The roles and responsibilities of the Nodal Agency and Task Force are also provided in this chapter.

3.2 FUNCTIONS OF NODAL AGENCY

The functions of the Nodal Agency have been described in Exhibit 6 and are discussed below.

- The Nodal Agency’s most important function shall be to facilitate the process of setting up of UMTA in APCR. In other words, it will be the administrative department that will implement UMTA’s establishment in APCR.
- The Nodal Agency shall act as the bridge between various, state and national level agencies. As there are a lot of agencies involved in the functioning of urban transport, the presence of a common point will help in carrying out the task of integrated transport planning and implementation more smoothly.
- Another significant activity that is to be performed by the Nodal Agency is to set up a Task Force for carrying out the pre-operationalization tasks. These tasks include finalizing the UMTA legislation and assisting in passing of the UMTA Bill for APCR. The Task Force shall comprise representatives and experts from various fields.
- There are several agencies at the state level that are involved in planning and implementation of projects. The Nodal Agency will facilitate coordination among them.

Exhibit 6 Functions of the Nodal Agency



- The Nodal Agency shall also be responsible for holding discussions and seminars with stakeholders to update them about the progress and seek suggestions regarding implementation.
- The Nodal Agency shall also be responsible for preparing the rules and regulations of UMTA, once the UMTA Bill is passed.

3.3 IDENTIFICATION OF THE NODAL AGENCY

A prerequisite to set up UMTA for APCR Urban Mobility Area is to make a particular agency responsible for managing the establishment process of UMTA. This agency shall act as a nodal point of contact among the multiple agencies involved in urban transport and can be termed as the Nodal Agency.

The Nodal Agency is envisaged to comprise urban transport representatives from the Vijayawada Municipal Corporation, Andhra Pradesh Capital Region Development Authority (CRDA), Andhra Pradesh State Road Transport (APSRTC), along with representatives from the agencies (MoUD, MoRTH, Indian Railways and NHAI etc.) of the Central Government. However, because urban transport is a state subject and the formation of UMTA requires statutory backing by enacting of a special legislation and drafting of operational procedures, it is advisable to appoint a state level agency as the Nodal Agency.

Currently, since the Government of Andhra Pradesh has approved the implementation of Unified Transport Authority committee under the CRDA Act 2014, APCRDA can continue to act as Nodal Agency for setting up of UMTA for APCR Urban Mobility Area.

3.4 ESTABLISHMENT OF TASK FORCE

The Task Force, constituted by the Nodal Agency, shall be responsible for providing it with handholding support in carrying out the pre-operationalization activities of UMTA and UTF.

During the process of setting up of UMTA and UTF, the Task Force is envisaged to be an independent body, not influenced by any particular stakeholder of the urban transport sector in APCR. The Task Force is also expected to be dedicated only towards the establishment of the UMTA and UTF. Since the Government of Andhra Pradesh has approved the implementation of Unified Metropolitan Transport Authority under the APCRDA Act 2014, the CRDA can act as the Task Force.

3.4.1 Functions and powers of Task Force

The Task Force shall have the sole objective of managing the establishment of UMTA and UTF. Once constituted by the Nodal Agency, the Task Force shall be responsible for providing it with handholding support in carrying out pre-operationalisation activities in establishing UMTA and UTF. The key responsibilities of the Task Force have been described below.

Finalization of the UMTA Bill

- The Task Force would organize stakeholder consultations for finalisation of APCR UMTA Bill. The stakeholders shall include all agencies at the city, state and national levels involved in any aspect of urban transport. It may include public and private sector institutions, transport associations, chambers of commerce, non-government organizations and citizen representatives.

Assistance in enactment of UMTA Bill

- The Task Force shall be required to undertake all activities on behalf of the Nodal Agency in passing the legislation for enactment of the Bill by the Government of Andhra Pradesh. It shall act as an interface between the various agencies involved in urban transport and the Government of Andhra Pradesh, in finalizing the UMTA Bill. In this regard, it is expected to work alongside the state's legal department and provide it with all necessary support.

Assistance in organizing initial Board meetings

- The Task Force shall assist in the preparation of invitation letters and notices to Board members for participation in UMTA's meetings. It shall also assist in organising initial meetings of the UMTA, with a view of identifying and finalizing its vision, mission and goals. The Task Force shall identify any further course of action required for operationalising UMTA.

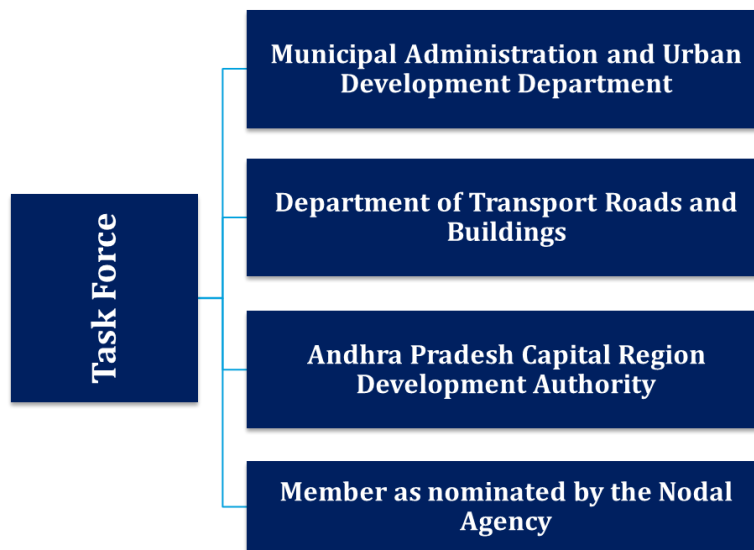
Other than the key functions highlighted above, the Task Force shall, at all times, coordinate with the Nodal Agency and other agencies (central, state and local level agencies) involved in UMTA. It should provide all the required support to the Nodal Agency on matters related to setting up of UMTA. Further, the Task Force shall make itself fully aware about the transport situation in APCR and shall be well equipped with all information including the administrative processes of setting up of an authority.

3.4.2 Composition of Task Force

The Task Force is envisaged to decide and finalise the blue-print of UMTA. Therefore, it is important that it be composed of officials who have functional expertise in the areas under the purview of UMTA, and at the same time, have domain expertise in the urban transport sector. In light of the various functions that have been proposed to be performed by the UMTA in the UMTA Bill (refer Annexure I), it is recommended that the Task Force should have representatives from the following departments at the local, state and national levels.

Representatives from these departments would ensure domain expertise. However, for the Task Force to finalize the functions and operations of the authority, it is crucial that the body should comprise individuals who have functional expertise in transport planning, public transport management and finance. Therefore, the Nodal Agency should also be given the authority to nominate other members of the Task Force who have professional experience and expertise in the field of transport and land planning. The proposed composition of the Task Force is depicted in Exhibit 7.

Exhibit 7 Composition of Task Force



3.5 CONCLUSION

This chapter discussed the identification and setting up of the Nodal Agency which shall bring together a Task Force responsible for the initiation of UMTA. The next chapter discusses some of the major options confronting the Task Force regarding UMTA, such as geographical coverage, structure of the Governing Board, its functions, institutional arrangements and organizational structure.

4. FINALISATION OF UMTA'S FUNCTIONS AND STRUCTURE

4.1 INTRODUCTION

This chapter provides guidelines necessary for finalisation of the APCR UMTA structure. As mentioned in the previous chapter, the Task Force would be responsible for presenting the finalized UMTA Bill to the Government of Andhra Pradesh for its enactment.

This chapter includes guidelines for the following aspects of UMTA's structure:

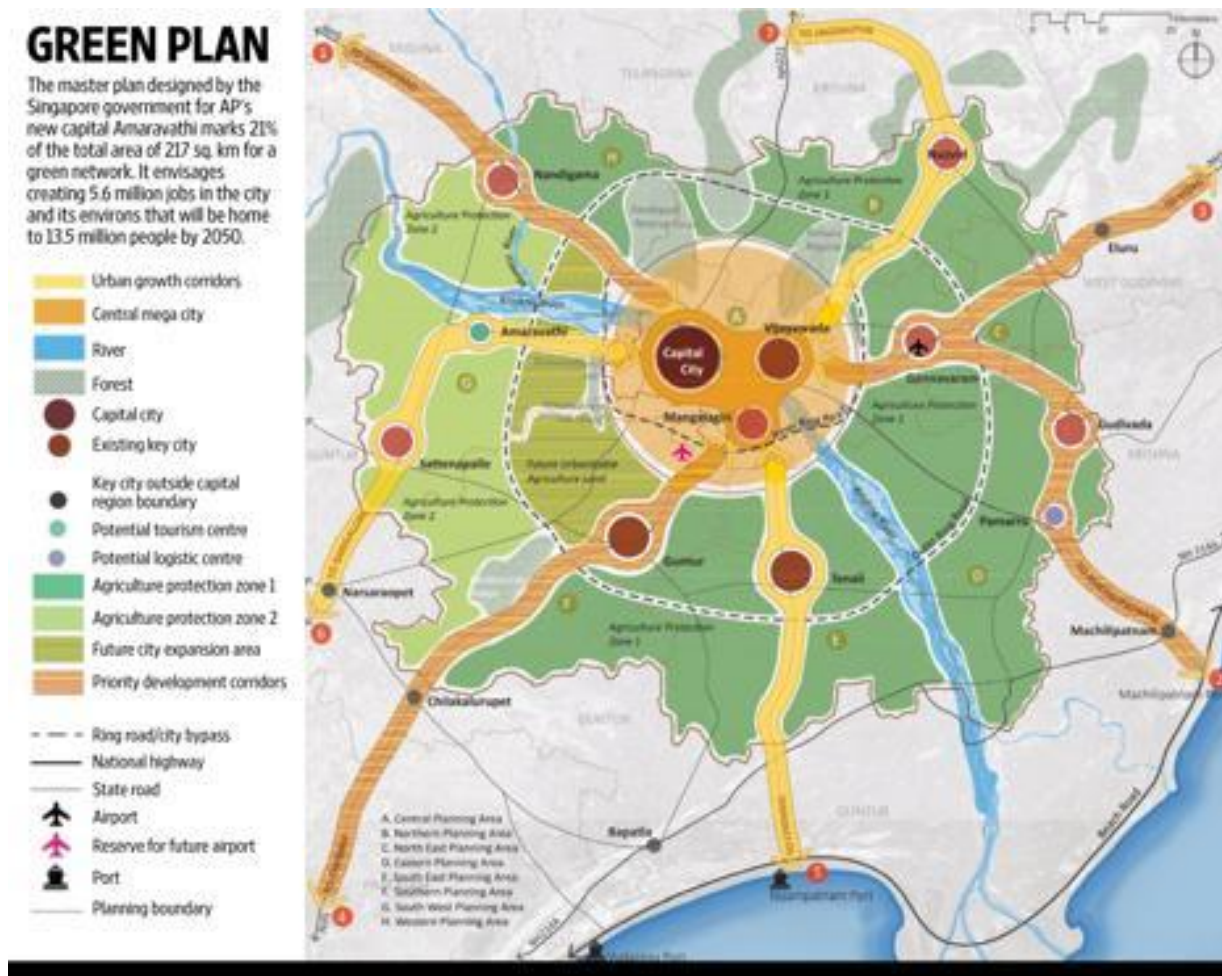
- Geographical coverage;
- Governing Board structure;
- Functions;
- Institutional arrangements; and
- Organizational structure.

4.2 GEOGRAPHICAL COVERAGE

The Government of Andhra Pradesh has enacted Andhra Pradesh Capital Region Development Authority Act, 2014 (Act.No.11 of 2014) for the declaration of the New Capital Area for the state of the Andhra Pradesh. Andhra Pradesh Capital Region or 'capital area' is the area covered by the proposed Capital of Andhra Pradesh and the conurbation or metropolitan area surrounding it. The entire region is under the jurisdiction of Andhra Pradesh Capital Region Development Authority (APCRDA) and covers an area of 7,068 km² (2,729 sq. mi) divided into 58 mandals, of which 29 are in Krishna district and 29 in Guntur district. The capital region covers 18 mandals fully and 11 mandals partially in Guntur district. In Krishna district, it covers 15 mandals fully and 14 mandals partially under the jurisdiction of APCRDA.

The construction of a new capital was necessitated by bifurcation of Andhra Pradesh to create a separate state of Telangana, which will take exclusive possession of Hyderabad in 2024. Till then, Hyderabad will serve as the joint capital of Telangana and residuary Andhra Pradesh. The Government of Andhra Pradesh envisages creating 5.6 million jobs in the capital and its environs that will be home to 13.5 million people by 2050. Thus making, APCR urban agglomeration as the most economically forward looking growth region in the state of Andhra Pradesh. The geographic coverage of Andhra Pradesh capital area is illustrated in Exhibit 8.

Exhibit 8 Andhra Pradesh Capital Area



The UMTA is envisaged to be central to the capital area’s urban transport system. Therefore, UMTA’s geographical coverage should extend and cover the entire APCR, so that all residents of the urban area are able to benefit from its developments in urban transport. This necessarily means that UMTA has jurisdiction over all the 58 mandals of which 29 are in Krishna district and 29 in Guntur. However, the Urban Area should be clearly defined in the UMTA Act at the time of legislation and should not contradict the urban limits as defined in CRDA Act 2014.

4.3 GOVERNING BOARD STRUCTURE

The Governing Board of UMTA is envisaged to be an independent decision-making body with representation from all city, state and national level transport agencies having stakes in the city’s transport system. The Task Force, which has been set up to initiate UMTA and UTF, is expected to nominate a Governing Board for the Authority. The UMTA Board shall form the core decision-making management of UMTA. The Board is expected to meet at regular intervals, and undertake decisions regarding execution of all functions that the Authority has been assigned. The composition of APCR UMTA Governing Board is shown in Exhibit 9.

Exhibit 9 Composition of APCR UMTA Governing Board

a)	Chief Secretary, Andhra Pradesh	Chairperson
b)	Principal Secretary, Municipal Administration and Urban Development Department	Member
c)	Commissioner of Police, Andhra Pradesh Capital Region	Member
d)	Commissioner, Andhra Pradesh Capital Region Development Authority	Member
e)	Director, Town and Country Planning	Member
f)	Vice-Chairman and Managing Director, the Andhra Pradesh State Road Transport Corporation	Member
g)	Managing Director (s), Metro Rail Corporation	Member
h)	Principal Secretary to Government of Andhra Pradesh, Finance Department	Member
i)	Principal Secretary to Government of Andhra Pradesh, Transport Department	Member

In addition, the Board should also be well represented by beneficiary groups such as citizen forums, civil society, etc. as all these members are stakeholders in urban transport matters and decisions. The idea of stakeholder representation on the Governing Board is to allow for interest groups to be directly involved in making decisions regarding planning, coordination, oversight and management of all transport related matters. Exhibit 10 displays a list of Essential and Special Invitees to the Governing Board.

Exhibit 10 List of Essential and Special Invitees

a)	An individual nominated by the Ministry of Urban Development, Government of India	Special Invitee
b)	General Manager, South Central Railway	Special Invitee
c)	Officer, National Highways Authority of India	Special Invitee
d)	Member Secretary, Andhra Pradesh Pollution Control Board	Special Invitee
e)	Officer, Airports Authority of India	Special Invitee
f)	Ministry of Defence/ Cantonment Board	Special Invitee
g)	Experts having expertise in field of Law, Finance and Corporate Governance;	Essential Invitee
h)	Representatives of urban transport institutions; public transport beneficiaries, cyclists and pedestrians, and employers as the State Government may nominate.	Essential Invitee
i)	Two experts in the field of urban transportation (to be nominated by Government of Andhra Pradesh)	Essential Invitee
j)	Urban Transport Institutions' Representative: NIT, Management Schools, Law Schools	Essential Invitee

The Governing Board of UMTA will essentially perform the following functions:

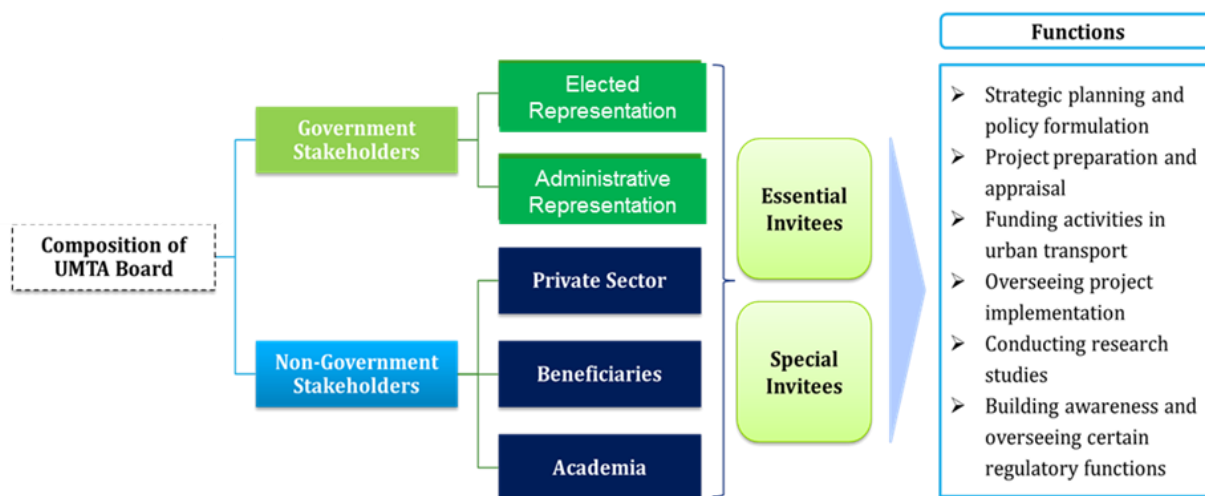
- To monitor and oversee proceedings of the Task Force in setting up UMTA;
- To be accountable to the Government of Andhra Pradesh in matters of urban transport;

- To undertake the overall responsibility of UMTA’s functioning;
- To undertake strategic decisions regarding the UMTA’s functions related to CMP preparation, project prioritization, Alternative Analysis, Transport Investment Programme;
- To set timely targets for UMTA and conduct progress reviews to assess performance;
- To provide a forum where stakeholders can have discussions on the decisions of the Authority.

It is recommended that the Board structure remains flexible to reflect participation of all those functional departments and agencies involved in the urban transport system of APCR.

Moreover, the Board members can be further sub-categorized into Essential Invitees (essentially invited for all meetings) and Special invitees (invited only when deemed necessary for a particular meeting), so that Board meetings can be fast-tracked, and the presence of relevant stakeholders is maximized. The proposed representation of stakeholders on the Governing Board is presented in Exhibit 11.

Exhibit 11 Representation and Functions of the Governing Board of UMTA



It is envisaged that in order to enable fair representation of each department and implementing agency performing urban transport functions, each member shall be granted the right to cast one vote in decisions of the Authority. This would mean that the Board will act on behalf of all stakeholders and beneficiaries of the urban transport sector who are represented on the Board. Decisions would be taken by consensus, and in case no consensus is reached, the decisions would be taken based on a majority voting rule, with the Chairperson casting a vote only in the event of a tie among members’ votes. Further, Special and Essential Invitees shall not have voting powers. Exhibit 12 showcases the role and functions envisaged for the Chairperson, Members, Essential Invitees and Special Invitees.

Exhibit 12 Roles of chairperson, members, essential invitees and special invitees

Roles of Chairperson, Members, Essential Invitees and Special Invitees

Chairperson: The Chairperson shall be the de jure head of UMTA. It is proposed that the Chairperson of the UMTA Board shall be the Chief Minister of Andhra Pradesh. The reason for this is that APCR has been constituted as the capital region and houses different state-level department heads, who are members of UMTA. Since the Chief Minister commands the highest authority among different departmental heads, and representatives from these departments are constituted as members of the UMTA Board, it is logical to propose the Chief Minister as the Chairperson. Moreover, Andhra Pradesh Capital Regional Development Authority (APCRDA) is also headed by the Chief Minister, and to keep the status of UMTA at par with APCRDA, the Chief Minister has been proposed as its Chairperson. It is important to remark that the Chief Minister may have limited time to get himself/herself involved in urban transport planning and coordination activities, due to other priorities. Therefore, it is recommended that the Chairperson should be given the option of nominating persons to chair meetings and act on his behalf. Only in the event of a tie between votes of other members shall the Chairperson exercise his/her vote on decision matters pertaining to UMTA.

Members: These shall comprise officers from various departments from Government of Andhra Pradesh as well as APCR ULBs. Various departmental heads and senior level officers have been proposed as members. UMTA members shall take decisions relevant to the functioning of UMTA by exercising their right to vote. Each member, who shall be a departmental representative, shall exercise his/her vote on behalf of the department. All matters of UMTA shall be decided by consensus, and in case no consensus is reached, the decisions shall be taken by majoritarian voting.

Special Invitees: Officers from national level departments such as Indian Railways, Airports Authority of India, NHAI, etc. may be invited to be a part of the Governing Board, upon the request of the chairperson, as and when deemed necessary for specific meetings. That is to say, they may be invited only when the subject matter and agenda of the meeting hold potential concern and interest to their respective departments. Special invitees are not to have voting rights; however, reasons for their dissent, if any, shall be recorded.

Essential Invitees: This category includes all other pertinent urban transport stakeholders who have not been included in the previous categories. These include experts from various realms relating to urban transport including finance, law, public transport, etc.; citizen representatives and organised beneficiary groups; and technical and research institutes undertaking transport research. A fixed proportion or all of these persons may be mandatorily invited to all UMTA meetings. These persons should be consulted so as to make the decision making process inclusive, transparent and technically sound. Essential invitees are not to have voting rights; however, the expert advice tendered by them shall be recorded.

4.4 ORGANIZATIONAL STRUCTURE

The organizational structure of an authority reflects the division of responsibilities among its units that work in coordination to accomplish its overall objectives. Generally, while designing the organizational structure of an authority, specific individual units that handle one or more of the distinct responsibilities of that authority are identified. Additionally, some support units should be identified that enable the other units to carry out their functions. These units may be referred to by different terminologies such as cells, divisions, wings, departments, etc.

The other important consideration related to organizational structure is that of staffing the Authority. This entails identifying the required number of staff, their experience and background

etc. Guidelines for these are provided below.

4.4.1 Organizational structure for APCR UMTA

In consultation with various agencies involved in the urban transport system in APCR, it is proposed that the following is a broad list of functions APCR UMTA should perform:

- Transport planning
- Transport management
- Funding selected urban transport activities
- Regulation
- Conducting policy, research studies and awareness

Individual units may need to be put in place to carry out each of these equally crucial and distinct functions. An important consideration while identifying individual units is the synergy among them. For example, the research and studies function is dissimilar from the policy making function. However, a single unit envisaged for these functions will bring in synergy, a leaner staff and result in efficient operations. In case any of these functions are not included as functions of UMTA, suitable modifications may be considered.

A suggested approach to ensure efficient operations is to keep the authority lean and suitably outsource some activities to specialized entities. A lean organizational structure will lead to identification of selected positions with specific responsibilities. This will also depend on the size of the Urban Mobility Area which comes under UMTA's purview and other local factors. In this regard, options for functions that may be outsourced could include UTF management, accounting, information technology, ITS and communications, etc. Consultants could be engaged for activities such as preparation of CMP, development of procedures and guidelines, review of proposals and audit of implementation, preparation of contracts, preparation and delivery of awareness campaigns and conducting research.

Because of the high level of responsibility, UMTA will need to attract and retain highly experienced, capable and professional staff for effective and efficient discharge of its functions. In order to meet this objective, it is suggested that UMTA should opt for a mix of deputed and permanent staff. Hence, APCR UMTA shall request each Governing Board representative to depute or nominate its staff for UMTA. This would facilitate quick staffing, as the deputed staff will have high level of familiarity with the procedures and processes of an authority.

Simultaneously, APCR UMTA shall recruit employees from the open market for permanent positions. This option would ensure that fresh and precise talent is acquired to work in UMTA on a full-time basis.

4.5 FUNCTIONS OF UMTA

The functions assigned to UMTA will dictate aspects of its design. Hence, attention needs to be given when deciding the functions that will be performed by APCR UMTA. The finalization of functions that APCR UMTA is assigned, is the generated outcome of analysis of the functional

gaps, functional overlaps, and the overall situation of urban transport in APCR, in terms of planning, coordination and integration of different modes, etc.

The functions of APCR UMTA can be broadly categorised into the following groups: policy making, planning for infrastructure and services, regulatory functions, overseeing operation of public transport modes and supervision of construction and maintenance of infrastructure. Among these functions, strategic policy making is a prerogative of the Central Government and Government of Andhra Pradesh. NUTP is an example of such a policy, drawn at the Centre, which incentivises both the state and cities to improve and develop their transport systems, by providing the requisite direction and resources. Apart from this, APCR UMTA is expected to undertake planning and regulatory functions, to ensure that a well-coordinated urban transport system exists within APCR. Since UMTA would mostly be a planning and regulatory body, it is not expected to undertake functions related to public transport operations and construction and maintenance of infrastructure, which may be continue to be performed by implementing agencies. The following sections show the key considerations and guidelines that may be referred to when finalizing UMTA's functions. UMTA counterparts across the world and their functions are described in Exhibit 13.

Exhibit 13 Case study- UMTA counterparts across the world and their function

Instances of Unified Transport Agencies across the world

Various cities across the globe offer examples of their governments' organisational arrangement to manage urban transport:

1. **STIF (Transport Syndicate of the Ile de France)** is a unified transport authority accountable for transportation of the whole region of Paris across all modes of ground transport. STIF is in charge of organizing, coordinating, modernizing and financing public transport. It also formulates the urban mobility plan; defines the transportation routes; selects and appoints operators; sets the operational, management and financing guidelines; and ensures that the investment programmes have certain coherence.
2. **Transport for London (TfL)** is an integrated transport authority accountable for London's transport system. TfL is responsible for planning and operation of transport facilities in the city which clocks more than 24 million commuters every day. TfL controls several modes of transportation such as London Underground, Dockland Light Railway, London Overground Train services, Croydon Tramlink, London River services, London Transport Museum and London Road Network. TfL manages a total of 580 km of road network in London and 6000 traffic lights installed in the UK capital. It is also responsible for administering the taxi and private hire trade.
3. **TransLink Vancouver** is the regional transportation authority of Metro Vancouver. It is responsible for regional transit, cycling, commuting options and installation of Intelligent Transportation Systems. TransLink, along with the municipalities in Metro Vancouver, is also involved in the Major Road Network (MRN). It is the first North American transportation authority to be responsible for the planning, financing and management of all public transportation systems. The services that come under TransLink are bus, ferry, commuter rail, skytrain, roads and bridges, among others.
4. The **Land Transport Authority of Singapore (LTA)** is the authority responsible for land transport development and regulation in Singapore. It is accountable for both public and private transportation.

LTA was one of the first integrated transport authorities to be formed in the world, adopting the approach of a one-stop agency for all land transport functions.

The following table demonstrates the broad functions under the domain of unified urban transport agencies in various countries:

Country	Strategic Functions	Infrastructure Planning	Regulation	Service Planning	Infrastructure & Construction & Maintenance	Public Transport Operations	
						Common Facilities	Independent Services
Paris	✓	X	✓	✓	X	X	X
London	✓	✓	✓	✓	X	✓	X
Vancouver	✓	✓	✓	✓	X	✓	X
Singapore	✓	✓	✓	✓	X	✓	X

4.5.1 Finalisation of UMTA's functions

For UMTA to be an effective organization and to ensure that it plays a constructive role in integrated planning, coordination, development and provision of urban transport infrastructure in a, its roles and responsibilities need to be clearly defined.

The urban transport functions and related activities for managing and funding the urban transport system of APCR can be divided into eight broad categories, as described below:

i. Inputs into policy formulation

The UMTA shall provide inputs to the Government of India and Government of Andhra Pradesh in formulating strategies for development of an efficient and modern transport system in the capital area. UMTA being a local-level government body, is expected to have in-depth knowledge about the precise nature of urban transport challenges present in APCR, which may range from infrastructural inadequacies to institutional and governance bottlenecks. Therefore, it would be in a position to advise APCRDA on current and future urban transport needs and the mechanisms of addressing these challenges.

Key Considerations

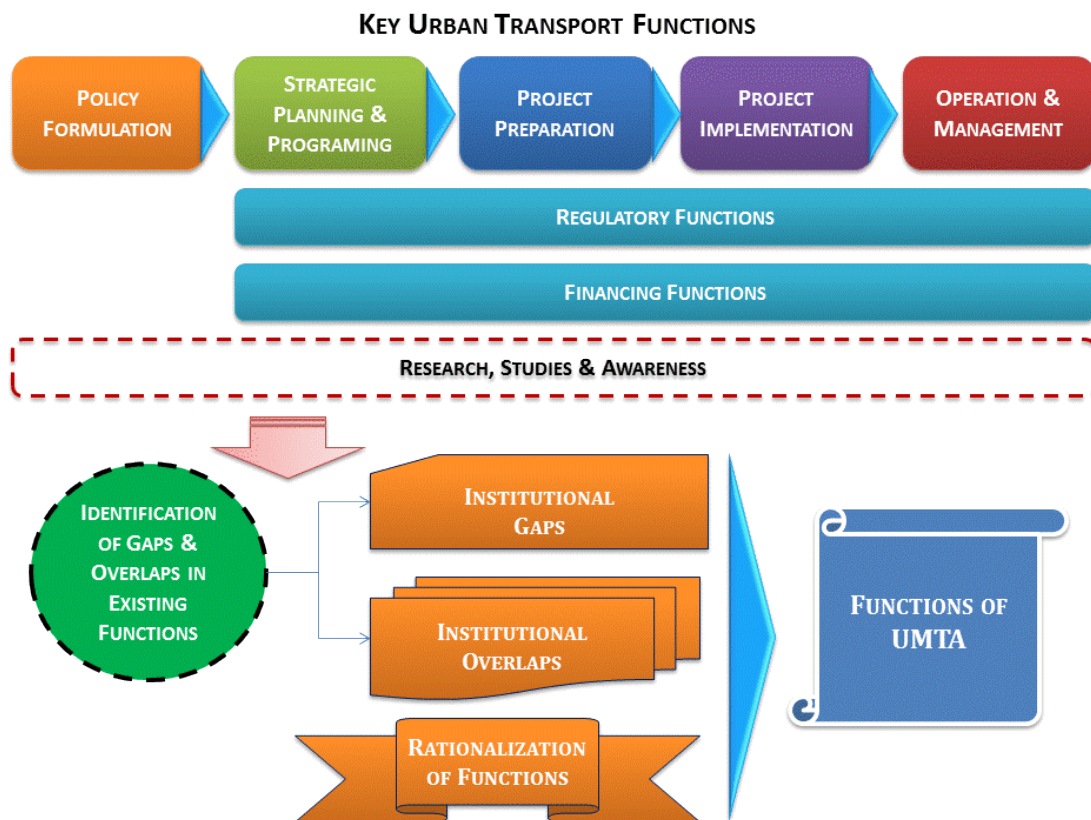
- ✓ Is the UMTA filling institutional and governance gaps currently curtailing the urban transport sector?
- ✓ Is the UMTA able to resolve the existing legal and institutional overlaps, leading to unambiguous urban transport planning and operation?
- ✓ Does there exist clear assignment of responsibilities and powers between urban transport agencies?
- ✓ Are the urban transport functions rationalized and logically assigned?
- ✓ Has the UMTA been given the right balance of authority and accountability?

ii. Strategic planning

The urban planning functions are assigned to various agencies including The Andhra Pradesh Capital Region Development Authority (APCRDA), Town and Country Planning Department, or any other Statutory Development Plan or Master Plan prepared under the Andhra Pradesh Urban Areas (Development) Act, 1975 or Andhra Pradesh Municipalities Act, 1965 for the capital region and published by the Local body or Urban Development Authority concerned. However, the scope of most of these agencies is limited to land-use planning.

In APCR, the land-use plan prepared by APCRDA will contain a transport component, which includes aspects related to transport infrastructure provision. However, there is no planning undertaken for urban transport operations. Preparation of a Comprehensive Mobility Plan which includes planning for mass rapid transit, para-transit and non-motorised transport, as well as the road and highway network and associated facilities is of equal importance. Further, the responsibility of ensure that urban transport initiatives are integrated and scheduled in a logical sequence, is not assigned to APCRDA. It is in this context, the UMTA should undertake planning functions that set the direction for APCR’s long-term transport planning, providing a framework for transport policy and investment decisions to respond to key challenges.

Exhibit 14 Guidelines for key urban transport functions to be performed by UMTA



The guidelines for key urban transport functions to be performed by UMTA are illustrated in Exhibit 14.

iii. Project prioritization and approval

To ensure that all modes of transport are adequately provided for, the UMTA should be assigned the function and power to approve funding for all urban transport initiatives in APCR. Approval of urban transport initiatives is a power assigned to UMTA to give it the necessary authority to execute its functions. This power is crucial as it ensures compliance of other agencies to CMP. It should be made mandatory for proposals by implementing agencies to obtain no objection clearance and consents from the UMTA. The UMTA should expedite this by issuing 'Certificates of Approvals' for projects drawn by implementing agencies which are in consonance with Comprehensive Mobility Plan. This would ensure compliance with strategies, plans, programmes, standards and guidelines. It is particularly important for UMTA to review and approve projects for which it provides funding, either in whole or in part, so that it can be assured of gaining value from putting in its resources. Project approvals will be based on compliance with the CMP and other guidelines and standards prepared by higher authorities.

iv. Ensuring project implementation

Project implementation functions include construction as well as upkeep and maintenance of urban transport infrastructure, including roads and associated facilities such as road furniture, traffic signals, road intersections, flyovers, grade separators, bridges, bypasses, and facilities for pedestrians, bicycles, terminals for inter-modal transfers, and parking etc. Construction and maintenance of road infrastructure is generally the responsibility of the Central Government agencies such as National Highways Authority of India (NHAI), the Andhra Pradesh Public Works Department, and conurbation of municipality and mandals forming APCR for national, state and local roads. The present arrangement for implementation of projects for individual modes of transport, including coordination with utility agencies, should continue because current responsibilities are clear and there are competent implementing agencies.

It would not be appropriate to make UMTA directly responsible for implementation of projects unless they relate to integration of transport modes or operations across jurisdictions, for which no single agency is currently responsible. UMTA could, however, be assigned the function of ensuring project implementation to ensure overall integration and compliance with CMP.

v. Overseeing operation and management

Operation, maintenance and management of transport infrastructure and facilities and operation of public transport services are generally carried out, either by public or private companies or agencies. Operation and management requires technical staff and equipment and is recommended to be left to infrastructure and facility owners and service providers. In this regard, UMTA should be made responsible for overseeing/regulating the operation of integrated facilities and systems for public transport in APCR Urban Mobility Area.

vi. Regulation

Regulatory functions with respect to urban transport include registration and licensing of public, private and freight transport vehicles, fare fixation, issuance of permits, designation of public transport routes and service levels, inspection of vehicles, enforcement of traffic laws and management of traffic. These functions are generally carried out by a number of departments within Government of Andhra Pradesh. There are benefits to be realised from rationalising some of these functions, and enabling APCR UMTA to issue recommendations on performance of such functions, thereby giving UMTA some degree of responsibility for matters that occur solely within its area of jurisdiction.

On the other hand, matters like registration and licensing of private and commercial vehicles, which apply to Andhra Pradesh state as a whole, would not be a suitable function for UMTA. The same argument applies to licensing and fare fixation for public transport vehicles that operate outside the purview of UMTA's jurisdiction. UMTA, will, however be able to regulate the licensing and fare fixation of public transport vehicles operating within its jurisdiction, and regulate fees and charges for other urban transport facilities and services. It is suggested that the UMTA should not get involved in inspecting vehicles or enforcing traffic laws or managing traffic.

vii. Funding

The funding requirements of the urban transport sector are huge. The urban transport reforms recommend establishment of an Urban Transport Fund (UTF) so that urban transport initiatives are less dependent on government budgetary allocations. As part of these reforms it is envisaged that UMTA's planning should regulate expenditure from UTF for urban transport initiatives in APCR, and ideally UMTA should be responsible for utilisations from the UTF.

In this regard, UMTA should be made responsible to manage the UTF. The funding role that should be considered for assigning to UMTA can include following functions:

- Resource mobilization
- Treasury management
- Utilisation / disbursements of funds
- Funds management
- Monitoring of fund utilisation

viii. Research studies and awareness

For proper development of APCR's urban transport, research studies need to be conducted regularly. This function may be considered to be assigned to the UMTA. This would involve conducting research specific to APCR Urban Area and should also include studies for up-gradation and extension of urban transport. Further, the UMTA should also be made responsible to enhance public safety in urban transport.

The methodology and detailed guidelines for carrying out each of the above mentioned functions has been discussed in Chapter 7 “Operationalization of Functions”. The Urban Transport Fund operations document provides guidelines on various aspects related to setting up and operationalization of such UTF for APCR to carry out all functions relating to funding.

4.5.2 Options for implementation of UMTA’s functions

MoUD has observed that, generally cities and State Governments are not sure of the form and role of a UMTA for their urban areas, and this is hindering the establishment process. Considering this fact, MoUD suggested that, an evolving approach should be followed in adopting various possible functions of the UMTA. These functions could be categorised into two types i.e. Core Functions and Additional Functions:

- The Core Functions that UMTA is expected to perform include:
 - **Policy Formulation** – UMTA may assist and advise the Government of Andhra Pradesh as well as local agencies within APCR in all matters related to urban transport. It shall prepare and administer urban transport policies and strategies. It may also set benchmarks and provide suitable guidelines to various agencies in executing transport policies.
 - **Strategic Planning** – UMTA is expected to prepare the multi-modal Comprehensive Mobility Plan and integrate it with existing land-use plans by coordinating with appropriate agencies. Besides, the Authority is expected to monitor whether each state, and national level agency is conforming to the laid out plans, and audit and report compliance.
- The Additional Functions comprise project implementation and approval, and certain regulatory and funding functions envisaged for UMTA, which may be assigned when UMTA has made a strong footing in the institutional setup in APCR.

In this regard, the APCR UMTA Board may exercise any of the following options:

Under **Option I – Integrated planning and coordination only (core functions)**, the UMTA should be made responsible for integrated planning, consolidation of MYPs of activities and other aspects of coordination.

In **Option II – Rationale group of functions (additional functions)**, the UMTA should be made responsible for a rational set of functions. This option should involve transferring some functions from agencies currently carrying them out.

In **Option III – All the urban transport functions** mentioned above with possible roles should be assigned to the UMTA. This option may involve significant changes to current agencies and result in a much larger UMTA organisation, and consequently, an even larger range of skills required. The coverage of each of the options is illustrated in Exhibit 15.

Exhibit 15 Options for UMTA’s functions

FUNCTION	Option I	Option II	Option III
POLICY FORMULATION			
Assist and advise all levels of government on urban transport matters	Yes	Yes	Yes
Prepare and administer urban transport policies, strategies, standards and guidelines	Yes	Yes	Yes
STRATEGIC PLANNING			
Prepare a CMP integrated with land-use plan	Yes	Yes	Yes
Prepare an Alternative Analysis Report	Yes	Yes	Yes
Prepare a detailed Transport Investment Programme for urban transport	Yes	Yes	Yes
Monitor and audit compliance with the above plans	Yes	Yes	Yes
PROJECT PREPARATION AND APPROVAL			
Approve urban transport projects and activities		Yes	Yes
ENSURING PROJECT IMPLEMENTATION			
Promote development of integrated facilities and systems for urban transport		Yes	Yes
OVERSEEING OPERATION AND MANAGEMENT			
Oversee operation of integrated facilities and systems for urban transport		Yes	Yes
REGULATION			
Issue guidelines and standards for urban transport		Yes	Yes
Recommend on issuing licenses/ permits for public transport projects	Yes	Yes	Yes
Monitor and advise on fees and charges		Yes	Yes
Enforce regulations for which UMTA is responsible		Yes	Yes
FUNDING			
Fund public transport services for integrated mobility		Yes	Yes
Fund, or arrange / recommend / approve funding for urban transport		Yes	Yes
Monitor and audit use of UTF		Yes	Yes
RESEARCH STUDIES AND AWARENESS			
Maintain records relating to urban transport		Yes	Yes
Develop and manage local performance indicators for urban transport		Yes	Yes
Monitor and advise on safety relating to public transport		Yes	Yes
Conduct research studies and awareness programmes		Yes	Yes
OTHER			
Build and maintain major infrastructure (stations, interchanges, roads etc.)			Yes
Operate buses, trains and other forms of public transport			Yes
License and register vehicles and drivers			
Inspect vehicles’ construction and condition			
Enforce traffic laws and manage traffic			

Functions that need to be rationalized

The Governing Board may choose to assign additional functions to APCR UMTA or it may choose to assign only core functions initially and gradually increase additional functions over time. As per

the discussion with different stakeholders consulted while framing this document, it has emerged that APCR UMTA should opt for option II, where a rationale group of functions are assigned to it. Since such an exercise is rather unique, the Authority may start off by not overtaking building and maintenance functions, as it may enter into dispute with agencies already performing such functions, thereby risking and delaying the process of UMTA taking off. Therefore, the Task Force should not only be careful in the initial assessment and assignment of functions to UMTA, but also try to minimize the possibility of dispute with other agencies.

4.6 CONCLUSION

This chapter discussed the finalisation of the UMTA structure for APCR, which is an important activity that the Task Force is required to perform. The next chapter describes the guidelines for activities to be carried out by the Task Force during enactment of the UMTA legislation.

5. PROCESS FOR ENACTMENT OF BILL

5.1 INTRODUCTION

This chapter describes various activities to be carried out for finalization and enactment of the UMTA Bill for establishment of UMTA and UTF in APCR.

5.2 GUIDELINES FOR FINALIZATION OF DRAFT LEGISLATION

5.2.1 Finalization of draft UMTA legislation

The Task Force shall finalize the draft legislation that has been prepared for establishment of UMTA and UTF in Andhra Pradesh (refer Annexure I). This would involve finalization of the structure of UMTA and UTF, with regard to, inter-alia, the following aspects:

- i. Geographical coverage
- ii. Governing Board structure
- iii. Institutional arrangement
- iv. Functions and powers
- v. Funding sources and utilization

5.2.2 Consultation with the State's Legal Department:

The Task Force shall, thereafter, refer the draft legislation to the State's legal department for:

- Scrutiny and legal vetting; and
- Any other update/suggestion to ensure feasibility and acceptance from legal and constitutional points of view.

5.3 PREPARATION OF NOTE FOR STATE GOVERNMENT'S CONSIDERATION

Once the state's legal department has been consulted and the draft legislation has been revised in accordance with these consultations, the Task Force shall develop a note and refer the same for approval of the State's Minister-in-charge of Urban Development.

The note for Government of Andhra Pradesh shall:

- (a) Bring out clearly the need, scope and objectives of the proposed legislation;
- (b) Present the views of the concerned stakeholders and the agreed finalised options that have been incorporated in the draft legislation; and
- (c) Provide a copy of the draft of the proposed legislation.

Where any modifications in the note or draft legislation are suggested by Minister-in-charge of Urban Development, Government of Andhra Pradesh, the Task Force shall incorporate the modifications in the note or draft legislation and send a copy of the same to the various stakeholders and the state's legal department for approval.

An indicative format of the note has been provided in Annexure IV.

5.4 ACTIVITIES DURING ENACTMENT STAGE

5.4.1 Sending the note for approval of State Cabinet

Once the note has been approved by the concerned minister, the Task Force may proceed by sending the note to the state's Cabinet Secretariat for its consideration and approval. The cabinet may suggest some changes in the draft legislation. The Task Force, in consultation with the state's legal department, shall incorporate such changes in the legislation. Subsequently, the Task Force shall prepare the following documents:

- (a) A Statement of Objects and Reasons relating to the Legislation to be signed by the minister;
- (b) Notes on clauses to be appended to the Statement of Objects and Reasons;
- (c) Financial Memorandum to be prepared in consultation with the Department of Finance giving details of proposed sources of funds and their estimates; and
- (d) A Memorandum regarding the Delegated Legislation explaining the scope of the proposals and stating whether they are of a normal or exceptional character.

All the above documents should also be shown to the state's legal department before finalisation.

In this context, it should also be noted that in the light of approved Financial Memorandum, which will include sources of funding as provided under the draft legislation, there will be amendments which are required to be incorporated under various existing laws. Therefore, co-ordination and approval from other concerned ministries will also be required.

5.4.2 Sending legislation to the Legislative Assembly

Once the proposed legislation has been finalized, the state's legal department shall send it for obtaining proof of copy.

The state's legal department will:

- (a) Simultaneously send proof copies in English, Hindi and the local language of the proposed legislation to the Secretariat of the state's Legislative Assembly; and
- (b) Return the file to the Task Force.

The Legislative Assembly Secretariat shall receive the fair copy of the draft legislation printed at every stage and send a copy of the same simultaneously to the administrative department and to the legal department in order to ensure accuracy. The administrative department shall, after scrutiny of the draft legislation, return it within a pre-defined period to the legislative department so as to enable the legislative department to incorporate corrections/suggestions, if any, and send the final scrutinized copy to the Legislative Assembly Secretariat.

The administrative department shall then send a notice of the motion for introduction of the Bill in the state assembly.

5.4.3 Introduction of the Legislation

On the date specified by the Department of Law and Legal Affairs, the legislation shall be put down for introduction in the Vidhan Sabha and shall, thereafter, be published in the State Gazette

by the Vidhan Sabha Secretariat. An indicative format of the same is provided in Annexure VI.

5.4.4 Motions after introduction

After the legislation is introduced, the minister may send to the Secretary-General, Vidhan Sabha, a notice of his intention to move:

- a. That it be taken into consideration and passed; or
- b. That it be referred to a Select Committee of the house; or
- c. That it be circulated for eliciting public opinion.

When the motion that:

- a. The Legislation be taken into consideration; or
- b. The Legislation, as reported by the Select Committee be taken into consideration, is carried;
- c. The Legislation will be taken up for clause-by-clause consideration. Members can, at that stage, move amendments to the Legislation.

5.4.5 Amendments

Copies of amendments that are notified by members shall be sent by the Vidhan Sabha Secretariat to various concerned departments. When they are received, the branch officer shall put them up with briefs for use of the minister for determining the attitude of Government of Andhra Pradesh to them.

5.4.6 Passing of Legislation

After consideration of the Legislation by the House, the minister-in-charge of the Legislation moves that the Legislation be passed. The motion shall be put to vote and adopted.

After the Legislation is passed:

- a. A copy of the Legislation, as passed, shall be sent by the Vidhan Sabha Secretariat to the state's legal department for scrutiny, with a view to correcting any errors and for making such other changes as are consequential to the amendments accepted by the Legislative Assembly; and
- b. On its return from the state's legal department, it will be reprinted by the Vidhan Sabha Secretariat with the superscript "as passed by the State of Andhra Pradesh".
- c. The date of assent which is the date on which the Legislation becomes an Act, shall be intimated to the administrative department and the Department of Legislative Affairs by the state's legal department.

5.4.7 Publication in the Official Gazette

The state's legal department shall:

- a. Publish the Act in the Gazette of India Extraordinary;
- b. Get copies of the Act printed in a suitable form for sale to the general public.

5.5 CONCLUSION

This chapter described the guidelines for activities to be carried out by the Task Force during enactment of the UMTA legislation. The subsequent chapters discuss guiding principles for the operationalisation of UMTA.

PART II - OPERATIONALIZATION OF UMTA

6. OPERATIONALIZATION OF UMTA

6.1 INTRODUCTION

Upon completion of the pre-operationalization activities and issuance of APCR UMTA enactment from Andhra Pradesh state legislative assembly, UMTA's operationalization activities shall commence.

This chapter outlines the process of operationalization of APCR UMTA by the Task Force, with descriptions of various aspects such as the engagement of consultant for handholding support, setting up of Governing Board, procedure for appointment of the CEO and other key professionals, structure of the organization, functions of various divisions, delegation of powers, etc. Hence, various sub-sections have been explained sequentially for better understanding of the methods and procedures of UMTA's operationalization.

The basic objective of this chapter is to provide guiding to the urban areas for setting up a fully functioning APCR UMTA.

6.2 ENGAGEMENT OF CONSULTANT FOR HANDHOLDING SUPPORT

The first step towards operationalization of UMTA shall include engaging consultants for providing handholding assistance in setting up a full-fledged UMTA.

In order to ease the process, the Ministry of Urban Development (MoUD) has created a list of empanelled consultants who will be available for providing handholding support for setting up the UMTA and UTF. This list has been provided in Annexure II. This is intended to save time as well as cost of the Task Force for procurement of consultants.

6.2.1 Carrying out the selection process

The Task Force in consultation with the Nodal Agency shall carry out the procurement process for selection of the consultant. The empanelled consultants may be considered for submission of proposals by the Task Force. The Task Force however shall be at liberty to directly invite technical and / or financial bids from selected empanelled consultancy firms following the prevailing procurement procedure as observed in APCR. The list of empanelled consultants will be available with MoUD and cities/states will have the option to invite tenders from empanelled firms and accelerate the procurement process.

6.3 SETTING UP OF THE GOVERNING BOARD

The consultant appointed for providing handholding assistance shall assist the Task Force in setting up of the UMTA Board. The structure and composition of the UMTA board have already been discussed in Chapter 4. The consultant should assist in preparing invitation letters /notices to mobilize the board members for carrying out initial meetings and preparing strategies for operationalization of the UMTA.

6.3.1 Organizing initial Board meetings

Once the Governing Board of UMTA comes into existence, the first step towards mobilisation shall be an UMTA Board meeting. The Task Force, with the help of the consultant, shall be responsible for drafting and circulating a note on the details of the first UMTA meeting among each of the Governing Board members. The note shall consist of various specifications as provided below:

- Date and venue of the meeting
- Activities performed till date
- Way forward

The Task Force with help of consultant to circulate such notice clear 7 days before the meeting.

The agenda for the initial UMTA board meeting may be as per the details provided below:

- A distinct vision/ mission and goal statement for UMTA
- Discussions on the detailed organisational structure of UMTA
- Discussions on appointment of CEO and Secretariat of the Authority
- Detailed discussions on the powers and functions delegated to the executive office members
- Plan of action to be taken up in order to achieve the vision for APCR

6.4 APPOINTMENT OF CHIEF EXECUTIVE OFFICER

After mobilisation of the Governing Board, the CEO of the Authority shall be appointed by the Board in consultation with the Task Force. The consultant appointed for handholding support shall provide all required assistance to the Task Force and the Governing Board in selection and appointment of the CEO. The process and terms of appointment of the CEO, along with his role and responsibilities are highlighted below.

6.4.1 Appointment process and terms

The CEO would be the senior-most officer in-charge of the operation of the UMTA Secretariat. The CEO shall be appointed from the open market by the Government of Andhra Pradesh /Governing Board or nominated on deputation basis. The official, heading the Task Force, may also be considered for appointment as the UMTA CEO at the discretion of the Government of Andhra Pradesh /Governing Board. The CEO shall be appointed in accordance with the procedures set out in Chapter 8. The team constituted for interview for the position of CEO shall include at least three members from the Governing Board. For the purposes of appointing a CEO, the Board may also invite a suitably qualified specialist. The professional selected for the CEO post shall be appointed on a full time/ deputation basis for a minimum period of three years with reappointment options for a maximum of two consecutive terms. In case of reappointment, the CEO should be told two months prior to the end of his/her term.

6.4.2 Role and responsibilities of CEO

The CEO shall be responsible for all day-to-day activities of the UMTA in accordance with the policies approved and delegations given by the Governing Board. The CEO shall initially be

responsible for operationalisation of UMTA including recruitment of staff and setting up of various divisions with the help of the handholding consultant and under the guidance of the Governing Board.

Once the UMTA gets operationalised, the CEO shall be responsible for the functions of the UMTA staff and presentation of periodic progress reports to the Governing Board. These progress reports shall be submitted in a format agreed upon by the Governing Board time to time.

The roles and responsibilities of the CEO of the UMTA are recommended as below:

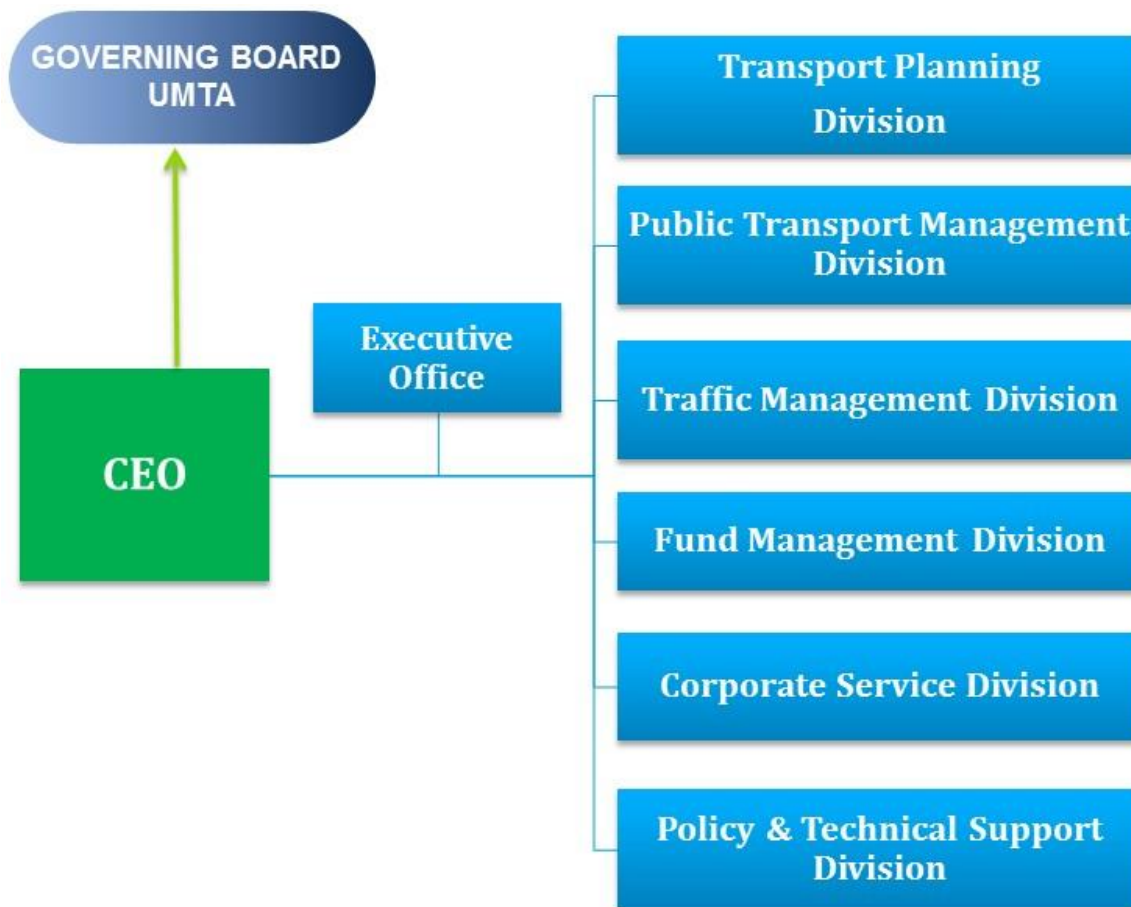
- Operationalisation of UMTA
- Carrying out and administering appointments of other key professionals and support staff as decided in the operations document or as deemed necessary
- Conducting and scheduling Governing Board meetings
- Coordinating between the Governing Board and the Authority's staff for implementation of UMTA's functions
- Evaluating and analysing the progress of the Authority's functioning
- Advising and assisting the Governing Board members on various functions of UMTA
- All administrative and technical functions which the Authority may present before the CEO time to time.

A detailed profile of the CEO has been provided as a template in Annexure III.

6.5 DEVELOPMENT OF ORGANISATIONAL CHART

The Governing Board of APCR UMTA shall be assisted by a full-fledged organisation headed by the CEO. In order to perform various functions envisaged under UMTA, six function-based divisions have been proposed. These divisions shall be responsible for discharging the functions assigned to them in coordination with other divisions. The roles and responsibilities of each of the divisions are highlighted in the following sections. Exhibit 16 illustrates the organisational chart of UMTA.

Exhibit 16 organisational chart of UMTA



6.5.1 Roles and responsibilities of divisions

A. **Transport Planning Division:** One of the major functions of UMTA shall be to work with various stakeholders responsible for provision of urban transport services and infrastructure and to prepare a CMP for APCR Urban Mobility Area.

The Transport Planning Division of UMTA shall have the following responsibilities:

- To comprehend a vision for a sustainable urban transport system for APCR Urban Mobility Area
- To formulate policies for a sustainable urban transport system within APCR Urban Mobility Area
- To revise the CMP for APCR Urban Mobility Area
- To conduct Alternative Analysis on the basis of the proposed outcomes of the CMP
- To regularly coordinate with the state's Urban Development and Housing Department and Town and Country Planning Department and oversee the integration of CMP with land-use plan of APCR
- To oversee preparation of MYPs for urban transport by various implementing agencies
- To coordinate with all relevant implementing agencies and monitor compliance with the CMP and the Transport Investment Programme

- To estimate and prioritise short, medium and long term plans
- To coordinate with other divisions of UMTA for integrated and holistic development of the transport system within APCR Urban Mobility Area
- To assist and advise Government of Andhra Pradesh on matters relating to urban transport, in consultation with the other divisions
- To perform all such other functions as may be allocated by the CEO time to time

B. Public Transport Management Division: The functions related to public transport such as operations, maintenance and management of transport infrastructure and facilities and operation of public transport services are carried out either by public or private agencies. The Public Transport Management Division shall be responsible for integration of all modes of transport and overseeing operations of integrated facilities and systems. Regulatory functions assigned to UMTA to ensure an integrated public transport system shall also be performed by this division. Some of the key functions that may be assigned to this division include:

- Create plans for an integrated and sustainable public transport system for APCR Urban Mobility Area, with emphasis on non-motorised transport
- Prepare strategies for integration of all modes of transport
- Oversee operation of integrated facilities and systems for public transport
- Develop standards and guidelines for public transport services specific to the requirement of APCR Urban Mobility Area in consonance with the land-use pattern of the city
- Coordinate with all relevant implementing agencies and supervise project implementation
- Provide recommendations on issuance of licenses for public transport services
- Advise on monitoring and regulation of fee, charges, etc.
- Propose innovative public transport solutions suitable to APCR Urban Mobility Area
- Promote development of integrated multi-modal public transport systems for APCR Urban Mobility Area
- Implementation of common ticketing system for public transport modes
- Perform all such other functions as may be allocated by the CEO time to time

These functions shall be carried out by the Public Transport Management Division of UMTA in coordination with the Transport Planning Division. These two divisions shall, in coordination, plan for integrated facilities and systems to be developed.

C. Traffic Management Division: The Traffic Management Division shall have five key missions to: improve transport safety, improve the efficiency of city roads, provide timely and accurate real-time traffic information, facilitate cooperative public private partnerships that integrate transportation services and provide customer services directly to the public on the operation of the transportation system.

One of the most important functions of APCR UMTA shall be to coordinate with the various implementing agencies and create a seamless transport management system for APCR Urban Mobility Area. In order to achieve this objective, a centralised and integrated traffic control system is to be operated by the implementing agencies in coordination with the Authority. The Centralised Operation Control Cell may be responsible for the following activities:

- Planning and monitoring of a centralised signalling system for better management of traffic
 - Provision of driver assistance and automation technology
 - On-site assistance for incident management
 - Setting up and operating a web-based user information system and helplines for commuters
 - Implementation of other ITS applications
 - Parking management
- D. **Fund Management Division:** This division will manage all financial matters including management of the UTF, preparation of financial plan, preparation of budget and accounts, etc. This division shall also be responsible for monitoring the expenditures of the implementing agencies, which have been granted funds from the UTF. The list of functions of this division, inter-alia, includes:
- Management of UTF
 - Funding public transport services so as to provide seamless mobility and an integrated public transport system
 - Funding / arranging / recommending / approving funding for urban transport infrastructure in whole or in part, in consultation with the Transport Planning Division
 - Preparation of Transport Investment Programme
 - Maintenance of all financial records and accounts of UMTA
 - Preparation of annual reports, budgets and financial statements of UMTA
 - Monitoring and audit of UTF's utilisation by implementing agencies
 - Performing all such other functions as may be allocated by the CEO time to time
- E. **Corporate Service Division:** This division shall be responsible for providing administrative and human resource support to all divisions of UMTA. Key functions of this division shall be to:
- Prepare human resource and administrative policies
 - Perform all administration and human resource related functions
 - Perform all information technology and communications related functions
 - Prepare annual plans and reports
 - Perform all such other functions as may be allocated by the CEO time to time
- F. **Policy and Technical Support Division:** This division shall conduct capacity building programmes, in addition to research and field studies which facilitate the ability of all the other divisions and urban transport agencies within APCR Urban Mobility Area to take appropriate decisions. It shall also provide technical inputs to all the divisions and shall prepare technical standards and guidelines. This division shall also maintain database of information on activities for which it is responsible. Depending on the functions assigned to UMTA, the database should contain details of projects, funding, public transport routes and services, licenses, etc. Some of the key functions that may be assigned to this division include:

- Providing policy assistance to the GoI, Government of Andhra Pradesh and any local authority or agency in the form of analytical inputs to prepare national/state/local level urban transport policies, standards and guidelines
- Conducting research, studies and awareness about good practices in urban transport
- Maintaining records related to urban transport, including details of projects, services and funding
- Developing, monitoring and reporting performance indicators for urban transport as prescribed by Central and State Governments
- Monitoring and advising on public transport safety
- Undertaking research on innovative sustainable transport solutions and their applicability in APCR Urban Mobility Area at large
- Preparation of standards and guidelines specific to transport engineering or as deemed necessary time to time
- Providing technical inputs and support to other divisions as and when required
- Coordinating with all relevant implementing agencies and supervising project implementation, if required
- Overseeing development and operation of transport systems and facilities
- Reviewing and ensuring project implementation timelines are adhered to
- Supervising and monitoring implementation of projects (by consultants or otherwise)
- Organizing capacity building programmes for staff time to time, in coordination with Corporate Service Division
- Performing all such other functions as may be allocated by the CEO time to time

6.6 UMTA SECRETARIAT

The previous section demonstrated the organizational structure of UMTA, in terms of the divisions functioning under the CEO and the responsibilities of various functions of UMTA. Each of these divisions shall comprise a divisional head, and staff responsible for assisting the divisional heads in implementing UMTA's functions. The UMTA will therefore comprise a full-fledged Secretariat of full-time employees, working under the CEO of UMTA. The following shall be the main functions of the Secretariat:

- Provide technical input to the Governing Board, whenever required, in undertaking strategic decisions;
- Implement and operate the decisions undertaken by the Governing Board;
- Monitor implementation of the commitments under CMP and the Transport Investment Programme through collection, analysis and review of information and data;
- Appoint and engage consultants in providing services for supporting UMTA's operations;
- Provide day-to-day administration and management support to UMTA;
- Organize and keep records of meetings conducted by the Board.

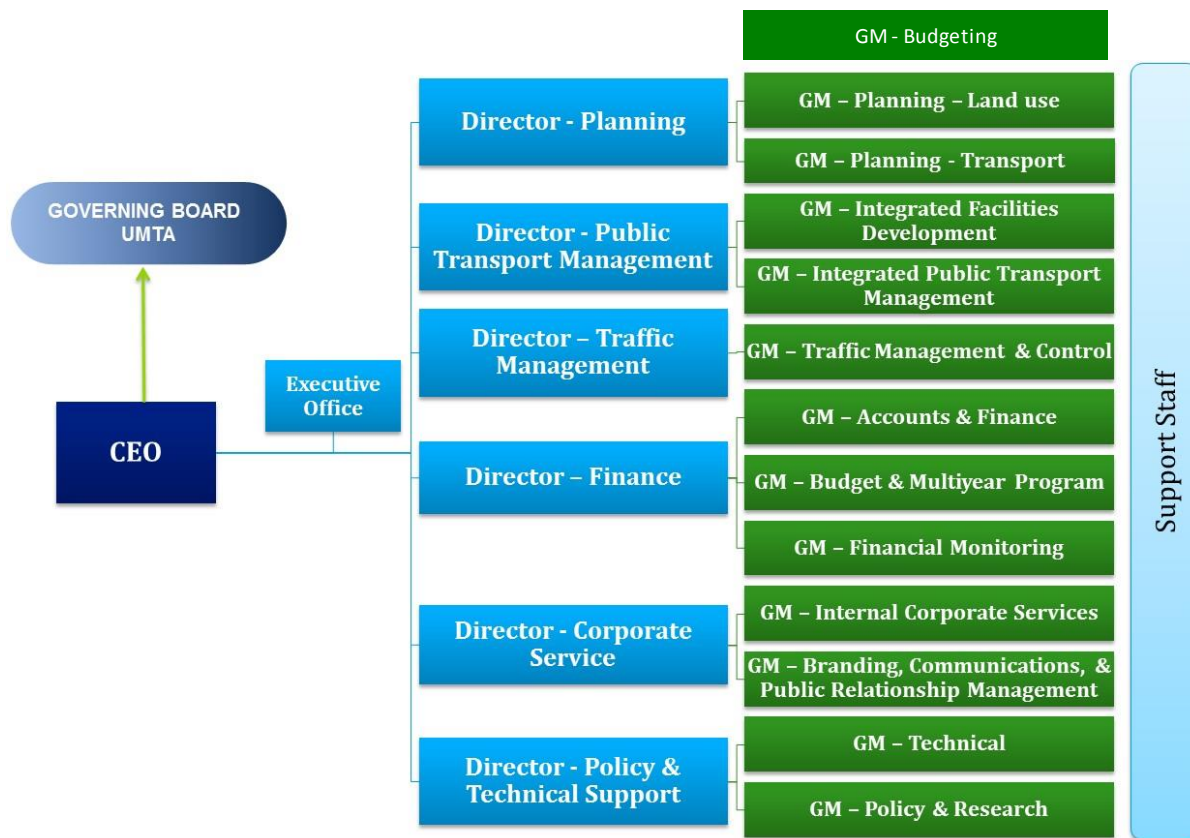
6.6.1 Organisation Staffing

Each of the divisions of UMTA shall be headed by a Director. The Directors will report to the CEO and be responsible for ensuring that all matters of the Governing Board are managed in a systematic, orderly and timely manner, in accordance with the policies and procedures agreed upon by the Board. Each Director will be supported by a minimum of 2-3 staff (or as deemed necessary by the Board for efficient operations of the division) depending on the extent of activities to be performed by the division, which would reflect the size of the city and functions of the respective division. The following chart exhibits details of the team members in each Division of UMTA. All these officials are recommended to be made part of the UMTA core team responsible for smooth functioning of the UMTA. The details of the educational qualifications, roles and responsibilities of these officials have been specified as Templates provided as part of Annexure III to this operations document. Apart from the key professionals outlined in the organizational chart, support staff shall also be appointed for smooth functioning of the Authority.

Some aspects of UMTA's activities, such as UTF's management, accounting, information technology and communications, can be outsourced to service providers. Consultants should be employed for distinct activities such as preparation of the Comprehensive Mobility Plan, development of standards and guidelines, review of proposals and audit of implementation, preparation of contracts, preparation and delivery of awareness campaigns and conducting research. Based on the policy adopted by the UMTA in carrying out these activities, by either outsourcing them or implementing them through in-house staff, the actual quantity and layer of staff should be finalized.

The detailed design of the organisation will also depend on the size of the urban area for which the UMTA is responsible and other local factors. The detailed organisational designs and roles and power of each of the divisions of the UMTA may vary from city to city. The suitable organisational structure can be decided by the CEO in consultation with the UMTA Board. Exhibit 17 illustrates Organisational staffing within UMTA.

Exhibit 17 Organisational staffing within UMTA



6.6.2 Appointment of Secretariat

After finalising the organisational structure of UMTA, the CEO should appoint a head of each division and support professional staff for each division in consultation with the Board. The consultant appointed for handholding assistance will provide assistance to the CEO in recruitment of staff. The number of staff and their necessary qualifications will be determined by the Board in consultation with the CEO. The details of the educational qualifications and roles and responsibilities of these officials have been specified as Templates as part of the Annexure III. Because of the high level of responsibility, the UMTA needs to attract highly experienced, capable, and professional staff for performing its functions in an effective and efficient manner.

It is suggested that the staff of UMTA can comprise permanent employees recruited from the open market, public servants on deputation and contract employees. The staff on deputation can be brought from agencies such as Urban Development Department, Development Authorities, or Transport Department etc. This would not only allow the UMTA to be staffed quickly but also ensure that the staff is repatriated to their parent department, if they are found unsuitable or in case their services are no longer required. Also, the staff on deputation may be given the option of being permanently absorbed in the UMTA, after assessing their performance for a period of two to three years. The recruitment processes to be followed are provided in Chapter 8.

Other staff can be recruited from open market as permanent staff of UMTA. This would build employee stability and loyalty and would ensure an employee base that is dedicated to the functioning of the UMTA.

6.7 DELEGATION OF POWER

The delegation of power shall be exercised in conjunction with delegation of power provided under the UMTA Act and rules and regulations framed under it. The draft UMTA Bill provides that the Governing Board may, by order, delegate any of its powers or duties under the Act or any rule made under it to the CEO, to one or more than one of the officers employed in its Secretariat or to any committee of the Governing Board. Delegation of powers may be broadly categorised into two parts:

- Functional delegation
- Financial delegation

6.7.1 Delegation of Functional Powers to CEO

The Governing Board shall have the right to delegate any of its powers or duties to the CEO or to one or more officials as deemed necessary by the Governing Board. The Board may delegate to the CEO the following functional powers:

- to sign any contract for or on behalf of the Board
- to manage UMTA's functions
- to collect revenues as applicable, on behalf of UMTA
- to discharge debts owed by the Board
- to sign, accept, negotiate, endorse and receive any negotiable instrument on behalf of the Board
- to authorise the disposal of securities of any kind belonging to the Board
- to open and operate current, deposit or credit accounts on behalf of the Board at the bank or financial institution agreed upon with the Board
- any other powers as the Board deems necessary for the efficient control and implementation of the day-to-day business or activities of UMTA

6.7.2 Delegation of Financial Powers to CEO

The Governing Board shall have the right to delegate financial powers to the CEO. The board shall delegate to the CEO the financial power to approve expenses of high value (say up to Rs. 30 crore or as decided by the Board at the time of UMTA's establishment and as updated time to time).

The Board shall establish whether the financial limits proposed within the operations document are reasonable in relation to:

- the current financial position of the Board;
- annual budgets approved;
- prior experience regarding transaction flows within the Authority; and

- future financial prospects of the Authority

The delegation of powers to the executive office members have been provided in the subsequent section.

6.7.3 Delegation of Powers to Executive office members

This section outlines the functional and financial powers delegated to officials in the executive office. Exhibit 18 broadly outlines the powers recommended to be delegated to officials in the Authority.

Exhibit 18 Delegation of powers and functions within UMTA

Designation	Functional Powers	Establishment Powers	Financial Powers
CEO	Reports to the Governing Board Line management for all staff	Full powers for: <ul style="list-style-type: none"> • Promotion related matters • Leave approval • Disciplinary matters • Recruitment related matters Establishment related operational expenses	Up to Rs. 30 crore for approved expenses within the annual budget
Director	Reports to the CEO	Leave approval up to General Manager level Disciplinary matters (along with the CEO) Establishment related operational expenses – up to Rs. 50,000	Up to Rs. 1 crore for approved expenses within the annual budget.
General Manager	Reports to the Director	<ul style="list-style-type: none"> • Leave approval up to support staff level Establishment related operational expenses – up to Rs. 10,000	Up to Rs. 20 lakhs for approved expenses within the annual budget.
Support Staff (At the level of Manager)	Reports to the GM	-	Up to Rs. 10,000 for approved expenses within the annual budget.

The details of the role and responsibilities to be performed by each of the executive officials have been outlined for reference as templates in Annexure III.

6.7.4 Management of Delegations

The delegation of powers shall be reviewed annually by a team selected by the UMTA Board which shall be responsible for proposing changes to the Board for consideration and approval as deemed necessary. The CEO shall be responsible for undertaking the required upgradation process for power delegation.

The original instruments containing the delegations authorised by the Board shall be retained on file by the Director Finance. Both the Director Finance and General Manager Accounts and Finance shall obtain and maintain specimen signatures of the financial authorizing senior officials of the UMTA at all times. All new contracts and any renewal of existing contracts to be signed by the Board shall be authorised by the CEO. The General Manager – Internal Corporate Services shall maintain originals of all contracts.

Disposal of all redundant stores / company assets / fixed assets are to be authorised in writing by a Disposals Committee delegated by the CEO. Where a financial authorising person takes leave or the person is away for a long period, a senior official shall be designated in his/her absence with a written approval of the Board.

6.8 CONCLUSION

This chapter described the process of operationalization of APCR UMTA, with description of various aspects such as the engagement of consultant for handholding support, setting up and mobilisation of Board, procedure for appointment of the CEO and other key professionals, structure of the organization, functions of various divisions, delegation of powers, etc. The next chapter outlines the guidelines for carrying out various functions by APCR UMTA.

7. OPERATIONALIZATION OF FUNCTIONS

7.1 INTRODUCTION

The basic objective behind formation of APCR UMTA is to fill the existing institutional gaps in transport planning and management functions undertaken by multiple agencies within APCR Urban Mobility Area.

In this context, this chapter outlines guidelines for carrying out various functions of UMTA in order to facilitate the smooth functioning of the Authority. Typical work flow charts have been provided for each of the specific function.

7.2 POLICIES, PROGRAMMES, STANDARDS AND GUIDELINES

There exist various policy issues concerning urban transport in APCR. Some of them relate to balancing the supply and demand of various transport services, type of mode share, technologies required for vehicles, types of fuels, split between public and private modes, operation of public transport modes and finally, decisions relating to financing urban transport investments. These policy decisions may be taken across all three tiers of the government (centre/state/local), depending upon which level is better equipped to handle the related financial and technical issues.

Considering the fact that APCR UMTA will oversee the local urban transport needs, it should be in a position to provide expert inputs and insights to all levels of government in developing policies and programmes. In view of this, it has been suggested that UMTA's role in such functions would be to:

- Assist and advise Government of Andhra Pradesh on urban transport matters which would include providing analytical inputs, recommendations, advice and assistance on urban transport policy, standards and guidelines.
- Provide input to Andhra Pradesh Capital Region Development Authority for developing urban transport policies, strategies, standards and guidelines for the urban area in accordance with national and state level policies, standards and guidelines.

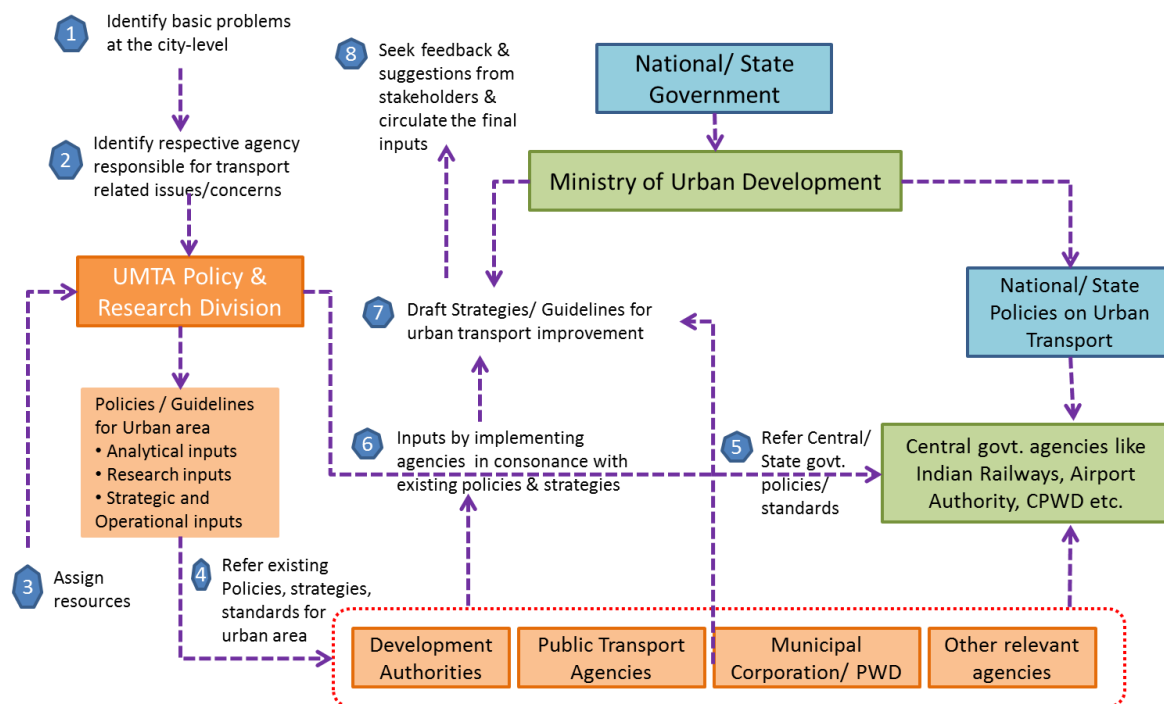
UMTA, through its Policy and Technical Support Division, would carry out the activities required to implement these functions.

7.2.1 Guidelines for providing inputs in urban transport policy, standards and guidelines

The process of developing public policy is an activity that generally involves research, analysis, consultation and synthesis of information to produce recommendations. UMTA's Policy and Technical Support Division in coordination with the respective implementing agencies shall be responsible for providing inputs to Central Government, Government of Andhra Pradesh and APCR for preparation of urban transport policy for APCR Urban Mobility Area. The guidelines for providing inputs in urban transport policy and standards are highlighted in Exhibit 19. The inputs provided by the UMTA should, inter-alia, include:

- ✓ **Analytical inputs:** UMTA shall provide practical and relevant analytical inputs based on deep analysis. For example, it could provide inputs on costs incurred in management of parking infrastructure, revenue potential from infrastructure used for advertising, etc.
- ✓ **Research Inputs:** UMTA shall carry out any research exercise that it has undertaken by itself or has been requested by Government of Andhra Pradesh or any central level agency for the preparation of urban transport policies, standards and guidelines. For example, UMTA may provide research inputs on traffic management related issues, use of information technology in urban transport, etc.
- ✓ **Strategic and Operational Inputs:** UMTA may also provide strategic inputs in overall improvement of urban transport in APCR. For example, it may provide inputs on applicability and feasibility of congestion charges scheme. Further, UMTA may provide inputs on identifying innovative sources of funding for urban transport.

Exhibit 19 Process flow chart for providing inputs to urban transport policy, standards and guidelines



Hence, as per the above depicted flow chart, UMTA’s Policy and Technical Support Division will be responsible for preparation of Urban transport policies and standards for urban areas as deemed necessary by Government of Andhra Pradesh time to time. The steps involved in carrying out the activities as illustrated in the flow chart are described below:

Step 1: The first and foremost step in the provision of policy recommendations shall be identifying the problem at hand, and defining it clearly. It is important to distinguish the repercussions of the problem from the actual problem. For example, APCR may face heavy congestion, which may be a symptom of a number of issues such as: lack of enforcement of traffic discipline, insufficient availability of public transport, etc.

Step 2: Following problem identification, UMTA shall determine the nature of the problem. Increasingly, urban transport issues and solutions to them are multi-faceted and multi-layered, often involving more than one department and level of government. Due to the cross cutting nature of these problems, UMTA would need to identify the department which was involved in developing the policy or is capable of addressing the challenge at hand.

Step 3: Following this, UMTA shall deploy suitable resources in the form of policy advisors and provide them with the required infrastructure (such as information technology support, access to database, research studies, etc.). It is noteworthy to point out that UMTA may exercise the option of outsourcing any of these activities to a consultant with a clear set of terms of reference.

Step 4: UMTA may refer to existing policies and guidelines that have been prepared for its jurisdiction. This is important because:

- i. It ensures that the UMTA does not work towards developing policies/standards/guidelines that already exist;
- ii. It allows undertaking activities for improvement of existing policies, standards and guidelines to ensure that functional and institutional gaps and overlaps are addressed. For example, the safety guidelines for operating a bus may be available for at certain instances. In such a scenario UMTA should focus on building guidelines as to how a bus should function on a corridor.

Step 5: The next step shall be to seek inputs of other agencies (including implementing agencies, public transport operators and other planning agencies) on urban transport policies, standards and guidelines. These inputs will help in understanding the perspectives of such agencies and in preparing practical and appropriate policies, standards and guidelines.

Along with the above mentioned steps, UMTA may conduct its own research studies and reviews of best practices.

Step 6: Based on its experience, review of already existing works and inputs solicited from other agencies, UMTA shall draft its inputs on different policies, standards and guidelines. It shall also develop performance indicators, wherever applicable. This could be used by central, state and local levels of government for improvement of urban transport.

At the same time, UMTA may provide necessary inputs on reviewing and updating existing policies and strategies to reflect new directions and changing circumstances.

Step 7: Once the draft inputs have been prepared, they may be further strengthened by taking feedback and suggestions from different stakeholders. The finalised inputs may be then circulated to relevant agencies.

It is advised that UMTA may refer to the document - “A Guide to Policy Development”, Office of the Auditor General, Manitoba, 2003 – for carrying out the above mentioned function.

7.3 COMPREHENSIVE MOBILITY PLAN

One of the prime functions of UMTA is the preparation of a Comprehensive Mobility Plan (CMP) for APCR’s Urban Mobility Area. The CMP shall act as a macro-level plan and a vision statement,

which shall determine the direction in which the transport system of the urban area will grow. It shall focus on achieving a desirable accessibility and mobility pattern for people and goods within UMTA's jurisdiction and shall integrate land-use and transport planning processes to meet the mobility needs of the urban area. It shall aim at developing sustainable urban transport strategies for providing a safe, secure, efficient, reliable and seamlessly connected urban transport system that supports and enhances economic, social and environmental stability. Hence, as identified in Chapter 4, the preparation of a Comprehensive Mobility Plan is one of the prime functions of UMTA. The salient features of CMP are detailed in Exhibit 20.

Exhibit 20 Salient features of CMP

Main features of a CMP

- Encourages efficient and inclusive transport modes such as public transport and non-motorized modes
- Prioritizes mobility for all socio-economic groups and genders, by identifying the socio-economic background of different groups and their travel patterns
- Ensures provision of a recognized and effective platform for integrating land-use and transport planning
- Plans for integration of all public transport systems for seamless mobility of people and goods
- Focuses on the optimization of passenger as well as goods transport
- Addresses impacts of transport on air quality, safety and social aspects

The Comprehensive Mobility Plan for APCR Urban Mobility Area will be in accordance with the NUTP guidelines, including public transportation and non-motorised transportation in conjunction with the area development plan. The CMP would differ from conventional transport plans on at least two counts:

- a. It shall adopt a scientific approach towards understanding the mobility needs of people, and optimize networks designs so as to better utilize the available transport infrastructure and improve public infrastructure, and non-motorized transport facilities within its jurisdiction.
- b. The CMP should aim at integrating land-use and transport planning. Since land-use planning heavily influences the travel patterns of citizens, CMP shall scrutinize the land-use patterns from the perspective of developing urban transport. For example, in achieving Transit-Oriented-Development (TOD) and reducing reliance on private vehicles, the CMP shall integrate commercial and residential area development with mass transit development.

Exhibit 21 Details the transport master plan implemented in Boulder, Colorado.

Exhibit 21 Case study- Boulder, Colorado

Boulder's Transport Master Plan, Colorado

Transport Master Plan or TMP was first adopted by the city of Boulder in 1989 with a vision to create a safe, convenient and sustainable transportation system. The five prime areas of focus of TMP are:

1. TDM (Transportation Demand Management) - TDM provides a suitable and accessible system to increase the use of public transport and manage the same with respect to the demand. Several TDM strategies have been implemented. For example, distribution of Eco Pass (annual bus pass), van-pooling assistance, developing a toolkit to assist developers and employers in transport operations, etc.
2. Complete Streets - It aims at planning an infrastructure design to accommodate all modes of transportation. A Complete Street Transit action plan was formulated in 2014 to improve the bus rapid transit system, expand bike capacity, support regional flex service, etc.
3. Funding - TMP focuses on creating a sustainable funding model that focuses on judicious spending. 84% of the total funding is used in basic maintenance and operations.
4. Sustainability - Apart from planning travel and improving accessibility, TMP also aims at reducing greenhouse emissions arising from transportation and improving the liveability of the neighbourhoods by integrating transport planning.
5. Regional Travel – Under TMP, the city works with various regional agencies to provide assortment of multi-modal transport and improve regional travel. The management includes that of 250,000 vehicles that commute in and out of Boulder every day.

Key Outcomes – More than 250,000 vehicles commute in and out of Boulder every day. Since TMP's formation, the use of local transit route has increased by 300%. The use of bus in Boulder is twice the national average.

Relevance to the Indian context – The use of a CMP can bring substantial changes in transportation planning of a city. It can help in TOD and improve the liveability for residents as was the case with TMP.

The following sections highlight some of the broad guidelines and components of CMP, which shall act as guidelines in preparing CMP.³

7.3.1 Guidelines to development of a CMP

The successful development of a CMP would require collaboration between various levels of government, stakeholders and APCR at large. It should give consideration for all modes of transport plying within APCR, and focus on their interconnectivity. The key steps to be followed during preparation of CMP would include the following:

Step 1: Understanding the city

The first task shall be to fully identify the planning area, land-use distribution and mobility patterns within APCR so as to understand the mobility needs of the people. This can be done by administering surveys and studies to review the socio-characteristics and demographic profile of the city, using the following indicators:

- Spatial distribution of population
- Population growth rates
- Population density

³ For detailed guidelines, refer to CMP Revised Toolkit, 2014

- Sex ratio
- Literacy level
- Employment structure
- Economic profile of APCR

Step 2: Identifying issues and challenges

The existing transport system in APCR shall be assessed and reviewed to understand where it currently stands, how the transport system is used, and what are the major roadblocks and challenges being faced by it. The review of the existing urban transport scenario would include review of:

- Land-use pattern
- Existing transport infrastructure including inland waterways
- Public transport system
- Traffic movement pattern (including urban goods/ freight movement)
- Traffic safety and enforcement
- Growth in vehicle registration
- Institutional and financial framework
- Environment and social situation

The current scenario in urban transport can be ascertained by administering primary transport demand surveys such as:

- Traffic volume count survey
- Origin-destination survey (household O-D, roadside O-D)
- Turning movement survey at intersection
- Occupancy survey
- On and off-street parking survey
- Road network inventory survey
- Passenger terminal inventory survey
- Speed flow survey
- Bus Transport: Boarding/ Alighting survey
- Bus passenger user survey
- Other Public Transport Modes: Boarding/ Alighting survey
- Other Public Transport Modes: User survey
- Intermediate Public Transport: User survey
- Intermediate Public Transport: Operator Survey
- Goods Focal Point – Entry exit survey
- Goods Focal Point – Parking survey
- Goods Focal Point – Vehicle operator survey
- Establishment survey
- Work place survey
- Floating vehicle population survey
- Home interview survey

Step 3: Outlining a vision for CMP

A strategic vision would need to be concerted to guide the overall planning process for preparation of CMP. This vision should be based on the specific needs of APCR, and should aim at maximizing benefits for the community rather than simply planning a more efficient transport system.

Examples of the CMP vision can be:

- Seamless inter-modal transfer and single travel experience to the commuter by connecting various transportation modes including non-motorised transport in a safe, comfortable, secure and timely manner.
- To evolve an integrated transportation system that contributes to the city's productivity and improves quality of life with minimal environmental impact.
- To achieve a sustainable transport system in the city that achieves and balances social, economic and environmental objectives.

Step 4: Set objectives and strategic targets

CMP should set specific objectives driven by APCR's travel patterns. The objectives should reflect the vision set, and have support from the elected representatives of the local government. Targets should be aligned with objectives and should provide a benchmark for measuring achievement.

Step 5: Integration with Land-Use Plan

It is imperative that the CMP be integrated with the existing land-use plan of the city for minimizing the gap in travel demand and supply. In the process of integration, the CMP reviews the future land-use patterns from the mobility optimization point of view and selects a preferred pattern of land-use/transport integration if necessary. In view of this, section 7.3.2 provides the guidelines of integrating the land-use plan and the comprehensive mobility plan.

Step 6: Predicting future scenarios

Based on the data collected and the vision and objectives specified, a likely future scenario should be predicted with a 'business as usual' approach and a 'desired' approach. This would enable the identification of gaps between current and likely future situations, considering where the transport system stands today, and which direction it is envisaged to go in the near short, medium and long term. This stage would involve preparation of model for planning, including:

- Trip generation model
 - Trip production model
 - Trip attraction model
- Trip distribution model
- Mode choice model
- Traffic assignment model

After having identified the gaps between existing and future scenarios, it should be possible to identify the areas that need intervention to change the status quo.

Step 7: Ascertaining future funding provisions

Prior to developing strategies for urban transport which meet the predicted desirable scenarios, it is important to ascertain funding sources that meet the potential propositions. Even though it is true that funding sources vary time to time, depending on the state of the economy of APCR, the political agenda, etc. an attempt should be made to predict the funding provisions that will be available in the short, medium and long term, so as to set a fund estimate in the process of planning. This process would involve seeking inputs from the Finance and Transport Departments of the Government of Andhra Pradesh as well as Central Government's departments and agencies which provide funding programmes for transport and infrastructure development.

During this step, as well as the next, it is important to explore the potential viability for private sector partnerships, especially when there are clearly-identifiable benefits which can be attributed to the private sector.

Step 8: Designing mobility improvement strategies

Strategies for a sustainable and desirable future transport system should be identified in a realistic and achievable time frame. Strategies should include plans and proposals pertaining to the following:

- Integration of land-use and transport planning
- Travel demand management and inducing behavioural changes to alternate transport options apart from private cars
- TOD proposals and congestion management
- Public transport improvement plan, including more efficient use and rehabilitation of existing transport infrastructure capacity
- Street design and street classification system with the aim of achieving better urban design for promoting and integrating non-motorised facilities
- Development of complete road proposals, including:
 - Route alignment plans
 - Network improvement
 - Pedestrian network plan
 - Dedicated bicycle network plan
- Parking plan and management strategy, not only for cars, but for other modes
- Freight movement plan
- Passenger/goods terminal proposals for nodal points
- Last mile connectivity and inter-modal facilities
- Signage and way finding plans
- Disabled-friendly transport plan
- Low emission plan

Each strategy should involve multiple actions that may be aligned to the relevant strategy and to achieving the stated objectives.

Step 9: Prioritizing strategies and programmes

It is imperative that strategies and actions are prioritized into short, medium and long term, to guide implementation. Therefore, the planning process should involve a cost and benefit analysis of each strategy and action to assess its positives and negatives. The economic analysis and prioritization framework has been discussed in detailed in subsequent sections.

Key Outputs of CMP

- Develop a short term action plan (0-5 years horizon) for addressing critical traffic issues within APCR.
- Collection/ update of household, land-use, and travel demand data.
- Formulation of transport strategy for APCR.
- Formulation of proposals for transit-oriented development and integration of all public transport systems within APCR.
- Identification of a phased programme of transport investments proposals.
- Formulation of proposals for future expansion of public transport systems.
- Propose project prioritization plan.

Step 10: Developing an implementation programme

The prioritized strategies and their corresponding actions should be packed into an implementation programme clearly specifying roles, responsibilities and delivery timelines of implementing agencies. The implementation programme should include the following:

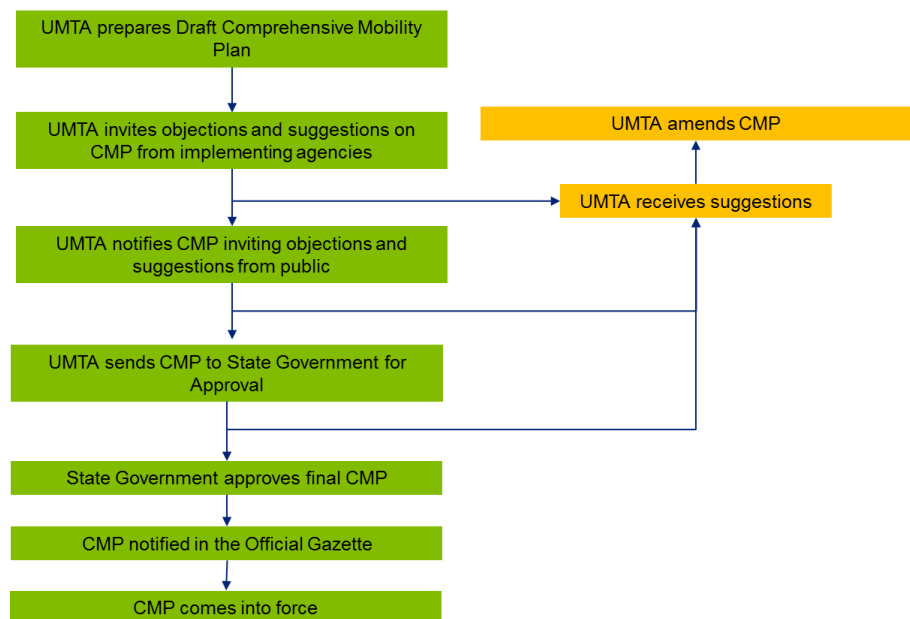
- Implementation strategy of the selected plan
 - Short term plan
 - Medium term plan
 - Long term plan

- Corridors for MRTS (rail and road)
- Redevelopment of existing urban areas
- Local area plans
- Street redevelopment programme

Step 11: Obtaining Approval

After the CMP has been prepared, UMTA shall be required to organise a review meeting and present it before the CEO and the Governing Board for approval. All necessary comments/suggestions provided by the Governing Board should be incorporated in the CMP report. Post this, UMTA shall invite implementing agencies and public from making suggestions in the CMP, and finally send it to the State Government for final approval. The process of CMP approval has been highlighted in Exhibit 22.

Exhibit 22 Process of CMP approval



Step 12: Reviewing Outcomes Post CMP Preparation

The implementation processes should be reviewed regularly and priorities should be adjusted to achieve proposed objectives.

Exhibit 23 Key consideration while reviewing the CMP

A review of the CMP during the planning process and post implementation should answer the following questions:

- Are the vision and objectives set earlier in the CMP still relevant, given the dynamic social and economic environment of the city?
- What have been the results and outcomes of the CMP? Were these outcomes originally intended?
- Has the CMP fulfilled expectations of all concerned stakeholders?
- How can the results of the CMP be improved through revisions?

During the process of CMP preparation, UMTA should solicit suggestions and feedback from the implementing agencies and relevant stakeholders and discuss them at length internally with its divisional heads. The CMP shall be prepared after considering each of these comments and suggestions. The key considerations while reviewing the CMP are highlighted in Exhibit 23.

The following sections discuss in detail, some elements of the CMP, which would be central to its preparation.

Responsibility for CMP preparation/revision

UMTA shall be solely responsible for the preparation of Comprehensive Mobility Plan for the area under its jurisdiction. Considering the volume of work involved in preparing a CMP, UMTA may hire a consultant for successfully carrying out the task. Since UMTA shall be solely responsible for the document, it should closely coordinate with the consultants towards preparation of CMP.

For detailed key tasks and survey information for preparation of CMP, the UMTA should refer to the Revised CMP toolkit issued by MoUD, GoI. The UMTA staff/consultants deployed to develop the CMP should be required to detail out the CMP document based on the guidelines specified in the Revised CMP toolkit 2014.

Geographical Coverage

The geographical coverage/planning area of the CMP will be APCR Urban Mobility Area as defined by the UMTA. It is recommended that the planning area of CMP be synchronized with the planning area of the land-use plan/regional plan for integrated planning.

In case any of existing Gram Panchayats, Municipalities and Municipal Corporations within the capital region does not have a land-use plan, then the CMP becomes the starting point in defining their urban agglomeration limits and shall constitute the planning area of the CMP. It is also important to note that the future growth of the capital region along in terms of geographical limits will be influenced by development of transport corridors that the CMP prescribes, just like it is influenced by commercial and residential development that the land-use plan prescribes.

Therefore, the planning area may be revised and extended in line with revisions prescribed in the land-use plan.

Planning Horizon

The CMP is a macro-level strategic document that proposes investments in the transport sector with long term impacts on climate change and other issues. Since, the mobility plan implementation shall have long term impacts, the planning horizon for the CMP should be at least 20 years. Considering a 20 year time period, the project prioritisation for the CMP is recommended to be divided in the following manner:

- Short-term: 0-5 years
- Medium-term: 5-10 years
- Long-term: 10-20 years

Since the transportation network of a city has an intrinsic relationship with the city's land-use pattern, the planning horizon of the CMP should be synchronized with that of the Land-use Plan so that planning and implementation of both the plans may be carried out in a coordinated manner.

Revision Horizon

It is recommended that the CMP document and project prioritisation plan be reviewed by the UMTA Governing Board in a timely manner, as prescribed by the Government of Andhra Pradesh. This shall essentially entail planning for the prioritised projects in the CMP that should be implemented. The review of CMP should be finalized after due consideration of and integration with the revised land-use plan.

7.3.2 Relationship between Land-Use Plan and CMP

The land-use plan or master plan is a long term statutory document for guiding and regulating the prospective growth and development of APCR. It is predominantly based on the components of population growth, infrastructure requirement, region's growth pattern and existing land-use. In the case of APCR, it is prepared by APCRDA which has assessed the total land requirement for various purposes for the horizon year 2050.

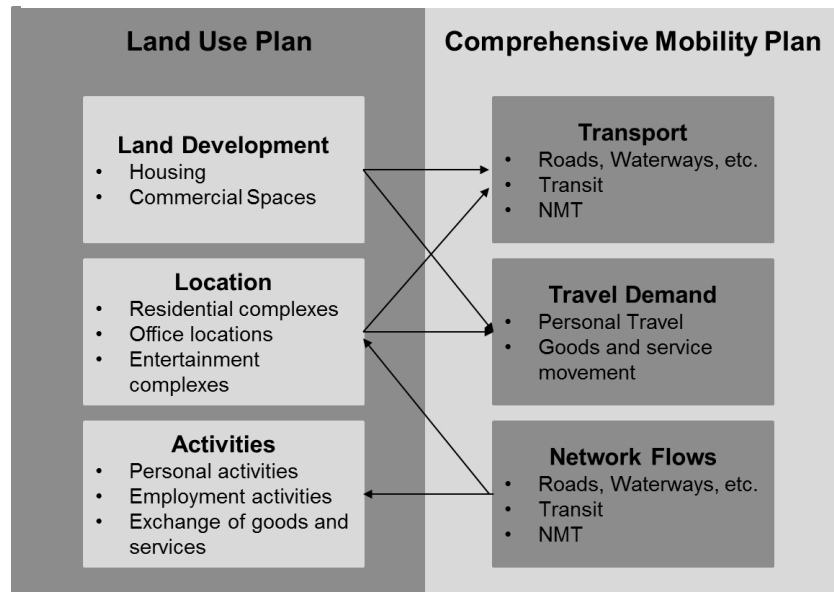
It is important to understand that there exists a direct two-way relationship between land-use and transport planning.

- The nature of an urban area, including its population density and the mix of residential, commercial and industrial properties, has a lasting influence on the amount and type of transit journeys to and from a location.
- At the same time, the magnitude of access provided by a transport service has an impact on the demand for and use of land located in proximity to that transport service.

Different transit modes can have varied impacts on land-use patterns. For example, public transit modes with heavy infrastructure needs such as heavy and light rail are likely to encourage increased density and consequently, particular types of land-use in their vicinity. In contrast, bus routes which do not require fixed infrastructure, may have different land-use outcomes characterised by low density.

Given the profound relationship between land-use

Exhibit 24 Relationship between land-use plan and CMP



and transport, the prime requirement in urban planning is that land-use and transport are planned in an integrated manner in order to minimize the transport demand-supply gap and fulfilling this requirement will be one of the prime functions of APCR UMTA. In this process of integration, the CMP shall review the future land-use patterns as projected by the Town and Country Planning Department, Government of Andhra Pradesh from the mobility optimization point of view and select a suitable pattern of land-use and transport integration if necessary. The relationship between the land-use plan and the CMP is illustrated in Exhibit 24.

Guidelines to Integration of Land-Use Plan and CMP

The process of integrating the land-use and transport plan may be undertaken after assessment of the current transport scenarios, prediction of the likely future scenarios, but before the formulation of urban transport strategies. The following are guidelines for undertaking in integration of CMP with the land-use plan⁴:

Step 1: Deploy persons to initiate the process of integration

The UMTA may hire a consultant, or form a committee of its own staff, responsible for integrating the CMP of APCR with the land-use plan of one or more urban local bodies.⁵

Step 2: Review all previous land-use plans/ -development plans for the urban area

The next step should be to review and assess in detail all previous plans pertaining to land-use

⁴ Refer to Handbook on Integrating Land-Use Considerations into Transportation Projects to Address Induced Growth, 2005 for methods for integrating land-use and transport planning.

⁵ During the process of integration, UMTA is envisaged to work alongside the land-use planning agencies (either in the form of periodic consultations, or deputizing urban planners from different departments for the process of integration).

of the particular urban area⁶. In case of APCR, the Development Plan for APCR 2050 should be thoroughly studied and serve as an input to the CMP preparation. Assessments of existing/proposed land-use changes are necessary for three main reasons:

- To predict the future land-use to be expected in the absence of any investments or policy changes.
- To assess the impact on land-use attributable to specific infrastructure construction or expansion in the past.
- To assess land-use impacts attributable to changes in transportation policy changes (e.g., pricing or parking policies).

Further, this step should also involve assembling data that will be necessary to conduct the analysis. Existing database, surveys, statistical trend analysis, remote sensing technology, and GIS are likely to be required for carrying out analysis.

Step 3: Establish assumptions for the future

This step involves determining anticipated changes in regulatory or economic policies, which will have impact on future land-use. This step may require discussions with regulatory practitioners and policy makers.

Step 4: Estimate APCR's population and employment growth

This step shall identify employment of local population and employment trends; broader state and national level economic and industry trends; and economic forecasting models in order to establish future population and employment trends for various scenarios.

Step 5: Identify land with potential for development

This step shall identify undeveloped and underdeveloped land and, in combination with environmental restrictions and zoning regulations, quantifies land available to absorb future growth.

Step 6: Assign population and employment to specific locations

This step shall use land availability, the cost of development, and the attractiveness of various areas to estimate the amount and type of growth that will occur in each area. This stage may require expert interviews and discussions, statistical trend analysis, and/or integrated transportation and land-use models.

⁶ In places where the UMTA jurisdiction extends over more than one urban local body, the land-use plans for each of these urban areas need to be considered and integrated in the CMP preparation process.

Step 7: Provide recommendations for revising the land-use plan to incorporate the CMP

UMTA should also provide recommendations on preparation/ revision of APCR’s land-use plan, in order to incorporate the component of transport planning undertaken in the CMP.

Exhibit 25 Process flow chart of integration of land-use and CMP

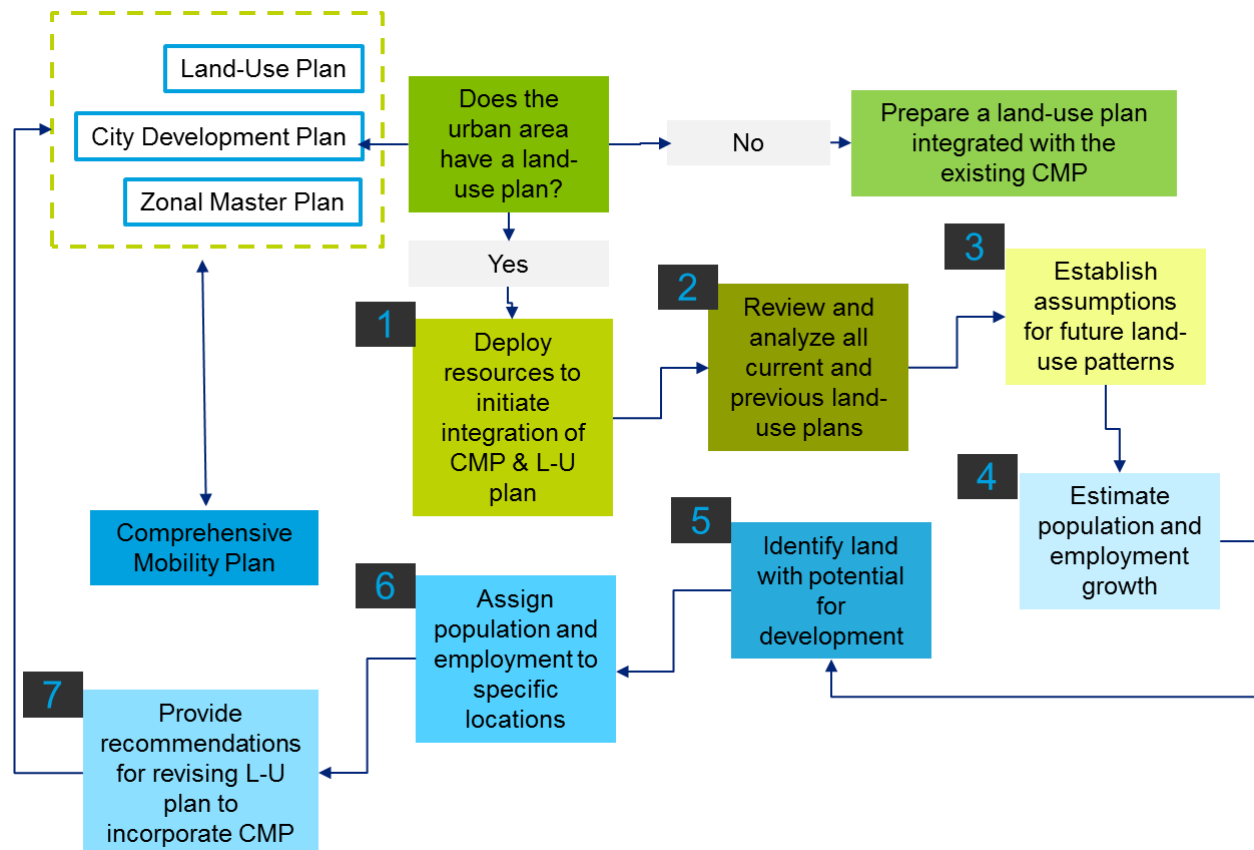


Exhibit 25 displays a process flow chart for the integration of the land-use plan and the CMP.

The recommendations should essentially strive to achieve the following:

- Functional cohesion of land-use and transport structure in the urban area. While planning for the city, it needs to be ensured that all areas are properly accessible and well connected.
- The land-use plan should ensure that the transport network, existing as well as proposed is well integrated with the spatial framework of the city and accordingly plan for the land-uses along major transport corridors.
- The land-use plan should strive for sustainable land-use options through land-use plans which minimises the need to travel.

Consideration of these aspects while preparation/revision of the land-use plan are of prime importance and should be taken up as prime responsibilities by Department of Town and Country

Planning Authorities, Government of Andhra Pradesh. The Government of Andhra Pradesh should be sensitized about the importance of these incorporations in the process of land-use plan revision/ preparation. The procedure for change in land-use plan shall be based on the Act prescribed by APCR Development Authority. Change in the existing land-use plan is possible in case the Authority opines that such changes do not affect important alterations in the character of the plan and which do not relate to the extent of land-users or population density. The broad procedure undertaken for modification of land-use from that specified in the Master/Development Plan to be undertaken by APCR Development Authority is provided in Exhibit 26.

Exhibit 26 process flow chart of modifying land-use plan

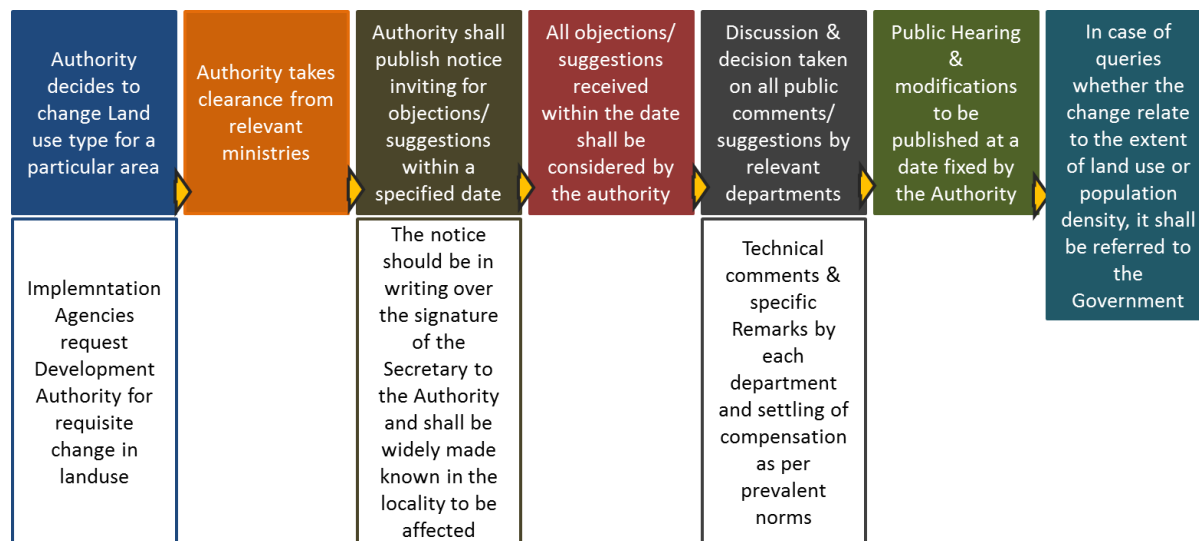


Exhibit 27 Case study- Singapore

Land-Use and Transport Integration in Singapore

Land-use and transport planning in Singapore is facilitated by two agencies: Urban Redevelopment Authority (URA) and Land Transport Authority (LTA), respectively. URA prepares long term strategic plans, known as **Concept Plans**, which represent a successful example of integrated strategic planning. The Concept Plan lays out the vision for development over at least a 20 year horizon, and the key actions to achieve the vision. It shows the main land uses (residential, commercial and industrial) and the MRT and main road networks.

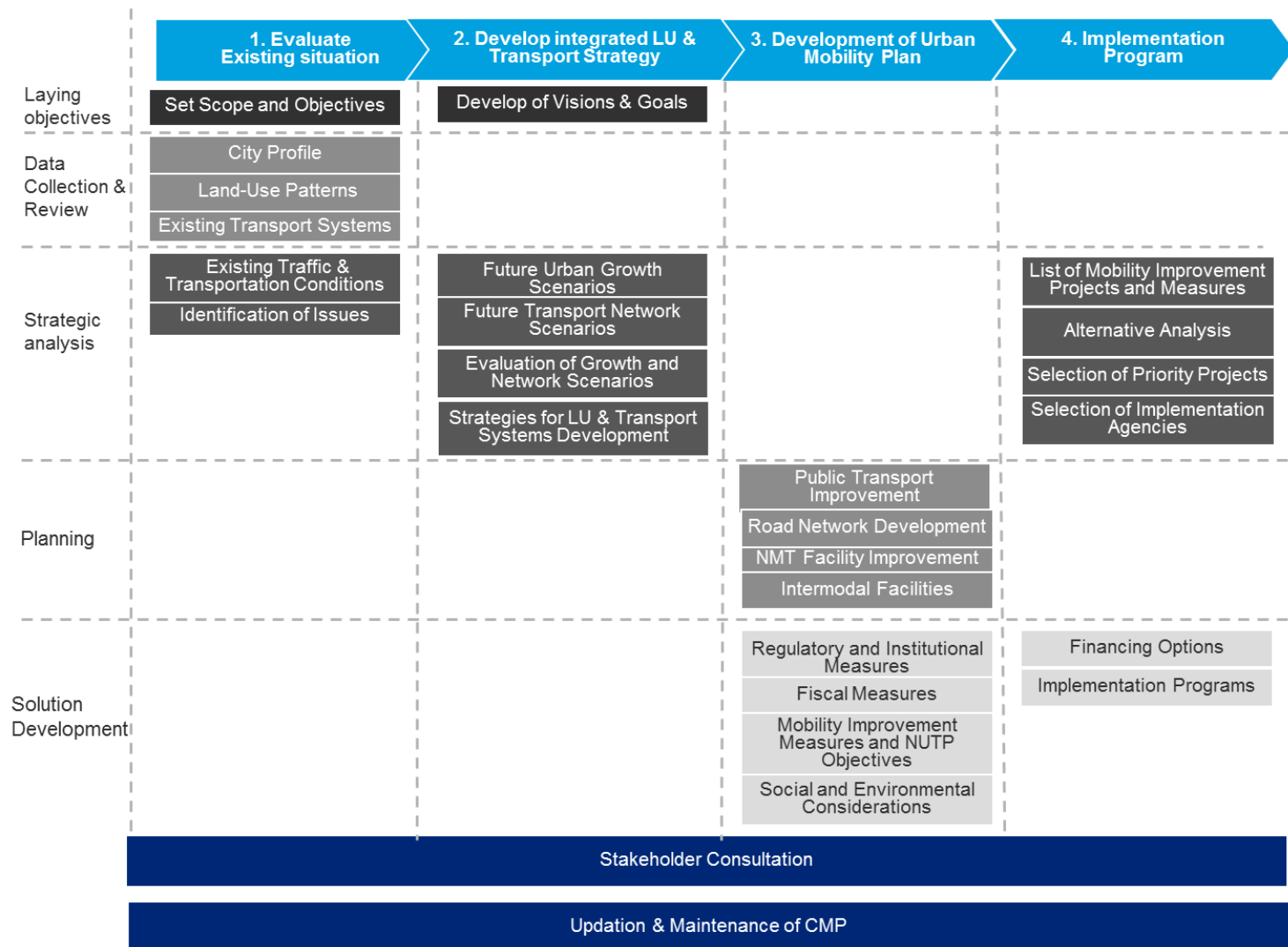
The Concept Plan is not a statutory plan, but provides the framework for the preparation (also by the URA) of statutory land-use plans – known as Development Guide Plans (DGPs), which together form what is known as the Master Plan. Further, the Concept Plans incorporate transport policies and the major transport infrastructure networks and facilities, and provide the framework for the formulation and implementation of more detailed transport strategies, policies and programmes by the LTA in support of the Concept Plans. The Concept Plans, therefore, cover aspirations that the community wants to achieve, and confronts major strategic trade-offs and dilemmas. The DGP and the Transport Plans (TPs) take the Concept Plans as a starting point and provide the details of how the aspirations are to be achieved. The operational plans, which are further detailed plans prepared by implementing agencies

(Housing and Development Board and Jurong Town Corporation) then bring the Concept Plans to fruition. It can be argued that the relative absence of departmental silos and use of cross-agency committees make a great contribution to integration of government policy formulation and decision making in Singapore. This can be replicated for the Indian case, given the will of technical staff and leadership.

Exhibit 27 presents a case study on Land-use and transport integration in Singapore. Exhibit 28 displays the CMP preparation process.

Exhibit 28 CMP Preparation process

CMP PREPARATION PROCESS



7.3.3 Stakeholder Consultation

It is important for the preparation of the CMP to be an inclusive process, and to involve key stakeholders including various beneficiary groups at the time of preparation, to achieve a shared understanding of the future urban transport system in APCR. Therefore, continuous consultations with the identified key stakeholders shall be an important task in the CMP preparation, implementation and review stages. The key stakeholders in CMP preparation process shall include the following:

- i. Government bodies like Municipal Corporation, Development Authorities, Public Works Departments, Traffic Police, Transport Department, Environment Pollution Control Authority, Transport Corporations like APSRTC etc.
- ii. Central Government agencies like NHAI, Indian Railways, etc.
- iii. Elected representatives from existing Gram Panchayats, Municipalities and Municipal Corporations within the capital region.
- iv. Experts in the field of transport from academic institutes and research bodies and Consultants or practitioners in the field.
- v. Non-governmental organisations/ civil society organisations
- vi. Operators like auto rickshaw unions, private bus operators, or informal operators
- vii. Organized user and beneficiary representative groups

It is important to work with the key stakeholders identified above individually and collectively, as they have extensive ground experience of working in the region and would be crucial in understanding the existing scenario for CMP preparation.

Consultations could take the form of surveys, meetings or workshops, so as to identify key transport issues and to test the likely effects of various strategies in addressing them. Further, divergent perspectives on key issues needs to be articulated and discussed more through stakeholder discussions and meetings. Further, public consultations/ workshops may also be conducted if deemed necessary by the UMTA board. Following are the key guiding principles for stakeholder consultations⁷:

- Policy-making should be inclusive and should take into account views of stakeholders. Public officers should see inherent value in stakeholder feedback.
- The outcome of consultation should not be pre-determined.

Why consult stakeholders?

- Understand stakeholder/public sentiment and the ground situation
- Provide a channel for stakeholders to be heard and enable greater participation in the policy development process
- Gather diverse views and insights from stakeholders/public
- Ascertain feasibility of intended policy change or new initiative
- Obtain buy-in from stakeholders by seeking their contribution to the policies/initiatives to be implemented
- Mitigate or find resolutions to opposing interests to prevent conflicting views at implementation stage
- Couch appropriate public communication messages, particularly for controversial or contentious issues.

⁷ Refer to Public Consultation Toolkit, Ministry of the Information, Communications and the Arts (MICA), Singapore, 2010

- Consultations should involve a fair representation of all stakeholders who are affected, interested and/or can contribute to the policy development process.
- Modes of consultation should be carefully considered and selected to reach out to the relevant stakeholders and gather the appropriate types of information.
- The consultation process should be conducted in a transparent, consistent, structured and timely manner. Sufficient time should be given to those being consulted to understand and respond to an issue.
- Consultation materials should provide sufficient background information that is clear and easily understandable by participants.
- The scope and parameters of the consultation should be clear to the participants to set the right expectations. Participants should be provided with a clear understanding of how their inputs will be sought and managed.
- UMTA should be responsive and follow through with stakeholders on how their feedback was considered and the extent of its impact on the policy in a constructive manner.
- UMTA should ensure that the consultation process is mutually respectful, non-discriminatory and equitable, regardless of gender, race, age, educational levels or religious beliefs.

Exhibit 29 Case Study- Master Plan consultations, Singapore

Public Consultations for URA Master Plan 2008

Urban Redevelopment Authority (URA), Singapore, prepared a master plan in 2008 to guide Singapore's physical development over the next 10 to 15 years, of which public consultation and stakeholder engagement were integral components. During the preparation stage, URA conducted dialogues with key stakeholders such as architects, developers, business organisations, non-governmental organisations, academicians and the community. The dialogues allowed the plans to be detailed out to the stakeholders and for them to give URA feedback on the proposals. Based on the input received, URA refined the proposals for the public exhibition. Following this, the draft version of the plan was exhibited to obtain public feedback. This entailed virtual plans and videos being uploaded on URA's website and physical plans, scaled models and videos being exhibited at the URA Centre.

Over 185,000 people viewed the draft plan at the URA Centre and the website and 300 written feedback forms were received on the plan. Based on this input, the master plan was refined and improvised further before being gazetted.

In order to further increase public awareness, URA developed an exhibition of its Master Plan 2008 in eight heartland malls, thereby educating the public of the plan and key proposals and informed the wider populace of changes that would take place in their neighbourhoods. They also allowed the public to provide meaningful feedback on the upcoming developments.

Public consultations for the URA Master Plan of Singapore are discussed in Exhibit 29.

7.3.4 Economic Analysis and Project Prioritization

The CMP for APCR would comprise a number of strategies which would be broken down into projects that would drive the investment plans for urban transport in the long, medium and short term. Undertaking a thorough economic analysis to check for the viability of the identified strategies and projects and prioritizing them, therefore, becomes imperative before embarking on programs with such long gestation and high investment levels. Some of the projects identified by the CMP that would require prioritization could related to the following:

- Road improvement by way of strengthening and widening
- Construction of new roads
- Construction of bypasses, freeways and expressways
- Developing metro corridors
- Developing, improving, upgrading and extending MRTS and BRTS corridors
- Improving junctions
- Constructing and improving pedestrian footpaths
- Constructing and improving subways/ foot over bridges/ road signage/ cycle tracks/ ramps, etc.
- Traffic management
- Improving parking facilities
- Constructing terminals integrating different modes

Framework for Economic Analysis

In order to understand the feasibility and viability of each project, its costs, benefits and impacts need to be ascertained.

Benefits and impacts associated with a project can be compared with a scenario where the project is not undertaken. The benefits can then be assessed as follows:

- The savings in travel time due to reduced congestion and better speeds.
- Environmental benefits realised due to reduced traffic congestion and fuel consumption. The savings in vehicle operating cost and maintenance cost due to a more efficient transport network that has resulted because of the project. The projects impact on facilitating a modal shift may also be measured.

Once the benefits have been assessed, the project costs for construction of transport corridors, etc. may be computed. These costs will include both capital and maintenance costs. For example, for road-based infrastructure, maintenance cost can be computed as a percentage of construction cost per year for both routine and periodic maintenance. To estimate the environmental costs, the amount of fuel consumed by vehicles in various projects can be estimated, and monetized using the price used for carbon credits.

Once costs and benefits have been computed, indicators such as Economic Internal Rate of Return, Net Present Value, and Benefits to Costs Ratio can be estimated, and projects may be compared across these parameters.

Sensitivity Analysis

Post analysing projects in terms of their economic viability, a sensitivity analysis can be carried out to decide upon the preferred option. A sensitivity analysis subjects the investment in question to various risks, which culminate into either an increase in project costs, or a reduction in benefits, or both. The following sensitivity scenarios may be considered:

- Increase in project cost by x %
- Reduction in project benefits by x %
- Increase in project cost by x % and reduction in project benefits by x %
- Lower than expected travel demand and traffic growth rates
- Loss of road capacity and fall in travel speeds due to poor traffic enforcement

Framework for Project Prioritization

Prioritisation of projects for improvement of transport scenario in the capital region is one of the most important aspects in successful project implementation. The project prioritization process as part of the CMP shall help in greater planning efficiency. The project prioritization may be done by applying weightages to various parameters as decided by the UMTA Governing Board⁸. Prioritising transport projects may be a difficult task since many sustainable transport projects may have equal priority and hence, their planning may be phased out based on short, medium and long term planning.

Some of the guiding parameters that may go into project prioritization are highlighted below and the framework for project prioritisation is detailed in Exhibit 30 :

Exhibit 30 Key considerations while prioritising urban transport projects

- Utilization of the corridors in terms of passenger km, which specifies the need for developing a particular facility.
- Estimated cost of the project. Low investment projects may be preferred due to limited fund availability over those projects that have a high investment cost.
- The extent up to which the project utilizes existing infrastructure, facilities and services.
- The requirements and costs of maintaining the infrastructure envisaged by the project in a state of good repair.

Framework for project prioritization

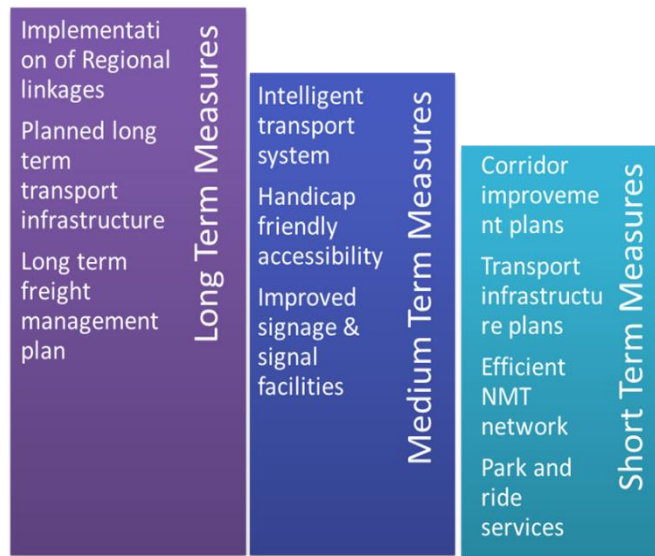
1. Measure the viability of each transport corridor under consideration (by computing ridership or utilization to cost ratio) to gauge project utilization per unit investment. Higher the utilization, higher the requirement of the project on priority.
2. In order to gauge the implementation probability of the project, undertake an environmental and social impact assessment. In case a corridor is seen as having issues related to resettlement or forest clearances, it is likely that its implementation will be postponed. The priority given to such projects should incorporate such adjustments.

⁸ Refer to Preparing a Comprehensive Mobility Plan – A Toolkit, MoUD, 2014 for guidelines to setting criteria to project prioritization.

- Environmental and social impact of the project.

Exhibit 31 prioritisation guidelines: long, medium and short term

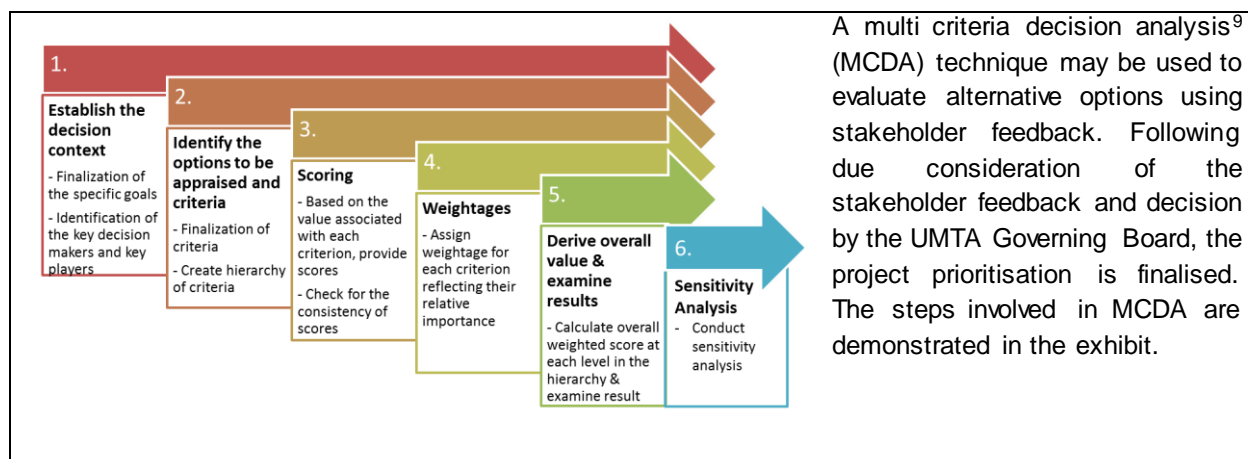
The prioritisation guidelines for long, medium and short term projects is illustrated in Exhibit 31. The prioritisation of projects may be categorised over different time frames based on the following criteria:



- Short-term projects should be based on area level traffic circulation plans, improving the safety and accessibility of pedestrians, cyclists and public transport users, implementing traffic signals etc.
- Medium-term projects may involve implementation of corridor level cycle tracks, mass transit corridor, public transport fleet improvement, parking policy development. The medium term measures may largely aim at improving the public transport and NMT modal shares.
- Long-term projects include implementing city level networks for walking and cycling, mass transit networks, parking regulation measures, pricing strategies and other such measures aimed at improving the overall road network to provide adequate accessibility for existing developed areas which meet the overall vision of the CMP for the city region.

A tentative project prioritisation plan along with the CMP should be proposed to be discussed with all the key stakeholders for their feedback and suggestions. Exhibit 32 highlights the Project Prioritization Plan following MCDA technique.

Exhibit 32 Project Prioritization Plan following MCDA



A multi criteria decision analysis⁹ (MCDA) technique may be used to evaluate alternative options using stakeholder feedback. Following due consideration of the stakeholder feedback and decision by the UMTA Governing Board, the project prioritisation is finalised. The steps involved in MCDA are demonstrated in the exhibit.

⁹ eprints.lse.ac.uk

The final output of CMP should be a list of prioritized strategies pertaining to various aspects of urban transport. Some of the strategies suggested in the CMP, particularly those related to corridor identification and development would need to undergo alternative or options analysis in order to finalize what type of mass rapid transit system is best suited. This has been explained in the following section.

7.4 ALTERNATIVE ANALYSIS

Following the planning for sustainable mobility options for an urban area, the next major process is Alternative Analysis. Among various strategies proposed, the CMP of APCR is expected to identify priority corridor(s) that need transportation improvements. Once a corridor has been identified, the next step would be assess different transportation options for that corridor – whether MRTS, corridor alignment options or different land-use scenario options for a corridor. The CMP will also spell out all transport alternatives to the proposed corridor(s). Alternative Analysis (AA) should evaluate the alternatives for the identified corridor and suggests the option best suited to the capital region. As an example, suppose the CMP proposes a particular corridor to be developed as a long term strategy, and advocates alternatives like an improved bus system, BRTS, a metro or mono-rail. AA would evaluate all these alternatives based on a defined criterion and select the alternative best suited for the corridor. Therefore, during AA, the priority corridor identified in the comprehensive planning is studied in detail, focussing on the effects of alternative solutions on the corridor's transportation problems. The alternatives shall be analysed in detail, based on the following basic criteria:

- Overall benefits and public well-being achieved due to the project
- Effective cost involved in the project implementation
- Impact caused by each alternative and its expanse
- Comprehensive technical basis available for the selected technical alternatives
- Economic impact
- Environmental sustainability
- Financial sustainability
- Promotion of multi-modality

The responsibility of preparation of the alternative analysis report based on the CMP document shall lie with UMTA, which can either use its in-house technical staff, or appoint a Consultant for its preparation. The alternative analysis report shall be prepared in close coordination with the key stakeholders, UMTA and the implementing agencies. The report shall be cleared only after the approval of the final alternatives by the UMTA Board.

Based on the AA Report, the Multi-year program shall be finalised by UMTA and sent across to the implementing agencies. For a step-by-step guide on preparation of AA, please refer to Toolkit for Alternative Analysis prepared by Ministry of Urban Development. Exhibit 33 gives a brief gist of the various steps involved in the process of AA:

Process	Checklist	Action
Step 1 – Set goals and objectives	Have the problems with the corridor been identified? E.g. congestion, low capacity, safety	UMTA
	Goals and objectives identified? E.g. mobility (connects houses to offices, easy inter-modal transfer), Safety (minimise accidents across all modes, conformation with engineering design and safety standards), capacity (provide sufficient capacity, minimise delay)	UMTA
	What is the “big decision” that has to be made? E.g. transit system or highway alignment? What type of bus transit is suitable along the corridor?	UMTA
Step 2 – Set up a committee within UMTA	Have decision makers been identified?	UMTA
	Have all decision makers been contacted?	UMTA
	Does UMTA have technical expertise to conduct the AA or will it have to hire a consultant?	UMTA
Step 3 – Review technical issues, data and models	Have the problems been identified? E.g. Current transit travel times during the peak period 45-75 minutes, as against 20-30 minutes by car, corridor contains a significant percentage of transit dependents, etc.	UMTA
	Causes for performance deficiencies? E.g. For congestion, possible causes may be rapid residential and employment growth, inadequate transit system, demand exceeds capacity, poor past land-use planning, etc.	UMTA
	Terms of reference	UMTA

Step 4 – Define scope of services	Time frame/ work plan for the study	UMTA
	Budget	UMTA
Step 5 – Framing the analysis	Have the terms of reference been refined? (Revisit/ refine problem statements, causes of the problems identified in the terms of reference, assess need to update travel demand model)	Consultant ¹⁰
	Evaluation criteria to be established at various levels (effectiveness and comprehensiveness in measuring goal attainment, conformity with NUTP)	Consultant
	Link performance measures to goals and objectives	Consultant
	Decide rating scale	Consultant
	Existing and future needs analysis	Consultant
	Analysis of strengths, weakness, opportunity and threats	Consultant
	Step 6 – Identification of alternatives	Plan and design Standards. E.g. Indian Roads Congress Design Standards, Guidelines and Codes, etc.
Operational plans for each alternative, all having same parameters (Fare assumptions, parking assumptions, approximate alignment, route network- feeder and trunk, etc.)		Consultant
Is there any screening needed?		Consultant
What are the criteria, depending on screening levels?		Consultant

¹⁰ The final responsibilities of any task assigned to the consultant remains with UMTA.

Step 7 – Final definition of alternatives	Conceptual engineering (plans, drawings)	Consultant
	Travel demand forecasting (base year model, forecast model)	Consultant
	Operational planning (transportation impacts, land-use impacts, environmental and social impacts, economic impacts, project development costs/ capital costs, operation and maintenance costs, financial plans)	Consultant
Step 8 - Public review process	Identify relevant stakeholders	Consultant
	Decide on mode of contact, meeting date	Consultant
	Decide on public meeting dates	Consultant
	Inform public about the feedback process time-frame, format, etc.	Consultant
Step 9 – Evaluation	Rating scale	Consultant
	Performance measures to be evaluated	Consultant
	Grouping of performance measures	Consultant
	Composite score of each evaluation category by alternative	Consultant
	Final score – sum of score of all evaluation categories by alternative	Consultant
Step 10 - Selection of preferred alternative	Present evaluation matrix in previous step with all supporting documents	Consultant
	Public feedback	Consultant
	Decision on preferred alternative	Consultant
	Public meeting notification	Consultant

Exhibit 33 Checklist for conducting alternative analysis

Post preparation of the AA report, the UMTA would finalize corridor strategies, and identify the project to be undertaken in the short to medium term (up to 15 years). This will set the way for subsequent studies like the Detailed Project Report (DPR), by the concerned implementing agency, which would lead the selected project to the project sanction stage. Exhibit 34 displays the process flow chart for the selection of a preferred alternative.

Exhibit 34 Process flow chart for selection of preferred alternative

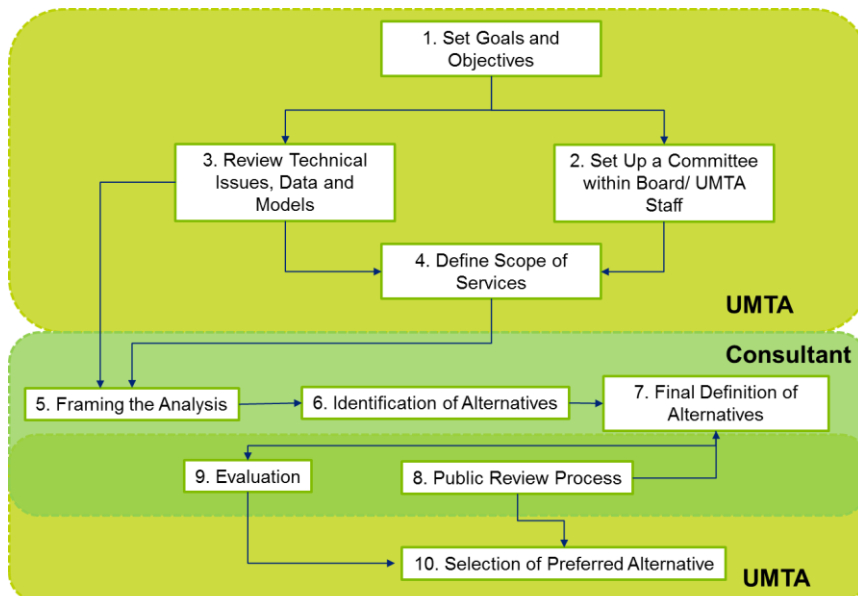


Exhibit 35 provides a case study on the alternative analysis of transportation models by INCOG in Tulsa metropolitan area, Oklahoma.

models by INCOG in Tulsa metropolitan area, Oklahoma.

Exhibit 35 Alternative analysis of transportation models

CASE STUDY: Alternative Analysis (AA) of transportation models by INCOG – Tulsa Metropolitan Area, Oklahoma

With the increase in population and the flow of traffic in Tulsa, the problems of congestion and traffic accidents amplified. The INCOG (Indian National Council of Governments), which is a voluntary association of local and tribal governments in the Tulsa metropolitan area in northeast Oklahoma, conducted a study in the year 2000, to identify and analyse the various alternative transportation modes and select the one that meets the requirement. The existing and future conditions of the city were also examined to set a base for the analysis of alternatives.

Key Concepts: In the first step, the factors that may affect the selection of the alternatives were identified and then the various options were identified. These factors included travel time, costs, frequency, comfort, environmental consequences, etc. The various alternatives in the case of Tulsa were identified as buses, BRTS, light rail, commuter rail and pedestrian lanes. The selection process began with demand estimation, identifying modes that are apt considering the demand and the assessment of the pros and cons of each mode selected. Following this, the cost - benefit, mobility and land-use benefit analysis were required to make the final selection of the alternative.

Relevance to Indian context: Several Indian metropolitan areas face similar problems and alternative analysis of various modes of transportation can provide a foundation of sound congestion management and several economic incentives. Using AA, different options can be suggested on the selected routes. It is important to note that the suggested alternative might not be a single mode of transportation, but a group of such modes and steps that can be implemented over an appropriate period.

7.5 TRANSPORT INVESTMENT PROGRAMME

It is imperative that strategic planning undertaken during preparation of the CMP and Alternative Analysis, is closely integrated with budgeting. In view of this, it is envisaged that UMTA would prepare a Transport Investment Programme for the Urban Mobility Area, to achieve the goals of the CMP and plan financing of projects proposed in the CMP. Prior to this, the implementing agencies in the Urban Mobility Area would draw Multi-Year Programmes (MYPs), which would be tactical in nature, and closely integrated with the strategies proposed in the CMP. The MYPs should present activities that an implementing agency would pursue over a short to medium term planning horizon towards achieving the strategies proposed in the CMP, based on reasonable expectations of the project budget. MYPs submitted by the implementing agencies would enable UMTA to prepare a consolidated Transport Investment Programme. The Transport Investment Programme shall be a detailed five – year programme for financing the projects proposed in the CMP, based on inputs from the MYPs.

The UMTA would review and approve the MYPs drawn by implementing agencies, in order to ensure that the programmes meet the guidelines set by the CMP, are in line with the state and national level priorities and within the limits of the available resources. Therefore, through the process of approving the MYPs, UMTA would play an indirect role in overseeing the planning process of implementing agencies.

The MYP would primarily make use of technical costing and planning tools to generate a budget request for a transport sector investment, in line with the projects proposed within the CMP. It is suggested that MYP should include yearly expenditure estimates and the intended sources of funding. Post approval of MYP, the UMTA would issue a Certificate of Approval (CoA) to the implementing agency, for a particular project proposed in its MYP. The CoA could be shared with the Finance Department/concerned Central Government ministry/funding agency for making a request for funds for that particular project.

The MYP shall be prepared for a period of five years or more and broken into short term (1 to 3 years), and medium term (3 to 5 years) for monitoring and implementation. This should be developed in consonance with the CMP. It is recommended to be updated every 2 years.

The approved MYP can be detailed in the form of annual action plans by implementing agencies.

7.5.1 Guidelines and procedures for preparation of Transport Investment Programme

Exhibit 36 displays a process flow chart for preparing the Transport Investment Programme.

The suggestive process for preparation and approval of the MYP is presented in Exhibit 37. Key steps involved in development and finalisation of MYP are provided below:

Step 1: Reference to the Comprehensive Mobility Plan (CMP), Alternative Analysis and other guidelines

The UMTA shall circulate the finalised CMP and other guidelines to all the concerned agencies. The concerned agencies shall refer to these documents and make themselves aware of the finalised objectives and strategies envisaged for development of APCR’s urban transport system over the planning period.

Step 2: Development of draft MYPs by each implementing agency

Each of the concerned agencies shall prepare (by its internal staff, or by appointing a consultant) a draft MYP and submit the same to the UMTA for ensuring compliance. The implementing agencies should draw MYPs to include the following:

- Determining key activities to be undertaken by the implementing agency, to achieve the objectives and strategies of the CMP.

Exhibit 36 Process flow chart of preparing Transport Investment program

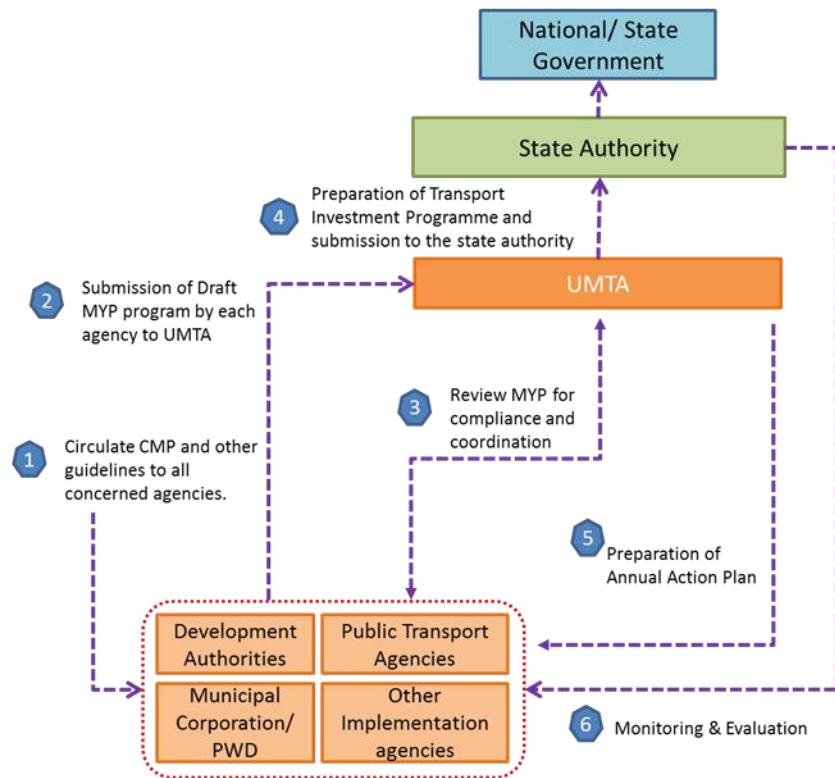


Exhibit 37 illustration of Multi-Year Programme

Transportation Service	CMP Objective	CMP strategy	AA Outcome	Main Activity by Metro Corp.	Timelines	Costs
Public Transport	To increase public transport ridership by 20% in the planning period	To develop 100 kms of corridor around the city	Metro is the best option suited for the corridor	Build 25 kms of metro in 4 phases	2016 Completion of 25km	-
					2017 Completion of 50km	-
					2018 Completion of 75km	-
					2019 Completion of 100km	-
...						

...						
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- Determining the year(s) in which each activity proposed to be undertaken by the implementing agency will be carried out, in order of priority. All augmentation of transport network and infrastructure provisions may be worked out for the short term, while policy level implementation may be worked out in the medium term.
- Estimating the current and future cost and financing of the major activities proposed, and to conduct scenarios and identify strategies that will improve the financial sustainability of the MYP. It is crucial that the MYP clearly spells out how much is being spent on what and from what source and identify funding gaps and future fund requirements. The costs can be determined by:
 - Estimating the current project costs
 - Predicting future resource requirements
 - Estimating current project financing
 - Predicting future financing levels and patterns over the MYPs time horizon
 - Estimating financing gaps by comparing resource needs with available financing

Step 3: Review of MYPs for compliance

The primary function of the UMTA is to ensure coordinated development of overall urban transport in APCR. In this regard, UMTA shall review the MYPs submitted by all implementing agencies with the objective of ensuring that:

- a. The planned developments envisaged as per the CMP and other guidelines have been covered by the MYPs;
- b. There is no overlap or gap in achieving the envisaged developments;
- c. The projects finalised under the MYP should be are within the time and budget frames that have been predicted by the CMP

The UMTA would provide its comments and suggestions to the concerned agencies for revision of the draft programmes. Once these suggestions have been incorporated, the MYPs can be finalized for approval by the UMTA Board.¹²

Step 4: Consolidating the MYPs into a Transport Investment Programme

Once the MYPs have been revised, the UMTA would prepare a Transport Investment Programme, consolidating the MYPs of various implementing agencies and submit it to the State Government via its nodal department, for approval of programme and associated budget.

Step 5: Preparation of annual action plan

Once the Transport Investment Programme has been approved by the State Government, the UMTA would break down the Programme into implementing agency-specific programmes, and shall circulate them to all the concerned implementing agencies. The agencies shall then

¹² All projects with issues pertaining to land requirement shall be referred to the land owning Authority for clearance on land requirement/ acquisition. Hence, the implementing agencies will be responsible for getting clearance on any change in land-use for the projects approved under the Multi-year Program. UMTA shall be responsible for monitoring the process of land-use change undertaken by the implementation agencies and may time to time facilitate the same as deemed necessary by the UMTA board.

decompose their respective MYPs into annual action plans for the following year. This process of annual action plan formulation should be repeated every year for the time horizon of the MYP.

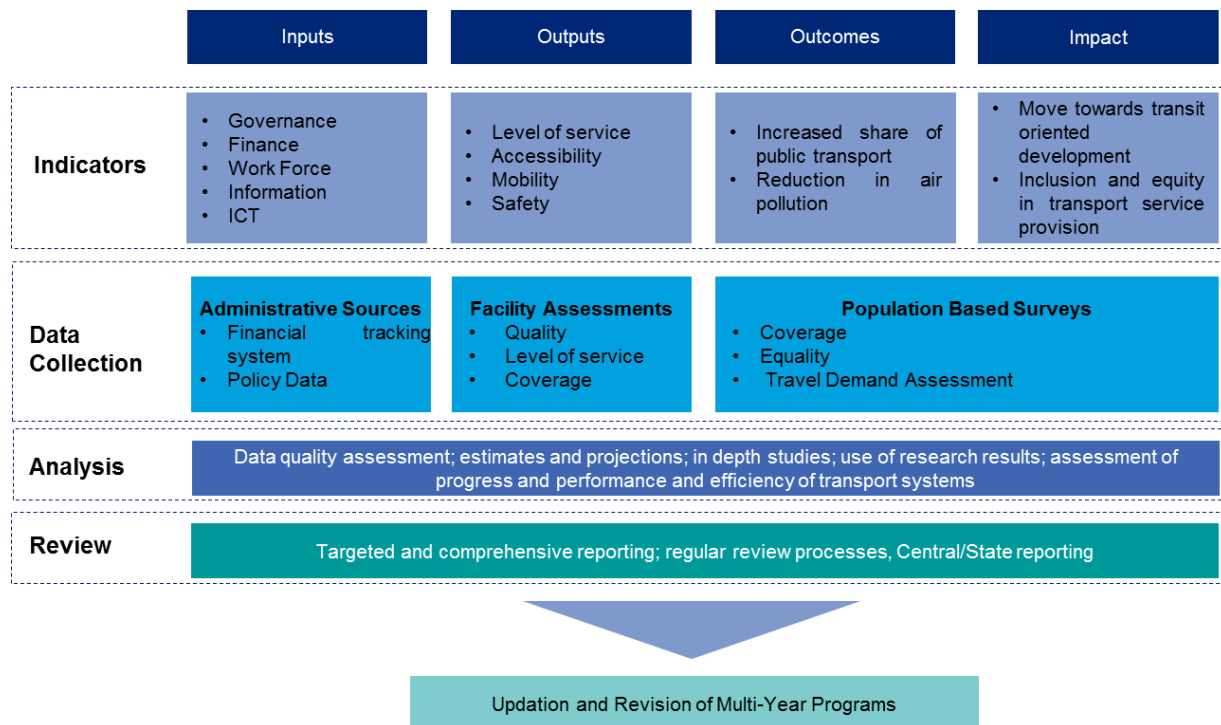
Step 6: Monitoring and Evaluation of MYPs

The UMTA shall establish a monitoring and evaluation framework to track the progress of implementing agencies towards the activities set out in their MYPs. This process would enable the UMTA to include annual and mid-term corrections to MYP strategies, should this tracking demonstrate that milestones and targets are not being achieved. The principles of establishing an effective monitoring and framework are:

- Ensure selection of specific, measurable, achievable, relevant and time-bound indicators to track performance.
- Plan in advance the data sources for measuring the indicators, and the means by which the data will be verified.
- Describe accurate baselines that will enable tracking of progress.
- Define targets that are realistic and achievable in relation to the baseline result.

Exhibit 38 gives an illustrative monitoring and evaluation framework which the UMTA could adopt.

Exhibit 38 Illustration of monitoring and evaluation framework of UMTA



The Authority may also engage consultants as deemed necessary for the purpose of Monitoring and Auditing processes.

7.6 INTEGRATED FACILITIES

An integrated transport system supports cross- and cross-region journeys by way of new travel opportunities through increased interchange. Planning for integrated facilities aims to ensure that there exists suitable and interconnected transport infrastructure for all transport modes, such as private vehicles, freight, public transport, walking and cycling. To ensure seamless and smooth connectivity of people and goods across the urban area, it is crucial that all transport modes (by way of infrastructure and services) are connected and work together. Integrated service provision results in a seamless journey that is as door to door as possible. Exhibit 39 highlights the need for integrated facilities in Indian cities.

Exhibit 39 Need for integrated facilities in Indian cities

Today, most commuters in Indian cities face barriers and discontinuities in seamless travel across the urban area. These discontinuities are sharper for pedestrians, cyclists and public transport users than for car drivers, who can usually find a way around such impediments.

- For pedestrians, barriers include roads that are difficult to cross, lack of footpaths, hostile walking environment, etc.
- For cyclists, barriers may include dangerous intersections leading to safety concerns, high traffic roads without provision of cyclist tracks, etc.
- For public transport users, barriers include services, routes and schedules that do not connect, less frequency of service, absence of end-to-end connectivity, etc.

In planning and development of integrated facilities, UMTA should keep view of certain measures:

- Integrated transport networks means integration among modes as well as with each individual mode. Is this inter and intra-modal integration being achieved?
- How good is the walking access to bus/train stations? How can the walking environment be improved?
- How secure are the facilities for cycling to bus and train stations?
- How well do buses connect with one another and with trains in terms of schedules and physical access?
- How does one ensure seamless travel of commuters in buses or trains and from buses to trains and vice-versa? What procedures (of security frisking, ticketing, etc.) can be streamlined so as to cause minimum discontinuity for commuters?

7.6.1 Guiding Principles for Integrated Transport Planning

The guiding principles for integrated transport service planning have been demonstrated in Exhibit 40:

Exhibit 40 Guiding principles for integrated transport planning

Principle	Considerations for UMTA interventions	Potential Outcomes
Providing satisfied commuting experience	<ul style="list-style-type: none"> • Identify ticketing and fare requirements for commuters to introduce integrated ticketing 	<ul style="list-style-type: none"> • Increased patronage towards public transport services and facilities

Principle	Considerations for UMTA interventions	Potential Outcomes
	<p>across public transport modes and operators¹³</p> <ul style="list-style-type: none"> • Offer clear and accessible information to commuters for public transport across modes, operators, routes and schedules • Encourage good pedestrian access to public transport services • Consider the needs of all users of the network 	
Development of an integrated, seamless public transport network	<ul style="list-style-type: none"> • Plan for a hierarchy of mass, intermediate and local transit services in a network through terminal and interchange point development • Follow consistent timetables and stopping patterns for services • Coordinate convenient transfers between services • Increase network connectivity 	<ul style="list-style-type: none"> • The public transport network is effective and easy to understand and navigate • The public transport network considers the needs of different user groups • Changing between public transport modes is as convenient as possible
Plan for rehabilitation of existing assets and infrastructure	<ul style="list-style-type: none"> • Provide services making the best use of existing assets and infrastructure • Plan for future asset and infrastructure procurement and development 	<ul style="list-style-type: none"> • Appropriate distribution of public transport services across the network • Service provision increases network productivity • Public transport services are integrated with future asset and infrastructure improvements
Foster continuous improvement	<ul style="list-style-type: none"> • Undertake periodic reviews to ensure that services continue to reflect demand expectations 	<ul style="list-style-type: none"> • Service planning continues to be efficient and effective
Ensure safety of commuters and prompt accident mitigation	<ul style="list-style-type: none"> • Establish a unified and centralized command and control center for the urban area enabling quick incident response¹⁴ • Plan for high quality facilities to ensure commuter safety, comfort and ease of use 	<ul style="list-style-type: none"> • Reduction in fatalities caused during accidents
Ensure integrated traffic management	<p>A centralized integrated traffic control system should be operated by the implementing agencies in coordination with UMTA. The Centralized Operation Control Cell may be responsible for the following activities:</p>	<ul style="list-style-type: none"> • Reduced congestion • Reduced energy consumption and traffic emissions • Increased efficiency of the transport system

¹³ Refer to 'Draft Guidelines – Smart Ticketing', Expert Group on Urban ITS. Access - <http://ec.europa.eu/transparency/regexpert/index.cfm?do=groupDetail.groupDetailDoc&id=5783&no=3>

¹⁴ Refer to 'Simplified Guide to Incident Command System for Transport Professionals', U.S. DOT. Access - http://www.ops.fhw.a.dot.gov/publications/ics_guide/ics_guide.pdf

Principle	Considerations for UMTA interventions	Potential Outcomes
	<ul style="list-style-type: none"> Using intelligent transport system to streamline traffic signal control enabling prioritization of public transport and traffic optimization Satellite tracking of vehicles to give real time passenger information Automatic number plate recognition systems and vehicle detection systems Enabling a visual view of transport system through closed circuit television surveillance¹⁵ 	<ul style="list-style-type: none"> Improved freight delivery and servicing Enhanced road safety Reduction in parking congestion

In terms of development of integrated facilities, UMTA’s role is envisaged to be that of an authority that promotes, develop and regulates the integration process within APCR. APCR UMTA will develop, construct, integrate, operate and manage integrated and/or standalone transport network facilities, services, and schedules and timetables that aid and enhance efficiency or service levels of urban transportation system.

Exhibit 41 provides the details of the integrated ticket system adopted in London.

Exhibit 41 Case study- London

London Oyster Card – Integrated ticketing system

Nearly two- thirds of the total rail journeys in United Kingdom either start or end in London. Public transportation in United Kingdom is administered by TfL (Transport for London). TfL introduced a smart card – known as the Oyster card - which could be used in various modes such as London Bus, DLR, Tramlink, London Underground, etc. This project was a public-private partnership operated by TranSys consortium. The system is similar to the smart card system of Delhi Metro Rail Corporation where passengers need to touch the card on a sensor at the beginning and end of the journey.

The Oyster card was set up under a Private Finance Initiative contract between TfL and TranSys and a consortium of suppliers. The £100 million contract was signed in 1998 for a term of 17 years until 2015 at a total cost of £1.1 billion. There is documented evidence that introduction of Oyster cards has increased the number of users of public transport in London. This has positively affected traffic congestion and therefore, journey times, which in turn has reduced CO₂ emissions and pollution levels.

Key outcomes – As of 2012, 7 million cards were regularly used and a total of 57 million journeys are made using Oyster card every week. Around 80% of the total bus and tube travel in London has been estimated to be made through Oyster. In a survey conducted by DoT in 2009, 98% of responses were favourable when it came to the implementation of Oyster system.

Relevance to Indian context – TfL is an authority quite similar to the proposed UMTA and the integration of ticketing as adopted by TfL can be established in Indian context too. Lessons can be taken from other integrated ticketing systems such as Hong Kong, Montreal, etc.

¹⁵ Refer to ‘Guidelines for ITS Deployment in Urban Areas’, Urban ITS Expert Group, 2013. Access - http://ec.europa.eu/transport/themes/its/road/action_plan/doc/2013-urban-its-expert_group-guidelines-on-traffic-management.pdf

7.7 REGULATION

It has been suggested that, for the UMTA there is a potential recommendatory role to play in licensing and fare fixation functions for public transport vehicles operating within its jurisdiction as well as in regulating fees and charges for other urban transport facilities and services.

In this regard the suggested functions of the UMTA shall include:

- Contract public transport services so as to provide mobility and integrated public transport;
- Assist the licensing authority in issuing licences (or permits) for public transport vehicles;
- Monitor and advise on fees/charges for roads, public transport, parking, and other public transport facilities and services and regulate fares for urban bus services
- Enforce regulations for which UMTA is responsible

Guidelines for carrying out these functions are provided in following sub-sections.

7.7.1 Options for licensing function for public transport services

As an important part of the contracting function of UMTA, the UMTA should also be enabled to provide inputs on issuing of licenses for the provision to the public transport vehicles. For achieving this the licensing authority may issue the licenses (permits) only in consultation with UMTA.

This function is crucial since UMTA should exercise some degree of decision making power in regulating the number of public transport vehicles operating within the urban area and their routes and frequency. This would involve licensing activities for the existing routes and the new routes.

7.7.2 Options for monitoring and regulating fees and charges

Fares influence patronage of public transport services, and therefore, adjustment of public transport fares can be used to encourage or discourage use of a particular mode of travel. Setting of fares can, therefore, be part of a wider, multi-modal travel demand management strategy for the metropolitan area, which should involve charging vehicles, particularly private vehicles, for their use of roads (road pricing, congestion charging, etc.). Such a strategy would operate best with a single agency in control of fixing all relevant fares, fees and charges. Therefore, UMTA's role should be to make recommendations to the various fare- setting agencies, within the framework of the overall travel demand management strategy.

It has been suggested that the UMTA should be responsible for following functions within the ambit of monitoring, fixing and regulating fees/charges in the urban area:

- Make suggestions regarding fixing all relevant fares, fees/charges within urban area – This particularly applies to bus transport, so fare fixation for bus transport becomes part of a wider reform of public transport planning, contracting and funding. All these aspects need to be placed under the control of a single agency for effective service delivery.

- Make suggestions on road tolling charges to relevant agencies within urban area – This shall include advising the National Highways Authority of India (NHAI) or the state road development agencies for fixing the tolling charges within the overall travel demand management strategy.
- Make suggestions regarding the fare structure for sub-urban rail services – This shall include advising the Indian Railways for fixing the sub-urban railway charges within the overall travel demand management strategy.
- Provide advice on matters related to the amount of subsidy required for public transport services – The UMTA shall provide such advice on the basis of the level of revenue it has been able to recover from various sources of resource mobilization as discussed in the UTF operations document. In the event, the resources of UMTA fall short of meeting the planned expenditure, it shall communicate to the Central/State Government on the subsidy shortfalls and the means of meeting them.

In essence, UMTA's role will be to implement fixed fares and regulate their implementation by conveying the same to other relevant implementing agencies. The UMTA will interact with all the relevant agencies such as public transport operators, regulatory agencies such as Transport Department for ensuring that monitoring and regulatory functions are undertaken properly.

7.8 RESEARCH STUDIES AND AWARENESS

One of the main functions of UMTA is to conduct research studies and spread awareness on urban transport. Research and development forms the core to a successful, well-strategized and updated transportation network. Hence, various types of transport policies, guidelines and studies need to be worked out by the UMTA.

These functions shall be carried out by the Policy and Research Division of the UMTA which shall be majorly responsible for research and study innovative solutions for establishing an effective transportation system within the urban area.

In this regard, UMTA's functions have been suggested to include following:

- **Maintain records relating to urban transport, including details of projects, services, funding, and public transport safety:** To manage its affairs, UMTA will need to maintain database of information on activities for which it is responsible. Depending on the functions assigned to UMTA, the database should contain details of projects, funding, public transport routes and services, licences, etc.
- **Develop and disseminate service level performance indicators for urban transport:** UMTA needs to develop and measure service level performance indicators for urban transport within its jurisdiction. These indicators should be in line with the service level benchmarks published by the MoUD. The authority could regulate and enforce technical and performance standards on all strategic and operational matters that have a direct effect on the levels of service provided to the users of urban transport.

- **Monitor and advise on public transport safety:** UMTA will monitor public safety on these services and take action under the contract to improve public safety where problems arise. In addition, UMTA would coordinate with the Police to help ensure improved safety of public transport users travelling to or from a public transport service.
- **Conduct research studies, education and awareness about good practices in urban transport for overall improvement:** For UMTA to be successful, it needs to conduct research and studies to take informed decisions. These could be carried out by consultants. There is also a role for the UMTA in raising awareness about good practices in various aspects of urban transport. The latter could include providing training opportunities and support to new professionals from other agencies.
- **Develop and maintain transport analysis tools such as demand and network models, GIS, etc.:** UMTA should maintain network datasets that model transportation networks and perform route, closest facility, service area, origin-destination cost matrix, vehicle routing problem, and location-allocation network analyses on transportation networks.

Guidelines for carrying out these functions have been highlighted below.

7.8.1 Guidelines for maintenance of database

UMTA should maintain database with information on activities for which it is responsible. Depending on the functions assigned to it, such database should contain following:

- Details of projects;
- Details of existing urban transport infrastructure;
- Planned development by different agencies in consonance with the multi-year programme;
- Fare structures;
- Funding;
- Public transport routes and services;
- Licences;
- System performance including safety

The task of maintenance of database should be entrusted to the information technology team of the Corporate Service Division.

The maintenance of transport database will help in the following:

- Facilitate sharing of data across various agencies
- Facilitate coordination of information/ reports across agencies
- Minimise duplication of data collection
- Map all transport developments for planning purpose
- Facilitate selected access of information/ reports to the general public
- Provision of data to the Policy and Research Division of UMTA

Exhibit 42 Research function within UMTA

UMTA Research Functions		
Maintenance of Database	Public Transport safety guidelines	Performance Indicators
<ul style="list-style-type: none"> • Transport projects • Existing urban transport infrastructure • Public transport routes and services • Fare Structures and Licenses 	<ul style="list-style-type: none"> • Quality of infrastructure • Driver training, testing and licensing • Registration, testing/certification of vehicles • Road accidents • Enforcement of traffic rules 	<ul style="list-style-type: none"> • Develop measures and publish performance indicators • Conduct workshops for awareness about best practices

The broad outline of data which is recommended to be collected is provided below:

- Demand for urban transport:
 - Traffic operations
 - Performance of major routes
 - Passenger and freight data
 - Vehicle population for public, private as well as para-transit system
- Supply of urban transport:
 - Capacity trends
 - Fleet data
 - Road and traffic infrastructure facilities and provisions
- Safety statistics and financial results,
- Fuel data used by public, private and para-transit system
- Information on road infrastructure, road conditions; Updated information on all public transport modes, routes, frequency and timings;
- Non-motorised transport facilities;
- Mobility indicators;
- Modal share/ split of transport vehicles;
- Incidents of accidents, fatalities;
- Service level benchmarks; and
- Other benchmarking data.

7.8.2 Guidelines for public transport safety

One of the key functions of UMTA would be to monitor public transportation safety issues in coordination with the present implementing agencies. Some of the research studies on existing transportation services to be conducted by the UMTA for ensuring safety to passengers should, inter-alia, include:

- Quality of infrastructure
- Driver training, testing and licensing
- Registration, testing and certification of vehicles
- Road accidents data collection and analysis
- Enforcement of traffic rules and regulations
- Institutional arrangements and accountability

7.8.3 Performance indicators

The authority needs to establish the achievements of specific objectives of overall development of urban transport in APCR Urban Mobility Area. Thus, for ensuring efficient operations of the public transport services, provision of measurable and relevant performance indicators, UMTA would develop and measure service level performance indicators for urban transport within its jurisdiction. These indicators should be in line with the service level benchmarks published by the MoUD.

7.8.4 Research and studies

Research and studies would be one of the prime functions of the UMTA and should be undertaken by the Policy and Research Division. The UMTA shall be responsible for developing innovative and unique transport solutions to the urban areas. The Division shall also be responsible for preparation of policies and guidelines for sustainable urban transport, specific to APCR Urban Mobility Area context.

7.8.5 Awareness about good practices

In order to spread awareness about good practices, the UMTA shall be responsible for conducting workshops on good practices implemented at national as well as international levels.

7.9 CONCLUSION

This chapter outlined the guidelines for carrying out various functions of the UMTA, including providing input in policy, standards and guidelines, preparation of comprehensive mobility plan and alternative analysis, multi-year program preparation, regulation, and research studies and awareness. The next chapter discusses the broad procedures and guidelines to be followed to carry out day-to-day activities of the UMTA Board and Secretariat.

8. ADMINISTRATIVE AND RECRUITMENT PROCEDURES

8.1 INTRODUCTION

This chapter outlines the broad procedures and guidelines which should be followed to carry out the day-to-day activities of the UMTA Board and Secretariat. The policies and procedures relating to administration and human resource matters of UMTA shall comply with all the legislative provisions of the UMTA Act. The procedures relating to procurement provide the key steps to be followed for procurement of services, works and goods. The procedures relating to financial management are provided in the UTF operations document covering funding mechanism, accounting procedures and audit arrangements of the UMTA etc. The procedures provided in this chapter are only for the purpose of providing broad guidelines. It is suggested that the UMTA should adopt the prevailing policies and procedures as laid down by Government of Andhra Pradesh.

8.2 ADMINISTRATIVE AND OFFICE MANAGEMENT PROCEDURES

The procedures relating to administration and office management to be followed for performing day-to-day activities of the UMTA Board and Secretariat are provided in this section. The policies and procedures on these matters should comply with all the legislative provisions of the UMTA Act.

8.2.1 Transparency Policy

A high level of transparency should be the key policy of the Authority. The Authority shall maintain exemplary standards in all areas of its work, and should strive to be seen as transparent in its procedures and policies. The Authority shall therefore abide by the following principles and detailed procedures in the way it takes decisions:

- **Clarity of roles, responsibilities and objectives:**
 - The ultimate objective and the institutional framework of the Authority's policy should be clearly defined and passed by the State of Andhra Pradesh legislative assembly.
 - The legislation should clearly establish institutional relationships between the Authority and other agencies
 - The roles and responsibilities of the Authority with regard to performance of each of its functions will also be part of this legislation.
- **Open process for formulating and reporting policy decisions:**
 - The framework, instruments and any targets that are used to pursue the objectives of the Authority's policies should be publicly disclosed and explained
 - Information on the composition, structure and functions of the Authority should be published
 - Changes to Authority's policies should be publicly announced and explained in a timely manner

- The Authority should issue periodic public statements on progress towards achieving its objectives
- **Transparent and fair procurement:**
 - The procedures used to publicise tenders should be published by the Authority, together with any standard forms to be used, and details of the evaluation criteria that will be used to identify the successful tenderer
 - Contract award notices should be published by the Authority for all contracts awarded
 - Contract award notices should, as a minimum, include the description of the nature of the goods or services, the name and address of the successful tenderer, the total value of the contract, the values of the highest and lowest offers received and the term of the contract where appropriate
 - Contract award notices should be posted on the Authority's web-site within seven days of the contract award and be retained on the web-site for a period of at least six months
 - The Authority shall be prepared to debrief unsuccessful tenderers in relation to a contract award
- **Public availability of information:**
 - Presentations and releases from the Authority should meet the standards related to coverage, periodicity, timeliness and access, set out in the Authority's Communications Strategy
 - The Authority should publish its plan and annual operating accounts at the earliest opportunity each year
 - The Authority should establish and maintain public information disclosure services, including a web-site, authority's annual report and other media set out in its communications strategy
- **Accountability and assurances of integrity**
 - Senior officials and members of the Authority should be available to appear before a designated public authority to report on the conduct of the Board's policies, explain the Authority's objectives and describe the Authority's progress
 - Information on the expenses and revenues in operating the Authority should be published annually;

Standards for the conduct of personal financial affairs of officials and members of the Authority and rules to prevent exploitation of conflicts of interest, including any general fiduciary obligation, should be publicly disclosed.

8.2.2 Board Procedures

This section specifies the procedures relating to appointment and term of Board members, Board responsibilities, Board meetings and Authority's committees etc. All Secretariat staff are required to comply with the information concerning Board procedures and the same should be maintained up to date at all times.

Act provisions:

Members of the Board should be nominated by name and /or designation. The names and / or designation of all members of the Board as first constituted and every change in membership thereafter shall be published in the Official Gazette.

A member of the Board, other than an ex officio member, shall hold office for a period of three years from the date of his or her appointment and shall be eligible for re-appointment at the expiration of that period.

In case of any vacancy arising in the Board on account of death, resignation or otherwise, the same shall be filled as soon as possible in accordance with the criteria set out in the UMTA Act. No act or proceedings of the Board shall be illegal, nor can any question relating thereto be raised, merely on the ground of the existence of a vacancy in, or any defect in the constitution of, the Board.

Resignation, Removal, or Suspension of Chairperson or other Members

The Chairperson or any other Member may, by notice in writing under his/her hand addressed to the Government of Andhra Pradesh, resign his/her office, provided that the Chairperson or a Member shall, unless he/she is permitted by the Government of Andhra Pradesh to relinquish his/her office sooner, continue to hold office until the expiry of three months from the date of receipt of such notice or until a person duly appointed as his/her successor enters upon his/her office or until the expiry of his/her term of office, whichever is the earliest.

Government of Andhra Pradesh may, by order, remove the Chairperson or any other Member appointed or nominated by the Government of Andhra Pradesh from his/her office if such Chairperson:

- a) is, or at any time has been, adjudged as an insolvent; or
- b) has been convicted of an offence which, in the opinion of the Government of Andhra Pradesh, involves moral turpitude; or
- c) has acquired such financial or other interest as is likely to affect prejudicially his/her functions as a Member; or
- d) has so abused his position as to render his/her continuance in office prejudicial to the public interest; or
- e) has become physically or mentally incapable of acting as a Member

The Central Government may, by order, remove the Member appointed or nominated by the Central Government from his/her office if such Member:

- a) is, or at any time has been, adjudged as an insolvent; or
- b) has been convicted of an offence which, in the opinion of the Central Government, involves moral turpitude; or
- c) has acquired such financial or other interest as is likely to affect prejudicially his functions as a Member; or
- d) has so abused his position as to render his continuance in office prejudicial to the public interest; or
- e) has become physically or mentally incapable of acting as a Member.

If a casual vacancy occurs in the office of a nominated member, either by reason of death, resignation, removal or otherwise, such vacancy shall be filled up, as soon as may be, by the respective Government (Government of Andhra Pradesh or Central Government) and such

nominated member will hold office only for the remainder of the term for which the person whose place he/she fills would have been a nominated member.

8.2.3 Committees constituted by the Authority (for specific subject matters)

It is suggested that UMTA should time to time appoint committees consisting of such members or experts whose assistance or advice may be required for any subject relating to the purposes of the Authority.

Such appointed members / experts should be entitled to receive allowances or fees as may be determined by the Authority. The committee members should conform to any instructions given by the Authority and the Authority may at any time alter the constitution of any committee so appointed or rescind any such appointment. The Authority shall nominate any one of the Members as the Chairperson of every such committee. The procedure to be followed by the committees and all other matters relating to the committees shall be specified by regulations.

8.2.4 Meetings Procedures

Board Meetings:

1. The Authority shall meet at such times and places and shall observe such procedure in regard to the transaction of business at its meetings (including the quorum at its meetings) as it deems appropriate.
2. The Chairperson shall preside over the meetings of the Authority.
3. If for any reason the Chairperson is unable to attend any meeting of the Authority, a Member of the Authority most senior in terms of the hierarchy of appointment in the Authority, present at the meeting shall preside over the meeting.
4. All issues which come before any meeting of the Authority shall be decided by a majority of votes of the Members present and voting and only in the event of equality of votes, the Chairperson or, in his/her absence, the person presiding, shall have and exercise a second or casting vote.
5. Every Member who in any way, whether directly, indirectly or personally, has a conflict of interest relating to a matter to be decided at the meeting, shall disclose the nature of his/her interest and after such disclosure, the Member concerned or interested shall not attend that part of the meeting as it relates to that subject.
6. The quorum required for transacting any business by the Authority at its meeting shall be at least half of the Board members who shall be present in all the meetings of the Authority. The presence of UMTA representatives shall be mandatory for approval of the Comprehensive Mobility Plan, Alternative Analysis Report and Multi-Year Programme. If required, any other experts may be requested to attend such meetings.
7. All orders and decisions of the Authority shall be authenticated by the CEO or any other officer of the Authority duly authorized by the Chairperson in this behalf.

General Principles of Meetings: The general principles of meetings held amongst the staff members of the Authority and also with people outside the Authority shall be followed. Few such guidelines are:

1. The meetings of the Authority shall, after consent of the Board / CEO, be convened by the CEO / Director by written invitation to each of the members at least seven days before the date of the meeting along with the agenda of the meeting.

2. The chairperson shall preside such meetings
3. If for any reason the Chairperson is unable to attend any meeting of the Authority, a Member of the Authority most senior in terms of the hierarchy of appointment in the Authority present at the meeting shall preside over the meeting.
4. The meetings of the UMTA Board shall be held at least once in three months at such place and time as may be determined by the CEO.
5. The meetings of the Authority shall be regulated in accordance with the provisions of UMTA Act, the rules made under the UMTA Act and the Operational Policies and Procedures.
6. Meetings of the Authority should be suspended or terminated if the number of members present becomes less than the quorum.
7. A decision of the majority of Board of Directors present at a meeting of the Authority shall be the decision of the Authority and, in the event of an equality of votes; the person presiding at the meeting shall have a casting vote in addition to his or her deliberative vote.
8. No act or proceeding of the Authority or any of its committees shall be invalid merely by reason of:
 - (a) Any vacancy therein or any defect in the constitution thereof, or
 - (b) Any irregularity in its procedure not affecting the merit of the case.
9. The members of the Authority shall discharge their obligations under the UMTA Act and the rules made under the UMTA Act on an honorary basis and the expenses incurred in connection with such discharge of obligations and conduct of meetings shall form part of the administrative expenses of the Authority.
10. The CEO shall at the written request of not less than four members of the Authority, convene a special meeting of the Authority to transact any extraordinary business on a date specified in the request. A written notice shall be sent to the members at least three days prior to the date of the meeting.

Frequency of Meetings: The Authority shall ordinarily meet for the dispatch of business at a time and place decided by the CEO, but not less than once per quarter of the year. The CEO shall preside over all meetings of the Authority. In the absence of the CEO, a Director Planning or Director Fund Management Division shall preside and in the absence of the both any of the other Directors may preside. Where none of them is present, a meeting of the Authority will not be held.

Annual General Meetings: The CEO shall, in each financial year, call an Annual General Meeting (AGM) of the Authority, for the consideration of, amongst other matters, the Annual Report. The AGM shall be held within six months after the closure of each financial year. It shall be open to the public who shall be given adequate notice of the meeting and of the salient points from the Annual Report through the news media. Specific invitations of the AGM shall be sent to the organizations and agencies listed below (as applicable):

- Municipal Administration and Urban Development Department
- Department of Transport Roads and Buildings
- Public transport operators (Bus Transport, Metro Rail, Mono Rail etc.)

- Capital Region Development Authority
- Existing Gram Panchayats, Municipalities and Municipal Corporations within the capital region and the Commissioner of Police, APCR
- Any other agency as considered suitable by the Authority

The AGM shall be chaired by the Chairperson of the Authority. Conduct of the AGM with regard in any standing orders, procedures etc. shall be as the Authority may determine time to time except that such orders, procedures etc. which are incompatible with the purpose and intent of the AGM shall be null and void.

The AGM shall have powers to consider and make recommendations upon the Audited Accounts and Annual Report of the Authority and any other relevant matter brought to the attention of the Authority for discussion at the meeting within seven days of the publication of the Annual Report and before commencement of the AGM.

Minutes of the Meetings: Minutes of all meetings of the Authority will be produced and distributed, within five working days of the relevant meeting. It is the responsibility of the Corporate Services Division to ensure that such minutes are produced in a timely fashion.

Minutes shall be distributed for approval to all members who attended the meeting, or in the case of Board meetings, all members of the Board, regardless of attendance.

As a minimum, official minutes of every meeting will include:

- The agenda of meeting;
- The name of the meeting, date and location;
- A list of those present, with their designation;
- A list of those for whom written communications of absence had been received;
- In the case of a special meeting of the board, the official reasons for calling the meeting;
- Details of all decisions taken, together with a record of the results of any votes taken during the meeting;
- A record of all actions agreed, together with the name of the individual or organization tasked.

Meetings, or items of meetings, dealing with the remuneration and performance of the staff members, shall be noted separately and such minutes shall be made available only to the Authority members present at the meeting.

Finalized minutes of a meeting shall be formally adopted at the next meeting of the subject committee or the Authority and duly signed as a true and accurate record of the meeting, by the person who chaired the meeting. All minutes of the Authority and Committee meetings shall be retained in the central filing system of the Authority for a minimum period of five years.

8.3 RECRUITMENT PROCEDURES AND SERVICE CONDITIONS

This section records the broad policies and procedures for appointments, conditions of service, and training, development and performance assessment for Secretariat staff. The process for recruitment, appointments and the conditions of service needs to be transparent and expectations of staff and the process for performance assessment need to be clearly defined.

8.3.1 Recruitment Responsibilities

The UMTA Board will be responsible for approval of recruitment policies and procedures, conditions of service, policies for staff training, development and performance assessment etc. The CEO with the help of consultant appointed for handholding support will be responsible for appointment of all staff proposed for each of the divisions. For any future recruitment, the responsibility can be assigned as follows:

- **Governing Board** – approval of recruitment policies and procedures, conditions of service, and policies for staff training, development and performance assessment
- **CEO** – appointment of all staff and overview of performance assessments
- **Director, Corporate Services Division**– management of recruitment, staff training, development and performance assessment processes
- **General Manager, Administration** – maintenance of position descriptions and staff records.

8.3.2 Recruitment Policy

The process for recruitment, appointments and the conditions of service needs to be transparent. Some of the key policies to be followed during the recruitment process may be as follows:

- Select the most qualified candidate for each position based on job-related criteria. The qualification criteria for each of the position are provided in Annexure III.
- Encourage the promotion and development of current employees - internal candidates will receive first priority when their appropriate qualifications, skills and experience are equal to external candidates
- Use recruitment and selection practices that reflect and support the requirements set out in the UMTA Act
- Use a standardised selection process. The selection process already followed in the state or from similar institutions can be referred.
- Use employment terms and conditions compatible with the prevalent Employment law
- Avoid employment in the same division or section of employees who are related - the final discretionary power will be with the CEO, and Director Corporate Service Division.
- Employ temporary / contractual staff to cover seasonal demand, if required.

8.3.3 Position Descriptions and Person Specifications

In advance of the start of the recruitment process for each division, the CEO shall ensure that a detailed position description and person specification has been prepared. Position descriptions should include details of the main tasks assigned to a position, the responsibilities of the position, management structure relative to the position and the staff grade for the position. Person specifications will set out the minimum level of education, technical skills and experience that will be expected of the successful candidate.

The position description provided in Annexure III can be used as reference. For future recruitment, the CEO should review and revise the position description for all positions at least

every three years. Any proposed changes should be discussed with the incumbent position holder, before they are implemented.

8.3.4 Recruitment process

All recruitment of staff to the Secretariat should be undertaken on the basis of an open, public competition. The CEO shall ensure that all vacant positions are advertised in the printed media in local language, English and Hindi at the beginning of the recruitment period. Recruitment should as far as possible follow the following timescales:

- Week 1 – finalise job and person descriptions
- Week 2 – place advertisements
- Week 6 – deadline for receiving applications
- Week 8 – invitations for interviews
- Week 10 – interviews and selection of preferred candidate
- Week 14 – preferred candidate starts work.

Screening of applicants: The CEO in consultation with the handholding consultant shall determine which applications should be considered for further processing. Applicants may be contacted for clarification of details. Selection of the shortlisted applicants shall be based on compatibility with the position description and person specification for the position. Current knowledge, skills, experience and competencies as well as the potential to be developed, should be taken into consideration.

Applicant Assessment: Formal applicant assessments shall be held for all recruitment. The location of all assessments shall be the office of the UMTA. The cost of transport and subsistence for an applicant to attend an assessment is to be met by the applicant.

For senior positions such as Director, the assessment panel shall include the CEO and at least three Governing Board members (a selection committee of the Board can also be established). For other positions the assessment panel shall include the CEO, the division head and any one Board member.

Applicant assessments should comply with the following:

- Minimum requirements and selection standards should be based on the position description and person specification for the position.
- Current knowledge, skills, experience and competencies as well as the potential to be developed, are to be taken into consideration.
- The applicant's performance to date, personality, interpersonal style and motivation will also be considered in selecting the most suitable candidate.
- Applicants for management positions may be required to undergo psychometric testing for the purpose of determining suitability for the position.
- The privacy of candidates will be protected and no information of a personal nature will be required or made known for reasons other than are necessary for the selection process.

Once the preferred applicant has been selected, the referees as detailed by the applicant on the application for employment should be contacted to confirm the details supplied by the

applicant, including the applicant's performance, personality, interpersonal style and motivation.

The results of all applicant assessments, together with a recommendation on appointment, shall be reported to the CEO for approval. For senior positions, the applicant assessment results and the recommendation on appointment shall be reported to the Committee of the Board responsible for staffing issues.

Appointment: The following should be completed before an announcement is made about the successful applicant:

- All short-listed applicants should have been interviewed.
- All unsuccessful short-listed applicants should have been informed that they were unsuccessful.
- All the necessary documentation and authorisation being obtained by the CEO, including:
 - o Application for employment
 - o Health questionnaire
 - o Identity document or passport
 - o Highest educational certificate
 - o Record of previous employment – service book
 - o Personal data
 - o Marriage certificate, if applicable
 - o If the candidate was unemployed at times, an affidavit regarding his/her whereabouts during the relevant period should be produced.

The handholding consultant shall assist the CEO in preparing all the necessary documents such as letter of appointment and the employment contract etc.

The CEO shall sign the letter of appointment in all cases. The offer of employment is subject to the applicant complying with the appointment requirements and the submission of satisfactory certificates in respect of previous employment and qualifications.

8.3.5 Orientation and Induction

The purpose of orientation and induction is to introduce a new employee to all aspects of his/her job functions and other functions that are related, and to provide knowledge and understanding of the organisation as a whole. It also ensures that new employees are introduced to their colleagues and superiors. This enables them to obtain the necessary support and resources to do their jobs effectively. The induction process will cover all aspects necessary to assist new employees in becoming productive as soon as possible.

All new staff members will be required to attend a one-day Orientation and Induction Course within the first two months after joining the Authority. The consultant appointed for handholding assistance will be responsible for providing support in organising induction programs for the newly recruited UMTA staff members. The induction program should cover objectives and rationale, functions, powers of the UMTA. The consultant shall also assist in providing trainings on procedures for day-to-day functioning of the UMTA.

8.3.6 Training and Development

At the beginning of employment and every year thereafter the relevant member of the Management Team, the staff member and his/her direct manager will complete an agreed detailed training and professional development programme for the staff member.

Progress with completing the agreed training and development programme will be part of the performance review and monitoring for all staff. The training and development programme shall be reviewed and updated as part of every performance review.

8.3.7 Performance Monitoring and Review

At the commencement of employment and every year thereafter the staff member and his/her direct manager will complete the standard performance planning and review form with an agreed set of performance targets. This form will be the basis of performance monitoring and review.

The performance and training and development of all staff should be continuously monitored by the relevant member of the management team and the staff member's direct manager.

At least once every year the relevant member of the management team and the staff member's direct manager should hold a formal performance review with each staff member to discuss progress and performance during the period since the previous review.

Within ten working days following each review, the assessment should be completed and signed by both the staff member and direct manager. The CEO should consider and sign all assessment forms before they are lodged by the Administration and HR teams on the staff member's personnel file.

8.3.8 Performance reward

The staff's performance may also be the basis of a performance reward for the achievement of specific pre-determined objectives that support the achievement of key objectives of the Authority. Any performance reward scheme, including the particular objectives to be achieved, is subject to approval by the CEO and the Board of Directors.

8.4 PROCUREMENT PROCEDURES

This section highlights the essential information and brief step-by-step procedures for procurement of goods, works and services by the UMTA to be used for procurement of its various activities. The procurement methods, tender documents and contracts to be used by UMTA Secretariat should broadly be agreed with the Board. Procurement of goods, services and works in APCR will typically be guided by the respective Government of Andhra Pradesh procurement rules. The purpose of the operations document is to provide guidance about procurement procedures that may be applicable to the UMTA. The objective is to establish an open, transparent and competitive procurement system to bring out efficiency, economy and a fair opportunity for participation by all potential contractors, suppliers and consultants.

This section is intended to guide the UMTA in the procurement activities. It also intends to help in understanding the procurement processes and to achieve uniformity in procurement processes followed. The rights and obligations of the purchaser and the contractor of goods/works/services will be governed by the tender documents and by the contracts signed by the purchaser with the contractor and not by the guidelines stated in this section.

8.4.1 Procurement Policy

The procurement policy of the UMTA is to ensure:

- **Transparency, fairness and fraud prevention** – This is important to ensure accountability and proper utilization of funds
- **Equal opportunity** – This ensures that the suppliers/sellers have equal opportunity to compete
- **Economy and Efficiency** – This means that goods, works and services to be procured at their true worth
- **Effectiveness** – This means that the goods, works and services procured will help to achieve project goals and objectives

8.4.2 Procurement Planning

Effective procurement planning is one of the first crucial steps required for the procurement process. Each division of the UMTA shall prepare a procurement plan for 5 years, for undertaking procurement of different types of goods, works and services. There shall also be a provision for annual review of the plan for making modifications, if any.

- The procurement plan covering equipment, goods, vehicles and consultancy services and resource support shall be prepared for each division of the UMTA for first year and on a tentative basis for the subsequent years.
- Method of purchase shall primarily be based on the value of the contract (or as applicable). Other relevant factors are urgency of the demand, type of goods/works/services and availability of different sources of supply, etc.
- Limit of value per contract (or tender as applicable) applicable to the particular procurement procedure shall be strictly adhered to.
- It shall be ensured that the procurement is based strictly on actual need.

A team of technical experts is recommended to be formed to carry out the Procurement Process. UMTA may also appoint an independent monitoring consultant to ensure quality and process oversight.

8.4.3 Procurement of Services/Hiring of Consultant

Some aspects of UMTA's activities, such as UTF management, accounting, information technology, and communications, can be out-sourced to service providers. Consultants should be employed for distinct activities such as preparation of the Comprehensive Mobility Plan, development of standards and guidelines, review of proposals and audit of implementation, preparation of contracts, preparation and delivery of awareness campaigns and research. These types of services may be procured using Government of Andhra Pradesh prevailing procurement guidelines. The essential information and brief step-by-step procedures for procurement of services are given below:

- Establish the need for the assignment and outsourcing the services
- Preparation of the Terms of Reference (TOR)
- Preparation of cost estimates and the budget
- Agreeing on the contracting strategy

- Advertising (for short listing of the firms when the purchaser has no knowledge about the firms who should take up the assignment)
- Preparation of the shortlist of consultants
- Preparation and issue of Request for Proposal (RFP) to shortlisted consultants containing
 - Letter of Invitation (LOI)
 - Information to Consultants (ITC) Standard form of Technical and Financial proposals.
 - Terms of Reference(TOR)
 - Standard Form of contract
- Receipt of proposals
- Opening and Evaluation of technical proposals
- Opening of financial proposals of Consultants who secure minimum qualifying marks, and evaluation of final proposals. Combined evaluation of quality and cost
- Negotiations and award of the contract to the selected firm

Preparation of the Terms of Reference (TOR): The Terms of Reference should include:

- A precise statement of objectives
- An outline of the tasks to be carried out
- A schedule for completion of tasks
- The support/inputs provided by the client
- The final outputs that will be required of the Consultant
- Composition of Review Committee to monitor the Consultant's works
- Review of the progress reports required from Consultant
- Review of the final report

Preparation of Cost Estimates and the Budget: The Cost Estimates or Budget should be based on the assessment of the resources needed to carry out the assignment, staff time, logistical support and physical inputs (for example, vehicles, office space and equipment). Costs shall be divided into three broad categories;

- Fee or remuneration;
- Reimbursable costs; and
- Miscellaneous expenses.

Deciding contracting strategy: Before starting the tendering exercise, it is essential to agree on contract strategy viz. going for lump-sum or time based contract, individual vs. firm, advertising vs. internal short listing, terms of payment etc.

Advertising: In case a short list of 6 consultants cannot be drawn by the purchaser based on its own knowledge or from similar empanelment done by Government of India, advertising through newspapers is the right way to compile the short list. The advertising may be considered in regional as well as national newspapers.

Short Listing: The Expressions of Interest received shall be evaluated to arrive at shortlist of the consultants. In preparation of the shortlist, first consideration shall be given to those firms expressing interest, which possess the relevant qualifications. The shortlist may comprise six firms.

Contract and RFP:

(A) Various types of contracts are as under:

- **Lump Sum** – These contracts are used for assignments in which the content and the duration of the work is clearly defined. Payment is made upon delivery of outputs.

- **Time Based** - These contracts are used for assignments in which it is difficult to define the scope and the duration of the work to be performed. Payment is based upon an hourly, daily, or monthly rate, plus reimbursable expenses using actual expenses or agreed-upon unit prices. This type of contract provides for a maximum total payable amount that includes a contingency for unforeseen work and duration, price adjustments etc.
- **Percent contracts** relate to the fee paid to the consultant based upon the estimated or actual project cost or the cost of the goods to be procured or inspected. Percentage is established based upon market norm or standard practice in the industry.

(B) Request for Proposals (RFPs): The RFP shall include:

- A Letter of Invitation (LOI), which will include evaluation criteria
- Information to Consultants – Standard Form of Technical and Financial Proposals.
- Terms of Reference
- Standard Form of contract

Opening and Evaluation of Proposals: The technical proposals are to be opened publicly and evaluated based on the evaluation criteria given in the RFP document. The financial proposals of only those bidders who secure minimum qualifying marks should be opened.

Negotiations and Signing of Contract: The firm obtaining the highest total score (only based on quality in case of QBS and based on cost and quality in case of QCBS) should be invited for negotiations and discussions held with them in accordance with Government of Andhra Pradesh guidelines. No penalties are imposed on the consultants, be it a firm or individual, for unsatisfactory performance or delay in completion of the assignment/ services in the agreed time frame. It is hence suggested to do the performance evaluation of the consultant on completion of each assignment and keep the same in view while short-listing them for any future assignment.

Single Source Selection (SSS): The firm for single source may be appropriate only if it presents a clear advantage over competition and on account of the following reasons:

- For tasks that represent a natural continuation of previous work carried out by the firm.
- Where a rapid selection is essential (emergency operation).
- For very small assignments (as per the agreed threshold); or
- When only one firm is qualified or has experience of exceptional worth for the assignment.

Individual Consultants: Each contract for individual consultants is expected to cost below a certain limit. The limit should be decided in consultation with UMTA board or prevailing guidelines of Government of Andhra Pradesh. For hiring of individuals, it is necessary to finalise the job description, qualifications and experience required and terms of engagement. Thereafter an advertisement (if the assignment is complex) may be published in national/ regional newspapers indicating the above details.

The applications received shall be scrutinized and ranking shall be prepared. Thereafter the top-ranked individual shall be invited for interview/ discussions and would be offered the assignment.

Least Cost Selection: This method is only appropriate for selecting Consultants for assignments of a standard or routine nature (audits, engineering design of non-complex works, and so forth) where well established practices and standards exist. Under this method

a “minimum” qualifying marks for the “quality” is established. Proposals, to be submitted in two envelopes, are invited from a short list. Technical proposals are opened first and evaluated. Those securing less than the minimum qualifying marks are rejected, and the financial proposals of the rest are opened in public. The firm with the lowest price shall then be selected. Under this method, the minimum qualifying marks shall be established, understanding that all proposals above the minimum compete only on “cost”. The minimum qualifying marks shall be stated in the RFP.

8.4.4 Procurement of Works

Preparation of Tender Documents

After the preparation of the detailed project report, the Tender documents may be prepared by the respective division as per the CPWD manual and tendering process approved by the board.

Call of Tenders and Award of Work

The methods of calling tenders may be either through the Single Bid System or through the Two Bid System. The various methods for calling tender documents are:

- **Single Bid System:** The Single bid system shall be adopted where it is feasible to work out the schedule of quantities and to formulate detailed specifications for goods
- **Two Bid System:** Two bid system shall be adopted in case it is not feasible to formulate detailed specifications for goods and in order to obtain the most satisfactory solution to its procurement needs.
- **Tenders with Pre-qualification:** Criteria for pre-qualification along with evaluation system should be clearly spelt out in detail.
- **Tenders with Post-Qualification:** The procuring entity may also resort to post qualification verification. It may call financial offers and eligibility related documents in separate envelopes simultaneously.
- **Open or Limited call of tenders:** Open tenders will be called in all cases of works costing Rs. 5 lakhs and above. Limited tendering of works shall be adopted if only a limited number of tenderers are known to possess requisite skills, technology and resources, by reason of their highly complex or specialized nature, or for works of a secret nature.
- **Single Source Procurement:** Single-source procurement shall be adopted in case the goods or construction are available only from a particular supplier or contractor, or a particular supplier or contractor has exclusive rights in respect of the goods or construction, and no reasonable alternative or substitute exists.

Award of work without call of tenders: Use of quotations shall be adopted for procurement of readily available goods that are not specially produced to the particular specifications and for which there is an established market. Also, it should be ensured that the Procurement entity shall not divide its procurement into separate contracts to bring the amount less than the amount set forth for such purpose.

Publicity of Tenders

Wide publicity shall be given to the Notice Inviting Tender. Tenders should be invited in the most open and public manner possible, by advertisement in the Press and by notice in English/Hindi and in the local vernacular language within the Government of Andhra Pradesh.

Issue of tender documents

The Tender document shall contain all the essential information as prescribed in the State Government regulations or regulations as approved by the board.

Pre-bid Conference

A pre bid conference may be held for clarifications on the Tender Document. At any time prior to the deadline for submission of tenders, the procuring entity may for any reason, whether on its own initiative or as a result of a request for clarification by a supplier or contractor, modify the tender documents by issuing addendum.

Submission and opening of Bids

The procuring entity shall fix a place and a specific date and time as the deadline for the submission of tenders. If the procuring entity issues a clarification/modification of the tender documents or if a meeting of suppliers or contractors is held; it shall, prior to the deadline for the submission of tenders; extend the deadline, if necessary to afford suppliers or contractors reasonable time to take the clarification or modification of the minutes of meeting into account in their tender; after adequately publicizing such modifications.

Evaluation of Bids

The procuring entity may ask suppliers or contractors for clarifications of their tenders in order to assist in the examination, evaluation and comparison of tenders. No change in a matter of substance in the tender, including changes in price and changes aimed at making an unresponsive tender as responsive shall be sought, offered or permitted. The procuring entity shall correct purely arithmetical errors that are discovered during the scrutiny of tender.

Acceptance of Bids and Award of Work

The tender that has been ascertained to be successful tender, shall be accepted. Notice of award of work shall be given promptly to the supplier or contractor submitting the tender.

Measurement and Payment

Measurements of all items having financial value shall be recorded in Measurement books and/or level field books so that a complete record is obtained of all works performed under the contract.

8.4.5 Procurement of Goods

The section provides guidelines for procurement of goods required for use by the Authority. This section covers the essential information and brief step-by-step procedures for procurement of goods. The guidelines are intended to provide assistance to the procurement officials involved in the procurement activities. It also intends to help develop an understanding of the procurement processes and to achieve uniformity in procurement activities to be undertaken by the UMTA.

All officials may refer to the guidelines given in this section. However, the procurement of all goods, works and services by the UMTA may be carried out in accordance with the provisions of Government of Andhra Pradesh procurement / finance rules.

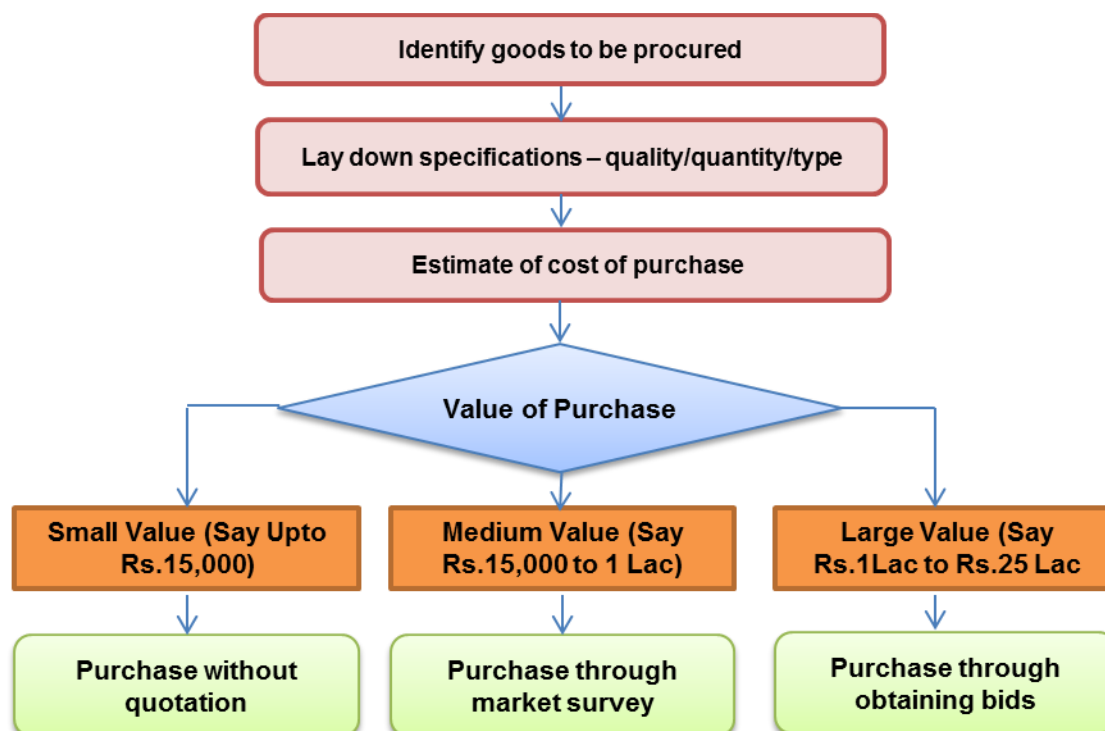
Exhibit 43, below provides a process flow chart regarding the procurement of goods.

Guidelines for procurement of goods:

The procurement of goods may fall into following categories:

- A. Purchase of goods of small value (say up to INR 15,000):** Procurement of goods of small value (say up to Rs. 15,000/-) could be made without taking approval of Director. There is no need to invite quotations or bids for such purchase. The purchase can be made on the basis of a certificate issued by the General Manager.
- B. Purchase of goods of medium value (say from INR 15,000 to 1 Lakh):** Purchase of goods of medium value (say above Rs. 15,000/- to 1,00,000) can be made by taking approval of Director of the respective division. Such purchase could be made through market survey without inviting quotations or bids.
- C. Purchase of goods of large value (say more than 1 Lakh to 25 Lakh):** Purchase of goods of large value (say above Rs.100,000/-) could be made through obtaining bids. Three standard method of obtaining bids can be followed i.e. Advertised Tender Enquiry, Limited Tender Enquiry and Single Tender Enquiry.

Exhibit 43 Process flow chart for procurement of goods



8.5 CONCLUSION

The chapter discussed the broad procedures and guidelines to be followed to carry out day-to-day activities of the UMTA Board and Secretariat. It described administrative and office management procedures, recruitment procedures and service conditions, and procurement procedures.

ANNEXURE I - UMTA BILL FOR ANDHRA PRADESH CAPITAL REGION

(Attached separately)

ANNEXURE II – LIST OF CONSULTANTS EMPANELLED BY MoUD

No. K-14011/13/2011-MRTS/UT-II (Pt. III)

Government of India
Ministry of Urban Development
(UT-I Division)

Nirman Bhawan, New Delhi

Dated 30th April, 2015

01st May

To

The Principal Secretaries/ Secretaries (Urban Development/ Transport) of all States/ UTs

Subject: Empanelment of Consultants for Providing Handholding Assistance to Indian Cities in Setting up Unified Metropolitan Transport Authority (UMTA) and Urban Transport Fund (UTF).

Sir/ Madam,

Ministry of Urban Development, Government of India is implementing the Sustainable Urban Transport Project (SUTP) with support from Global Environment Facility (GEF) and the World Bank with the objective to ensure that environmental considerations are taken into account in implementation of the National Urban Transport Policy (NUTP) and to achieve a paradigm shift in urban transport systems in favour of sustainable development. The project envisages setting up of Unified Metropolitan Transport Authority (UMTA) and Urban Transport Fund (UTF) in the cities.

2. The related operations documents for Unified Metropolitan Transport Authority (UMTA) and Urban Transport Fund (UTF) will be uploaded on the website <http://moud.gov.in/> and <http://www.sutpindia.com/> shortly for reference and guidance to establish Unified Metropolitan Transport Authority (UMTA) and Urban Transport Fund (UTF) by cities. As the concept is new to the Indian cities which will require additional support from agencies having required expertise, the **Ministry has empanelled seven (07) qualified consultants following a competitive process**. List of empanelled consultants in the order of their ranking is attached at **Annexure**.

3. This empanelment has been done for providing the handholding assistance to cities while setting up the UMTA and UTF without having to go through the process of inviting EOIs and identifying suitable agencies.

4. This panel of consultants with requisite expertise is exclusive and specific to the UMTA and UTF projects only. The cities are free to engage any consultant for UMTA and UTF either by using the enclosed list or engaging any other through their own procedures.

5. There is flexibility to add/ delete names from the list based on the performance. The list will be available on the MoUD website <http://moud.gov.in/>. The panel will be valid for a period of six (06) years and the respective cities may directly engage any of the empanelled consultants after issue of RFP and evaluation of the offer. Expenditure shall have to be met from their own resources.

Contd. on page 2/-....

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6. It is therefore requested to make use of the panel in setting up of UMTA and UTF and take early action in establishing these institutions which will go a long way in improving the transport system in your cities.

Yours faithfully,

Enclosure: As Above.



(R. K. Singh)
Director (UT-I)
Tel:- 011-2306 2798

Copy to:-

- i. Shortlisted Consultants
- ii. National Project Manager, PMU/ SUTP

ANNEXURE
List of Empaneled Consultants for Unified Metropolitan Transport Authority (UMTA) and Urban Transport Fund (UTF) from Ministry of Urban Development, Govt. of India

S. No.	Empaneled Consultant	Rank	Address
1	Joint Venture of Deloitte Touche Tohmatsu India Pvt. Ltd. and Voyants Solutions Pvt. Ltd	1	Mr. Vishwas Udgirkar, Senior Director 7 th Floor, Building 10 Tower B DLF Cyber City Complex, DLF City Phase II (New Delhi / NCR) Gurgaon, Haryana – 122002, India Telephone no: +91 (0124) 679 2000 Mob: +91 98114 18230 Fax: 0124 679 2012 Email ID - vudgirkar@deloitte.com
2	Consortium of Infrastructure Development Finance Company Ltd. (IDFC), Infrastructure Development Corporation (iDeCK), Feedback Infrastructure Services Pvt. Ltd. and Delhi Integrated Multi-Modal Transit System Limited (DIMTS)	2	Infrastructure Finance Company Limited (IDFC) Ms. Jyoti Gujral, Director The Capital Court, 2 nd Floor, Olof Palme Marg, Munirka, New Delhi - 110 067 Tel: +91 11 4331 1000 Fax: 91 11 26713359 Email ID - Jyoti@idfc.com
3	Ernst and Young Pvt. Ltd in association with SYSTRA MVA Consulting (India) Pvt. Ltd.	3	Mr. Abhaya Krishna Agarwal Executive Director & National PPP Leader 6th Floor, HT House, 18-20 Kasturba Gandhi Marg, New Delhi 110 001 Telephone: 011 4363 3060 Mob: +91-9871 6933 42 Email ID- abhaya.agarwal@in.ey.com
4	LEA Associates South Asia Pvt. Ltd. (LASA)	4	Mr. Ananda Kishore Das, Chief General Manager, B-1/E-27, Mohan Co-operative Industrial Estate, Mathura Road, New Delhi – 110044, India. Tel- +91-11-41678150, 26973950/51/52 Mobile: +91-9810381490 Email: anandakdas@lasaindia.com

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S. No.	Empaneled Consultant	Rank	Address
5	CRISIL Risk and Infrastructure Solutions Limited in association with SLS Transport Training Institute and Consultancy Pvt. Ltd.	5	<p>Mr. Abhay Kantak, Director, Urban Practice Crisil House, Central Avenue, Hiranandani Business Park, Powai, Mumbai – 400076</p> <p>Phone: 91-22-33422 3000 Mobile - +91-9820416720 Email - abhay.kantak@crisil.com</p>
6	RITES Ltd	6	<p>Mr. Piush Kansal, Group General Manager (Urban Transport)</p> <p>Registered Address: Scope Minar, Laxmi Nagar, Delhi – 110092 Corporate Address: Rites Bhawan, No- 01, Sector 29, Gurgaon – 122001 Tel- 0124 – 2571666 Email – info@rites.com</p>
7	Consortium of Urban Mass Transit Company India Limited (UMTC) and Cambridge Systematics Consulting & Technology Pvt. Ltd.	7	<p>Urban Mass Transit Company India Limited, 2nd Floor, Corporate Tower, Ambiance Mall, NH-8, Gurgaon – 122022, India Tel – 0124 – 4716300 Email-ankush.malthora@ilfsindia.com</p>

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ANNEXURE III – UMTA STAFF SPECIFICATIONS

Chief Executive Officer

Position	Chief Executive Officer
Position description	
Reports to	Governing Board
<p>Purpose of the position</p> <ol style="list-style-type: none"> To administer the affairs of the Authority and ensure its smooth and effective functioning in pursuit of organisational objectives and values. To execute the decisions and directives of the Governing Board. To exercise the powers and discharge the duties delegated by the Board. To recruit and manage the professionals in the executive office, including their performance assessments. To manage the overall performance of the Authority and achieve intended outcomes in accordance with the delegations, instructions and approvals from the Board. 	
<p>Responsibilities</p> <p><i>During UMTA's establishment process:</i></p> <ol style="list-style-type: none"> Liaison with the UMTA Board for obtaining approvals related to functional delegation, operation and agreements. Table the finalised Manual of Procedures for UMTA and its Secretariat, within three months from the date of UMTA Board's establishment. Take lead in preparing and submitting the 'vision' plan within three months of the establishment of the UMTA Board. Monitor progress and provide critical inputs to the executive office towards achieving planned 'vision' for the city's public transport system. Lead recruitment and render appointments of key professionals and other staff adhering to process as specified in the Manual of Procedures. Ensure that the values, behaviour and culture of the people in the Authority are aligned with the mission of the Board and its strategic priorities. <p><i>Ongoing responsibilities:</i></p> <ol style="list-style-type: none"> To coordinate with the Governing Board and executive office for implementation of transport functions for the selected jurisdiction. To ensure and maintain smooth functioning of the Authority's day-to-day work plan so as to achieve objectives set out in the business plan. To advise and assist the Governing Board on project prioritization and expedite the project implementation process. To ensure the proper organisation and functioning of the Board and the Secretariat through proper planning, financial budgeting and goal setting. To oversee successful conduct of Board meetings and ensure that the associated procedures and process before and after the Board meeting are as per Manual of Procedures. To represent the Board in acts of civil life – this includes representing the Board in meetings and negotiations with the implementing agencies, and representing the Board on all 	

Position	Chief Executive Officer
<p>relevant national and international groups.</p> <p>g. To co-ordinate and direct the overall activities of the Authority so as to achieve the objectives as stated in the UMTA Act and in the operations document.</p> <p>h. To ensure that the activities and programmes of the Authority are executed effectively and efficiently in accordance with the business plan.</p> <p>i. To periodically review strategic plans and ensure their revision, if deemed necessary.</p> <p>j. To ensure that the Authority has adequate skilled resources to meet its strategic objectives, including recruiting, appointing, assessing, dismissing staff in strict compliance with the legislative and regulatory provisions in force.</p> <p>k. To promote the Board's identity and public image and establish sound working relationships with clients, relevant Ministries, implementing agencies, and other stakeholders.</p> <p>l. In conjunction with the Technical heads of the Executive Office, propose delegations to the Board and exercise the powers conferred by the Board.</p> <p>m. To ensure that all Board procurements, contracts and agreements are finalized and managed in a timely manner.</p> <p>n. To obtain Board approval of the annual budget, corporate accounts and of other documents as deemed necessary time to time.</p> <p>o. To present regular progress reports to the Board.</p> <p>p. To inform of innovative and sustainable transport practices, trends and issues and prepare the Board to respond efficiently and effectively to the changing environment.</p>	
<p>Reporting</p> <p>The CEO will report to the Governing Board at all meetings. The CEO shall also be the formal link between the Governing Board and the executive office.</p>	
<p>Salary and benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Required competence</p> <p>a. Demonstration of successful management of a similar sized organisation specialising in transport sector.</p> <p>b. Demonstrated understanding of the political, technical, financial and administrative requirements of an organisation of this nature.</p> <p>c. Strong leadership and motivational qualities.</p> <p>d. Verbal and written communication and negotiation skills, in both English and relevant regional languages.</p> <p>e. Should be an Indian citizen.</p>	
<p>Qualifications and Experience</p> <p>a. A Graduate Degree in Civil/Mechanical/Planning.</p> <p>b. Minimum post qualification experience of 15 years with at least 10 years' experience in public transport sector, including transport planning and management.</p>	

Position	Chief Executive Officer
<ul style="list-style-type: none"> c. Chartered (or equivalent) member of an appropriate professional institution. d. Extensive relationship management experience, including liaison with, communicating to, consulting with and influencing stakeholders. e. At least five years of experience in working with the Central/State/local Government. Experience demonstrating part of advocacy group is highly preferable. 	
<p>Skills and personal attributes</p> <p>A forward thinking person with ability to design a set of strategies that effectively combat changes, resulting to long term stability of the organisation. Should be optimistic in nature, with ability to identify opportunities and tackle difficult situations. Based on the environmental factors at work, should be able to take timely actions to enhance the effectiveness of the organization. Effectively communicate with fellow team members and explore ideas and suggestions put forward by the team. Should be able to involve others in the decision-making process and promote a culture in which all the employees work as a team in order to achieve a common goal or objective.</p>	

Director – Planning

Position	Director – Planning
Position description	
Reports to	CEO
<p>Purpose of the position</p> <p>a. To be part of the senior management of the Authority and hold overall charge of the planning function of UMTA for efficient and effective discharge of its functions in pursuit of organisational objectives.</p> <p>b. To provide strategic support to the CEO and the board on all matters related to planning for the overall development of the urban transport sector including preparation and finalisation of Comprehensive Mobility Plan and all strategic plans.</p> <p>c. To enhance strategic capability and strive for excellence.</p>	
<p>Responsibilities</p> <p>a. Lead preparation of transport vision for the urban area and policies for successful implementation of sustainable urban transport plans.</p> <p>b. Lead the development and finalisation of Comprehensive Mobility Plan for the urban area.</p> <p>c. Ensure the integration of urban transport planning with land-use planning.</p> <p>d. Coordinate with related external stakeholders and internal divisions, for achieving the objectives of the planning function of UMTA.</p> <p>e. Finalisation and detailing of a multi-year programme for urban transport in consultation with implementation agencies.</p> <p>f. Prioritize ongoing activities based on short and long term plans.</p> <p>g. Advise the State Government on matters relating to urban transport</p> <p>h. Perform such other tasks as may be allocated by the CEO of UMTA.</p> <p>i. Represent the Board's interests to external stakeholders and strategic partners.</p> <p>j. Ensure that the behaviour and culture of the staff in the respective Division are aligned with the organization's values and strategy to achieve an integrated work environment.</p> <p>k. Demonstrate excellence in staff management including appropriate recruitment, retention, performance management and development of employees.</p> <p>l. Maintain the safety and well-being of staff in the Division.</p> <p>m. Develop a work programme for the Division and manage workloads and work streams to ensure the programme is delivered according to plan.</p>	
<p>Salary and benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Required competence</p> <p>a. Leadership: The quality to inspire, lead, coach and develop subordinates to achieve desired goals and objectives.</p> <p>b. Strategic Transport Planning Excellence: This includes deep understanding of strategic planning, sector understanding, regulatory environment, international best practices,</p>	

Position	Director – Planning
<p>government policies and their effects etc.</p> <p>c. Decision Making / Problem Solving: The ability to anticipate and define problems, analyse and evaluate information and situations and effect timely decisions.</p> <p>d. Strategic Orientation: The ability to think and act strategically, to link short and long-term visions to assigned tasks. This includes the ability to provide direction lay priorities and clarify roles and responsibilities.</p> <p>e. Results Orientation: A commitment to meeting and exceeding standards of excellence.</p> <p>f. Risk Management Orientation: This is the ability to identify and take advantage of opportunities while identifying and minimizing risks that could impede the authority from achieving its goals.</p> <p>g. Innovation: The ability to identify innovative solutions, identifying efficient processes, identifying non-value adding processes and develop creative approaches towards overall improvement.</p>	
<p>Qualifications and experience</p> <p>a. Degree in Transport Planning/Engineering or related field.</p> <p>b. At least 10 years of work experience of which last 5 years should be in the capacity of project manager position, delivering transport planning projects.</p> <p>c. Chartered (or equivalent) member of an appropriate professional institution.</p> <p>d. Having experience in development of transport sector programmes and their economic appraisal.</p> <p>a) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</p>	
<p>Skills and personal attributes</p> <p>A forward thinking person with ability to design a set of strategies that effectively combat changes, resulting towards achieving long term business objective. Should be optimistic in nature, with ability to identify solutions during difficult situations. Effectively communicate with fellow team members and support them to achieve set targets. Should be broad minded and encourage team members to put forward their suggestions towards achieving robust and quick solutions. Should respect others' views during the decision-making process and promote a culture in which all the subordinates work as a team in order to achieve a common goal or objective.</p>	

Director – Public Transport Management

Position	Director – Public Transport Management
Position description	
Reports to	CEO
<p>Purpose of the position</p> <ol style="list-style-type: none"> To be part of the senior management of the authority and be in-charge of the Public Transport Management function of UMTA, ensuring that it efficiently and effectively carries out its functions and pursues its organisational objectives. To provide strategic support to the CEO and the Board on all matters related to public transport management for the overall development of the urban transport sector including planning for integrated sustainable public transportation for the urban area and overseeing operation of integrated facilities and systems for public transport and all associated regulatory matters. To develop standards and guidelines for public transport services specific to the urban area in consonance with the land-use pattern of the city. To provide effective leadership of executive office staff by modelling the way and keeping the organisational values alive and well. To provide leadership, enhance strategic capability and provide service excellence in the relevant technical or management field. 	
<p>Responsibilities</p> <ol style="list-style-type: none"> Lead the development of strategy and operational plans to achieve smooth integration between all available public transport modes in the urban area. Monitor and take necessary actions to facilitate smooth integration of public transport modes in the urban area. Ensure development of standards and guidelines are in place for achieving integrated public transport services which is in consonance with the land-use pattern for the urban area. Represent and take decision on behalf of the department in regards to all related regulatory functions including: <ul style="list-style-type: none"> Contracting public transport operators for operating in the urban area Strategizing for issue of licenses for public transport services in the urban area Monitoring and regulating (or providing support in regulating) fee and charges of different modes of public transport Coordinating with all other relevant implementing agencies and supervise project implementation Actively coordinate and cooperate with the research division so to contribute towards development of innovative public transport solutions Monitor and advise on public transport safety Perform any additional functions as allocated by the CEO time to time Develop a work programme for the Division and ensure the team works towards achieving it. Responsible and accountable to the relevant division of UMTA 	

Position	Director – Public Transport Management
<p>Salary and benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Required competence</p> <ol style="list-style-type: none"> Leadership: The quality to inspire, lead, coach and develop others to achieve desired goals and objectives. This competency includes defining a vision and guiding individuals towards that vision. Public Transport Management Excellence: This includes deep understanding of overall institutional structure of public transport management especially for the urban area, the different public transport operators, the infrastructure requirements of urban transport, the operation and maintenance aspects of urban transport etc. Decision Making / Problem Solving: The ability to effectively analyse and evaluate information and situations and render effective decisions. This includes anticipating, identifying and defining problems, seeking root causes and developing and implementing practical and timely solutions. Strategic Orientation: The ability to think and act strategically, to link short and long-term visions to daily activities. This includes the ability to provide clear direction and priorities, and clarify roles and responsibilities. This direction is based on a wider external perspective, where the directions of industry and community are considered. Innovation: The ability to identify innovative solutions, innovative planning, identifying efficient processes, identifying non-value adding processes and develop creative approaches that lead to overall improvement in working and the urban transport sector. 	
<p>Qualifications and experience</p> <ol style="list-style-type: none"> Post graduate degree in Transport Planning / Transport Engineering At least 10 years of work experience with last 5 years of experience in the capacity of senior management position involved in delivering Public Transport Solutions / providing expertise on public transport planning related functions. Chartered (or equivalent) member of an appropriate professional institution. Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance. Experience in planning / strategy formulation / implementation of public transport projects/systems Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends. Well-versed with public transport planning, technology approaches and best practises 	
<p>Skills and personal attributes</p> <p>A forward thinking person with ability to anticipate the future and design a set of strategies that effectively combat changes, resulting towards achieving long term business objective. Is optimistic in nature, with ability to identify solution even during difficult situations. Broad minded and encourage team to put forward their suggestions towards achieving robust and quick solutions. Should respect others views during the decision-making process and promote a culture in which all the subordinate work as a team in order to achieve a common goal.</p>	

Director – Traffic Management

Position	Director – Traffic Management
Position description	
Reports to	CEO
<p>Purpose of the position</p> <ol style="list-style-type: none"> Lead the Traffic Management Division of UMTA through its development process and ensure that it efficiently and effectively carries out its functions and pursues its objectives. Provide technical inputs to all the other divisions of UMTA. Lead development of standards, specification and guideline documents on traffic management aspects within the Urban Mobility Area. Review and lead development of strategies and plans for the division corresponding to the objectives of the division. Provide effective leadership, enhance strategic capability and provide service excellence in the relevant technical or management field. 	
<p>Responsibilities</p> <ol style="list-style-type: none"> Undertake standards, specification and guidelines preparation activities specific for traffic management. Provide traffic related inputs and solutions to other divisions. Effectively coordinate with all relevant implementing agencies to ensure that traffic management guidelines are being adhered to. Periodically supervise and monitor the implementation of projects by the concerned departments, consultants or other agencies. Ensure successful execution of important research and development activities. Perform any additional functions as allocated by the CEO time to time Effectively represent the Board's interests to external stakeholders and key partners Ensure that the values, behaviour and culture of the staff in the Traffic Management Division are aligned with the organization's strategy. . 	
<p>Salary and benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Required competence</p> <ol style="list-style-type: none"> Leadership: The quality to inspire, lead, coach and develop others to achieve desired goals and objectives. Traffic Management Excellence: This includes deep understanding of traffic related aspects especially for the urban transport sector with focus on urban transport infrastructure and operations. Decision Making / Problem Solving: The ability to effectively analyse and evaluate information and situations and render effective decisions. This includes anticipating, identifying and defining problems, seeking root causes and developing and implementing practical and timely solutions. 	

Position	Director – Traffic Management
<p>d. Results Orientation: A commitment to meeting and exceeding standards of excellence.</p> <p>e. Innovation: The ability to identify innovative solutions, innovative planning, identifying efficient processes, identifying non-value adding processes and develop creative approaches that lead to overall improvement in working and the urban transport sector.</p>	
<p>Qualifications and experience</p> <p>a. Post graduate degree in Transport/Traffic Engineering / or having any degree in any associated field (Civil/Mechanical).</p> <p>b. At least 10 years of work experience with last 5 years in the capacity of Senior Management position in delivering traffic management solutions and functions.</p> <p>c. Chartered (or equivalent) member of an appropriate professional institution.</p> <p>d. Experience in traffic management aspects of transportation projects including traffic surveys, junction planning, traffic safety etc.</p> <p>e. Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</p>	
<p>Skills and Personal Attributes</p> <p>A forward thinking person with ability to anticipate the future and design a set of strategies that effectively combat changes, resulting towards achieving long term business objective. Is optimistic in nature, with ability to identify solution even during difficult situations. Effectively communicate with fellow team members and support them to achieve set targets. Broad minded and encourage team to put forward their suggestions towards achieving robust and quick solutions. Should respect others views during the decision-making process and promote a culture in which all the subordinate work as a team in order to achieve a common goal or objective.</p>	

Director – Policy and Technical Support

Position	Director – Policy and Technical Support
Position Description	
Reports to	CEO
<p>Purpose of the Position</p> <ol style="list-style-type: none"> To lead the Policy and Technical Support Division of UMTA and ensure that it efficiently and effectively carries out its functions and pursues organisational objectives. To carry out policy, research, education and awareness activities for overall development of urban transport. To develop and manage local performance indicators for urban transport To provide effective leadership in enhance strategic capability and providing service excellence in the relevant field. 	
<p>Responsibilities</p> <ol style="list-style-type: none"> Leading activities for conducting research studies, education and awareness about good practices in urban transport Providing strategic inputs in development of policy, standards and guidelines for overall development of urban transport Ensuring the maintenance of updated database with information relating to urban transport, including details of projects, services, funding, and public transport safety etc. Contributing to developing and managing performance indicators for urban transport Identify, analyse and recommend innovative and improved practices, technology and processes for overall improvement of urban transport Developing networks in the research community in the field of public transport locally, nationally and internationally. Suggesting trainings, capacity buildings for enhancing quality of professionals in the urban transport. Perform all such other tasks as may be assigned by the CEO time to time Ensure that the values, behaviours and culture of the staff in the respective Division are aligned with the strategy of the Board to achieve a truly integrated work environment. 	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Competence Required</p> <ol style="list-style-type: none"> Leadership: The quality to inspire, lead, coach and develop others to achieve desired goals and objectives. Policy and Research Excellence: This includes deep understanding of overall policy and governance frameworks, public transport standards and guidelines, best practices, research studies etc. Strategic Orientation: The ability to think and act strategically, to link short and long-term visions to daily activities. This includes the ability to provide clear direction and priorities. Risk Management Orientation: This is the ability to identify and take advantage of 	

Position	Director – Policy and Technical Support
<p>opportunities while identifying and minimizing risks that will impede the authority from achieving its goals.</p> <p>e. Innovation: The ability to identify innovative solutions, innovative planning, identifying efficient processes, identifying non-value adding processes and develop creative approaches that lead to overall improvement in working and the urban transport sector.</p>	
<p>Qualifications and Experience</p> <p>a. Post graduate degree in Public Policy / Sustainable Development/ other relevant field</p> <p>b. At least 10 years of work experience with at least 5 years of experience in Senior Management position in Policy and / or Research division of any public sector entity (preferably in urban transport).</p> <p>c. Chartered (or equivalent) member of an appropriate professional institution Experience in policy making, research and analysis in aspects like urban transport, urban transport and health/environment, social issues, gender equality.</p> <p>d. Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</p>	
<p>Skills and Personal Attributes</p> <p>A forward thinking person with ability to anticipate the future and design a set of strategies that effectively combat changes, resulting towards achieving long term business objective. Is optimistic in nature, with ability to identify solution even during difficult situations. Effectively communicate with fellow team members and support them to achieve set targets. Broad minded and encourage team to put forward their suggestions towards achieving robust and quick solutions. Should respect others views during the decision-making process and promote a culture in which all the subordinate work as a team in order to achieve a common goal or objective</p>	

Director – Corporate Services

Position	Director – Corporate Services
Position Description	
Reports to	CEO
<p>Purpose of the Position</p> <ol style="list-style-type: none"> To lead the Corporate Services Division of UMTA and be responsible for the Administration, Information Technology, Branding and Communications and Human Resource functions of UMTA. To manage office infrastructure, staff, and operations of all corporate services including development and maintenance of Authority's business practices, administrative policies and procedures, personnel files, and associated functions. To ensure continuous improvement and the execution of Information Technology, Administration, Branding and Communications and Human Resources to enable the Authority achieve its objectives. 	
<p>Responsibilities</p> <ol style="list-style-type: none"> Oversee the establishment of HR, Information Technology, Marketing and Branding, Communications and Administration policies for the Secretariat Preparation of Manual of Procedures pertaining to administrative policies, recruitment, procurement, branding and communications, information technology, employment etc. Development and continuous monitoring and review of organisational policies including administrative policies, recruitment, procurement, branding and communications, information technology, employment etc. Preparation of periodic plans and reports including coordinating with all other divisions of UMTA for all necessary information and inputs leading to the development of such periodic plans and reports Procuring all required office works, goods and services including all stationary, utilities, IT networks, electronic devices, office equipment etc. Reviewing and developing the IT framework and tools Monitors expenditure and identifies opportunities for cost reduction Coordinate with all divisions of UMTA for soliciting all information required for fulfilling all functions of corporate services division Perform all such duties and functions as required by the Governing Board/ CEO time to time. 	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Competence Required</p> <ol style="list-style-type: none"> Leadership: The quality to inspire, lead, coach and develop others to achieve desired goals and objectives. Corporate Services Excellence: This includes deep understanding of corporate administrative, human resources and information technology policies and procedures. 	

Position	Director – Corporate Services
<p>c. Strategic Orientation: The ability to think and act strategically, and ability to provide clear direction and priorities, and clarify roles and responsibilities</p> <p>d. Risk Management Orientation: This is the ability to identify and take advantage of opportunities while identifying and minimizing risks that will impede the authority from achieving its goals.</p>	
<p>Qualifications and Experience</p> <p>a. Post graduate degree in Management / Business Administration / other relevant field</p> <p>b. At least 10 years of work experience in the capacity of Senior Managerial position in an agency providing corporate services to any public sector entity.</p> <p>c. Chartered (or equivalent) member of an appropriate professional institution Experience in administrative, human resources, IT and associated procedures.</p>	
<p>Skills and Personal Attributes</p> <p>A forward thinking person with ability to anticipate the future and design a set of strategies that effectively combat changes, resulting towards achieving long term business objective. Is optimistic in nature, with ability to identify solution even during difficult situations. Effectively communicate with fellow team members and support them to achieve set targets. Broad minded and encourage team to put forward their suggestions towards achieving robust and quick solutions. Should respect others views during the decision-making process and promote a culture in which all the subordinate work as a team in order to achieve a common goal or objective</p>	

General Manager - Planning

Position	General Manager - Planning
Position Description	
Reports to	Director Planning
<p>Purpose of the Position</p> <ol style="list-style-type: none"> To be part of the middle management of the authority and being responsible for management and execution of the responsibilities of the Planning Division of UMTA by assisting the Director Planning in carrying out his functions To provide strategic and operational support to the Director Planning on all matters related to planning for the overall development of the urban transport sector including preparation and finalisation of Comprehensive Mobility Plan and other such strategic planning works. To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Planning Division 	
<p>Key Responsibilities</p> <ol style="list-style-type: none"> Providing assistance in developing principles and policies for sustainable urban transport system for the urban area Providing assistance in ensuring the integration of the urban transport planning with land-use planning. Coordinate with other UMTA divisions and planning/development agencies to achieve the same. Providing assistance in developing and finalisation of Comprehensive Mobility Plan for the urban area Ensuring effective coordination with all relevant agencies for achieving the objectives of the planning function of UMTA Providing assistance in finalisation of a detailed multi-year programme for urban transport in conjunction with implementation agencies. Communicate Board's strategic direction and ensure culture of collaborative working, with particular focus on compliance with the Board's policies and procedures to fellow staffs. Perform any additional functions as allocated by the division head time to time. 	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Competence Required</p> <ol style="list-style-type: none"> Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives. Planning Excellence: This includes deep understanding of strategic planning, sector understanding, regulatory environment, international best practices, government policies and their effects etc. Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members achieve targets and timelines. Problem Solving: The ability to effectively analyse and evaluate information and situations 	

Position	General Manager - Planning
<p>and render effective decisions. This includes anticipating, identifying and defining problems, seeking root causes and developing and implementing practical and timely solutions.</p> <p>e. Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.</p>	
<p>Qualifications and Experience</p> <p>a. Post graduate degree in the Transport Planning / Engineering or any relevant field.</p> <p>b. At least 8 years of work experience with last 3 years of experience towards executing Transport Planning projects.</p> <p>c. Chartered (or equivalent) member of an appropriate professional institution</p> <p>d. Experience in Transport planning, development of transport sector programmes and economic appraisal.</p> <p>e. Experience in managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</p>	
<p>Skills and Personal Attributes</p> <p>The candidate should have the ability to oversee all administrative functions for smooth functioning of the Division. A major part will involve leading and directing its support staff and other employees. Delegate tasks to the subordinates charting out clear objectives and expectations, while giving the resource the freedom to deal the issue. Maintain division efficiency by ensuring proper procedures, implementation of policies are adopted viz-a-viz maintaining employee morale.</p>	

General Manager – Integrated Public Transport Management

Position	General Manager - Integrated Public Transport Management
Position Description	
Reports to	Director Public Transport Management
<p>Purpose of the Position</p> <ol style="list-style-type: none"> To be part of the middle management of the authority and being responsible for management and execution of the a part of responsibilities of the Public Transport Management Division of UMTA by assisting the Director Public Transport Management in carrying out his functions To provide strategic and operational support to the Director Public Transport Management on matters related to operation and management of infrastructure facilities for ensuring integration of public transport in the urban area. To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Public Transport Management Division 	
<p>Key Responsibilities</p> <ol style="list-style-type: none"> Lead development of plan and strategy for operational integration of all public transport modes within urban area. Providing assistance in planning, strategizing and overseeing the operation and management of systems and facilities to maintain seamless public transport operations in the urban area Provide inputs for comprehensive development of standards and guidelines for public transport operation services Providing assistance in planning, strategizing and implementing/coordinating for implementing all related regulatory functions including: <ul style="list-style-type: none"> Contracting public transport operators for operating in the urban area Strategizing for issue of licenses for public transport services in the urban area Monitoring and regulating (or providing support in regulating) fee and charges of different modes of public transport Collaborate and cooperate with other teams within and across the divisions to achieve Sustainable Urban Transport Vision Perform any additional functions as allocated by the division head time to time. 	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competencies</p> <ol style="list-style-type: none"> Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives. Transport Facilities Operation and Management Excellence: This includes in-depth understanding of operational requirements of the urban transport sector, understanding of best practices, costs involved, efficient technologies and processes, etc. 	

Position	General Manager - Integrated Public Transport Management
<ul style="list-style-type: none"> c. Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members achieve targets and timelines. d. Problem Solving: The ability to effectively analyse and evaluate information and situations and render effective decisions. This includes anticipating, identifying and defining problems, seeking root causes and developing and implementing practical and timely solutions. e. Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities. 	
<p>Qualifications and Experience</p> <ul style="list-style-type: none"> a. Post graduate degree in the Transport Planning / Transport Engineering / Operations Management / relevant field. b. At least 8 years of work experience with last 3 years of experience working in the field of Public Transport Operations and associated projects. c. Chartered (or equivalent) member of an appropriate professional institution d. Experience in planning / operations of public transport facilities and systems. 	
<p>Skills and Personal Attributes</p> <p>The candidate should have the ability to oversee all administrative functions for smooth functioning of the Division. A major part will involve leading and directing its support staff and other employees. Delegate tasks to the subordinates charting out clear objectives and expectations, while giving the resource the freedom to deal the issue. Maintain division efficiency by ensuring proper procedures, implementation of policies are adopted viz-a-viz maintaining employee morale.</p>	

General Manager – Integrated Facilities Development

Position	General Manager – Integrated Facilities Development
Position Description	
Reports to	Director Public Transport Management
<p>Purpose of the Position</p> <ol style="list-style-type: none"> To be part of the middle management of the authority and being responsible for management and execution of a part of responsibilities of the Public Transport Management Division of UMTA by assisting the Director Public Transport Management in carrying out his functions To provide strategic and operational support to the Director Public Transport Management on matters related to development of integrated public transport infrastructure facilities. To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Public Transport Management Division 	
<p>Key Responsibilities</p> <ol style="list-style-type: none"> Lead and coordinate with other agencies towards development of strategy plans for integration of all public transport modes to achieve sustainable integrated transport system vision for the urban area. Provide inputs to finalise Comprehensive Mobility Plan for the urban area Ensuring effective implementation of integrated transport infrastructure projects within specific timelines, budgets and quality levels. Ensuring effective coordination with the Policy and Research Division for innovative public transport solutions suitable to the urban area Ensuring effective coordination with all relevant agencies for achieving the objectives of the Public Transport Management function of UMTA Coordinate with the other divisions of UMTA for integrated holistic development of transport system within the urban area. Demonstrate excellence in staff management including the appropriate recruitment, retention, performance management and development of employees. Perform any additional functions as allocated by the division head time to time. 	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competencies</p> <ol style="list-style-type: none"> Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives. Transport Infrastructure Development Excellence: This includes in-depth understanding of infrastructure requirements of the urban transport sector, understanding of best practices, costs involved, efficient technologies and processes, strategic value addition by different types of infrastructure etc. Managerial Excellence: The General Manager should have excellent managerial 	

Position	General Manager – Integrated Facilities Development
<p>capabilities to plan and execute tasks and manage team members achieve targets and timelines.</p> <p>d. Problem Solving: The ability to effectively analyse and evaluate information and situations and render effective decisions. This includes anticipating, identifying and defining problems, seeking root causes and developing and implementing practical and timely solutions.</p> <p>e. Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.</p>	
<p>Qualifications and Experience</p> <p>a. Post graduate degree in the Transport Planning / Transport Engineering / Infrastructure Planning / Civil Engineering / or any equivalent field.</p> <p>b. At least 8 years of work experience with at least 3 years of experience towards executing Public Transport Infrastructure Development projects.</p> <p>c. Chartered (or equivalent) member of an appropriate professional institution.</p> <p>d. Experience in planning / strategy formulation / implementation of public transport infrastructure projects</p> <p>e. Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</p>	
<p>Skills and Personal Attributes</p> <p>The candidate should have the ability to oversee all administrative functions for smooth functioning of the Division. A major part will involve leading and directing its support staff and other employees. Delegate tasks to the subordinates charting out clear objectives and expectations, while giving the resource the freedom to deal the issue. Maintain division efficiency by ensuring proper procedures, implementation of policies are adopted viz-a-viz maintaining employee morale.</p>	

General Manager – Traffic Management and Control

Position	General Manager – Traffic Management and Control
Position Description	
Reports to	Director - Traffic Management
<p>Purpose of the Position</p> <ol style="list-style-type: none"> To be part of the middle management of the authority and being responsible for management and execution of the responsibilities of the Traffic Management Division of UMTA by assisting the Director - Traffic Management in carrying out his functions To provide strategic and operational support to the Director - Traffic Management on all matters related to technical / engineering inputs on all matters related to public transport including developing standards and guidelines. To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Traffic Management Division 	
<p>Key Responsibilities</p> <ol style="list-style-type: none"> Lead preparation of standards and guidelines specific to traffic management. Provide assistance in technical inputs to other divisions. Achieve effective coordination with all relevant implementing agencies and supervise in project implementation, if required Assist in providing value-added expertise in traffic discipline and project leadership. Assistance in providing execution oversight for important research, development, and evaluation efforts. Perform any additional functions as allocated by the division head time to time. 	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competence:</p> <ol style="list-style-type: none"> Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives. Excellence in Traffic Management; Ability to adapt and apply traffic management skills in Urban Transport planning and implementation. Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members achieve targets and timelines. Problem Solving: The ability to effectively analyse and evaluate information and situations and render effective decisions. This includes anticipating, identifying and defining problems, seeking root causes and developing and implementing practical and timely solutions. Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities. 	

Position	General Manager – Traffic Management and Control
<p>Qualifications and Experience</p> <ul style="list-style-type: none">a. Post graduate degree in the Transport/ Traffic Planning / Engineering or any relevant field.b. At least 8 years of work experience with at least 3 years of experience in executing traffic related projects.c. Member of an appropriate professional institution.d. Experience in traffic engineering, designing standards, specifications and guidelines.e. Experience in managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.	
<p>Skills and Personal Attributes</p> <p>The candidate should have the ability to oversee all administrative functions for smooth functioning of the Division. A major part will involve leading and directing its support staff and other employees. Delegate tasks to the subordinates charting out clear objectives and expectations, while giving the resource the freedom to deal the issue. Maintain division efficiency by ensuring proper procedures, implementation of policies are adopted viz-a-viz maintaining employee morale.</p>	

General Manager – Policy and Research

Position	General Manager - Policy and Research
Position Description	
Reports to	Director Policy and Technical Support
<p>Purpose of the Position</p> <ol style="list-style-type: none"> To be part of the middle management of the authority and being responsible for undertaking research activities. Assist the Director Policy and Research in carrying out and achieving objectives of the Policy and Research Division To provide strategic and operational support to the Director Policy and Research on all matters related to development of policy, standards and guidelines and carrying out research activities for the overall development of the urban transport sector. To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Policy and Research Division 	
<p>Key Responsibilities</p> <ol style="list-style-type: none"> Demonstrate ability to undertake research studies, education and awareness activities about good practices in urban transport Able to effectively analyse research outputs before providing strategic inputs in development of policy, standards and guidelines for overall development of urban transport. Maintain and monitor performance indicators for urban transport Backed by research data, provide innovative solutions, in terms of policy, technology and process to improved urban transport services within the urban area. Perform any additional functions as allocated by the division head time to time 	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competence required</p> <ol style="list-style-type: none"> Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives. Policy and Research Excellence: This includes deep understanding of policy environment in the state / country, regulatory environment, international best practices, research methods, data analysis excellence, forecasting etc. Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members achieve targets and timelines. Problem Solving: The ability to effectively analyse and evaluate information and situations and render effective decisions. This includes anticipating, identifying and defining problems, seeking root causes and developing and implementing practical and timely solutions. Results Orientation: Maintain standards of excellence both in research quality and output. 	

Position	General Manager - Policy and Research
<p>Qualifications and Experience</p> <ul style="list-style-type: none"> a. Post graduate degree in the Public Policy / Arts (Public Policy) / other equivalent b. At least 8 years of work experience with last 3 years of experience in performing research in the field of Urban Development, and transport related issues. c. Chartered (or equivalent) member of an appropriate professional institution. d. Experience in policy making, research and analysis aspects of urban transport sector. e. Experience in managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance. 	
<p>Skills and Personal Attributes</p> <p>The candidate should have the ability to oversee all administrative functions for smooth functioning of the Division. A major part will involve leading and directing its support staff and other employees. Delegate tasks to the subordinates charting out clear objectives and expectations, while giving the resource the freedom to deal the issue. Maintain division efficiency by ensuring proper procedures, implementation of policies are adopted viz-a-viz maintaining employee morale.</p>	

General Manager – Internal Corporate Services

Position	General Manager – Internal Corporate Services
Position Description	
Reports to	Director – Corporate Services
<p>Purpose of the Position</p> <ol style="list-style-type: none"> To be part of the middle management of the authority and being responsible for management and execution of part of the responsibilities of the Corporate Services Division of UMTA by assisting the Director - Corporate Services in carrying out his functions To provide strategic and operational support to the Director – Corporate Services on all matters related to administration, human resources and information technology for the authority in order to ensure smooth functioning of the UMTA. To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Corporate Services Division 	
<p>Key Responsibilities</p> <ol style="list-style-type: none"> Providing assistance in preparing HR, IT and Administration policies and timely review for all UMTA Division Providing assistance in preparation of periodic plans and reports including coordinating with all other divisions of UMTA Providing assistance in procuring all required office works, goods and services including all stationary, utilities, IT networks, electronic devices, office equipment's etc. Providing assistance in reviewing, developing and recommending appropriate employment conditions and remuneration structures, and leads any industrial relations negotiations Coordinating with all divisions of UMTA for soliciting all information required for fulfilling all functions of corporate services division Perform any additional functions as allocated by the division head time to time. 	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competence required</p> <ol style="list-style-type: none"> Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives. Corporate Services Excellence: This includes deep understanding of corporate administration, human resource management, information technology infrastructure etc. Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members. Problem Solving: The ability to effectively analyse and evaluate information and situations and render effective decisions. Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities. 	
Qualifications and Experience	

Position	General Manager – Internal Corporate Services
<ul style="list-style-type: none"> a. Post graduate degree in Management / Business Administration / other relevant field b. At least 8 years of work experience with last 3 years of experience in-charge of managing Corporate Administration functions. c. Chartered (or equivalent) member of an appropriate professional institution. d. Experience in administrative, human resources, IT and associated procedures e. Experience in a position with strategic focus, ability to rise above detail, to summarise f. Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance. g. Experience in building and fostering relationships. 	
<p>Skills and Personal Attributes</p> <p>The candidate should have the ability to oversee all administrative functions for smooth functioning of the Division. A major part will involve leading and directing its support staff and other employees. Delegate tasks to the subordinates charting out clear objectives and expectations, while giving the resource the freedom to deal the issue. Maintain division efficiency by ensuring proper procedures, implementation of policies are adopted viz-a-viz maintaining employee morale.</p>	

General Manager – Branding, Communications and Public Relationship Management

Position	General Manager – Branding, Communications and Public Relationship Management
Position Description	
Reports to	Director – Corporate Services
<p>Purpose of the Position</p> <ol style="list-style-type: none"> To be part of the middle management of the authority and being responsible for management and execution of part of the responsibilities of the Corporate Services Division of UMTA by assisting the Director - Corporate Services in carrying out his functions To provide strategic and operational support to the Director –Corporate Services on all matters related to branding, communications and public relationship management for the authority. To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Corporate Services Division 	
<p>Key Responsibilities</p> <ol style="list-style-type: none"> Providing assistance in preparing branding, communications and public relationship management policies for UMTA Ensuring effective branding of UMTA including its vision, mission and goals, the need and benefits of UMTA Lead development and monitoring of organisational policies including branding, communications and public relationship management policies and guidelines etc. Coordinating with all divisions of UMTA for soliciting all information required for fulfilling all functions of corporate services division. Perform any additional functions as allocated by the division head time to time. 	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competence required</p> <ol style="list-style-type: none"> Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives. Branding and Public Relationship Management Excellence: This includes deep understanding of branding and public relationship management practices etc. Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members achieve targets and timelines. Problem Solving: The ability to effectively analyse and evaluate information and situations and render effective decisions. This includes anticipating, identifying and defining problems, seeking root causes and developing and implementing practical and timely solutions. Results Orientation: A commitment to meeting and exceeding standards of excellence. 	

Position	General Manager – Branding, Communications and Public Relationship Management
f. Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.	
<p>Qualifications and Experience</p> <ul style="list-style-type: none"> a. Post graduate degree in Communication / Marketing / Advertising or any similar field b. At least 8 years of work experience with last 3 years of experience in the field of Branding and / or Public Relationship Management advisory group. c. Chartered (or equivalent) member of an appropriate professional institution. d. Experience in branding, public relationship management and associated procedures e. Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance. f. Experience in building and fostering relationships. 	
<p>Skills and Personal Attributes</p> <p>The candidate should have the ability to oversee all administrative functions for smooth functioning of the Division. A major part will involve leading and directing its support staff and other employees. Delegate tasks to the subordinates charting out clear objectives and expectations, while giving the resource the freedom to deal the issue. Maintain division efficiency by ensuring proper procedures, implementation of policies are adopted viz-a-viz maintaining employee morale.</p>	

Support Staff – Transport Planner

Position	Support Staff – Transport Planner
Person Specification	
<p>Purpose of the Position</p> <p>Transport planners would work on policies, plans and projects relating to all kinds of transport systems. This includes roads and the use of cars, lorries and buses, rail networks, pedestrian systems for walking or cycling. Transport planner will screen scenarios so as to identify ways to improve these systems or how new systems can be implemented in certain areas in line with 'vision' statement of the UMTA. He/ She will take into consideration issues such as climate change, the economy and the environment.</p>	
<p>Key Responsibilities</p> <ol style="list-style-type: none"> a. designing and interpreting transport and travel surveys; b. writing clear reports and presenting options and recommendations on transport systems to the Division head; c. using statistical analysis to examine travel data or accident records; d. forming potential solutions to transport problems; e. using mathematical and computer simulation models to forecast the effects of road improvements, policy changes and/or public transport schemes; f. evaluating the benefits and costs of different strategies; g. participating in public consultation initiatives, including designing leaflets or questionnaires and attending scheme exhibitions; h. managing studies and projects, often within tight time and budget limits; i. assessing infrastructure requirements (access, car parking, bus stops, cycle parking, etc.) of new developments to support planning applications or to inform local authority development plans; j. liaising and negotiating with different parties, e.g. planning and highways authorities, residents' groups, councillors/politicians, developers, transport providers; k. developing the initial design ideas for new or improved transport infrastructure, such as junction improvements, pedestrian priority schemes, bus interchange or bus priority facilities, car parking areas, etc.; l. acting as an expert witness at public inquiries and planning appeals; 	
<p>Reporting</p> <p>The Support Staff shall report to the General Manager – Planning.</p>	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competence required</p> <ol style="list-style-type: none"> a. Expertise in sustainable transport development policy and practice b. Experience in programmes/projects related to Transport Planning and management. c. Experience in formulating urban transport sector policies. 	

Position	Support Staff – Transport Planner
<p>d. Experience in working in transport sector institutions in India.</p>	
<p>Qualifications and Experience</p> <p>a. Post graduate degree in the Transport Planning / Transport Engineering.</p> <p>b. At least 5 years of work experience with last 2 years of experience in delivering Transport Planning projects.</p> <p>c. Member of an appropriate professional institution.</p> <p>d. Experience in Transport planning, development of transport sector programmes and economic appraisal.</p>	
<p>Skills and Personal Attributes</p> <p>Creative approach to problem solving good project management skills excellent communication skills and confidence with people report writing and presentation skills good negotiating skills a knowledge of computer modelling software an understanding of transport issues a commitment to continuous professional development</p>	

Support Staff – Urban Planner

Position	Support Staff – Urban Planner
Person Specification	
<p>Purpose of the Position</p> <ol style="list-style-type: none"> To be part of the executive team of the authority and being responsible for execution of the responsibilities of the Planning Division of UMTA To provide operational support to the General Manager Planning on all matters related to planning for the overall development of the urban transport sector including assistance in preparation and finalisation of Comprehensive Mobility Plan and other such strategic planning works from urban planning and integration of planning perspectives. To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Planning Division 	
<p>Responsibility</p> <ol style="list-style-type: none"> Providing operational assistance in developing principles and policies for sustainable development and urban transport system for the urban area Providing technical assistance from urban planning perspectives in developing and finalisation of Comprehensive Mobility Plan for the urban area. Evaluates or assists in the evaluation of re-zonings, ordinance amendments, site plans, special use permits, variances and other proposals Providing assistance in ensuring the integration of the urban transport planning with land-use planning Providing assistance in finalisation of a detailed multi-year programme for urban transport in conjunction with implementation agencies Carry out such other functions and duties that are delegated to the position 	
<p>Reporting</p> <p>The Support Staff shall report to the General Manager – Planning.</p>	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competence required</p> <ol style="list-style-type: none"> Knowledge of the principles and practices of planning Knowledge of a relevant specialization such as transportation, land-use Knowledge of principles and practices of research and data collection Knowledge of effective writing techniques Statistical, algebraic, or geometric knowledge and ability to apply such knowledge in practical situations Knowledge of computer hardware and software programs, which may include Microsoft Office, Internet applications, and GIS 	

Position	Support Staff – Urban Planner
<p>Qualifications and Experience</p> <ul style="list-style-type: none"> a. Post graduate degree in the Urban Planning / relevant field. b. At least 5 years of work experience of which last 2 years being involved in city development planning and urban transport related project. c. Member of an appropriate professional institution. d. Sound knowledge of urban and transport planning and concepts and methodologies. 	
<p>Skills and Personal Attributes</p> <ul style="list-style-type: none"> a. Oral communication and interpersonal skills to explain rules and procedures clearly to the superiors and to the public b. Creative problem-solving skills to gather relevant information to solve vaguely defined practical problems c. Ability to review plans and apply provisions of the ordinances and codes to determine compliance with such regulations and to apply regulations to field conditions d. Ability to create graphic designs, development strategies, and render site plans via sketches and/or computer graphics highly desirable. e. Ability to work on several projects or issues simultaneously f. Ability to work independently or in a team environment as needed g. Ability to attend to details while keeping big-picture goals in mind 	

Support Staff – Civil Engineer

Position	Support Staff – Civil Engineer
Person Specification	
<p>Purpose of the Position</p> <ol style="list-style-type: none"> To be part of the executive team of the authority and being responsible for execution of the responsibilities of the Traffic Management Division of UMTA To provide operational support to the General Manager Traffic Management and Control on all matters related to civil engineering aspects involving technical/ engineering inputs, standards and guidelines. 	
<p>Key Responsibilities</p> <ol style="list-style-type: none"> Providing operational assistance in preparing standards and guidelines specific to transport/traffic engineering. Providing all necessary civil engineering related inputs including on standards and guidelines for urban transport infrastructure Assistance in providing value-added expertise in engineering discipline and project leadership. Assistance in providing execution oversight for important research, development, and evaluation efforts. Carry out such other functions and duties that are delegated by the Divisional head. 	
<p>Reporting</p> <p>The Support Staff shall report to the General Manager – Traffic Management and Control.</p>	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competence required</p> <p>Civil Engineer with capability to support variety of tasks on a wide range of civil development and civil public infrastructure projects (including mixed use developments, transportation projects and public infrastructure projects). Assignments may consist of AutoCAD drafting, field surveying support / calculations, as well as coordination with public agencies and other consultants.</p>	
<p>Qualifications and Experience</p> <ol style="list-style-type: none"> Graduate degree in the Civil Engineering / relevant field. At least 5 years of work experience with last 2 years of experience in completing and delivering transport related project. Member of an appropriate professional institution. Experience with CAD Software packages and other design packages is a plus. 	

Position	Support Staff – Civil Engineer
<p>Skills and Personal Attributes</p> <ul style="list-style-type: none"> a. Strong commitment to advancing UMTA’s mission and to environmental and social justice. b. Demonstrated ability to manage people and projects to successful project outcomes. c. Strong communication skills, including preparing daily reports. d. Ability to manage multiple priorities and projects, work well under pressure and keep to deadlines. e. Ability to maintain high standards. 	

Support Staff – Mechanical Engineer

Position	Support Staff – Mechanical Engineer
Person Specification	
<p>Purpose of the Position</p> <ol style="list-style-type: none"> To be part of the executive team of the authority and being responsible for execution of the responsibilities of the Traffic Management Division of UMTA To assist the General Manager -Traffic Management and Control on matters related to mechanical engineering and concepts. 	
<p>Key Responsibilities</p> <ol style="list-style-type: none"> Read and interpret blueprints, technical drawings, schematics, and computer-generated reports. Research, design, evaluate, install, operate, and maintain mechanical products, equipment, systems and processes to meet requirements. Apply knowledge of mechanical engineering principles, related inputs including on standards and guidelines for urban transport infrastructure, for example on rolling stock, other machinery etc. 	
<p>Reporting</p> <p>The Support Staff shall report to the General Manager – Traffic Management and Control.</p>	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competence required</p> <p>Mechanical Engineer shall be capable to support variety of tasks on a wide range of mechanical related projects elements (including rolling stock, operational maintenance and management). Assignments may consist of AutoCAD drafting, on-field handholding, as well as coordination with agencies undertaking similar project in the urban area.</p>	
<p>Qualifications and Experience</p> <ol style="list-style-type: none"> Graduate in Mechanical Engineering / relevant field. At least 5 years of work experience with at least 2 years of experience in Mechanical Engineering Function. Member of an appropriate professional institution. Experience in development of infrastructure projects, such experience in urban transport sector would be preferable Sound knowledge of urban and transport planning and programming theories and methods. 	
<p>Skills and Personal Attributes</p> <ol style="list-style-type: none"> Strong commitment to advancing UMTA’s mission and to environmental and social justice. Demonstrated ability to manage people and projects to successful project outcomes. Strong communication skills, including preparing daily reports. Ability to manage multiple priorities and projects, work well under pressure and keep to 	

Position	Support Staff – Mechanical Engineer
deadlines. e. Ability to maintain high standards.	

Support Staff – Integrated Facilities Development Engineer/Planner

Position	Support Staff – Integrated Facilities Development Engineer/Planner
Person Specification	
<p>Purpose of the Position</p> <ol style="list-style-type: none"> To be part of the executive team of the authority and being responsible for execution of responsibilities of the Public Transport Management Division of UMTA To provide operational support to the General Manager Integrated Facilities Development Management on matters related to development of infrastructure facilities for ensuring integration of public transport in the urban area. To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Public Transport Management Division 	
<p>Key Responsibilities</p> <ol style="list-style-type: none"> Coordinate with different department including city development agency, other divisions and other national/state/local institutions to facilitate integrated transport facilities. Research, analyse, monitor, and make recommendations to promote integrated transport facilities and infrastructure. Represent the Department/Division on a wide variety of complex initiatives, projects and working teams Investigate and respond to inquiries, requests, or complaints received by UMTA Board, Council, and or other citizen stakeholders, either directly or through participation of members of the department. This includes responding to ad-hoc requests for information, confidential advice and prepare reports as required Responsible for providing information, advice and recommendations on behalf of the GM and Leadership Team in support of Division's operations and directions. Manages a wide variety of assigned project which are complex, and may be confidential and/or politically sensitive. Coordinate department activities and assignment of responsibilities required to complete project work 	
<p>Reporting</p> <p>The Support Staff shall report regularly to the General Manager –Integrated Facilities Development.</p>	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competence required</p> <ol style="list-style-type: none"> Proven ability to work effectively with senior levels within an organization across all operating areas. Strengths in prioritizing and managing urgent items in a fast paced, deadline driven environment Quick learner and able to adapt quickly, in diverse areas An excellent ability to build and develop strategic and collaborative partnerships with diverse stakeholders, including the public, external partners 	

Position	Support Staff – Integrated Facilities Development Engineer/Planner
<ul style="list-style-type: none"> e. Exceptional communication abilities, listening, presentation and writing. f. Demonstrate a highly consultative level with excellent presentation skills, preferably to a political audience 	
<p>Qualifications and Experience</p> <p>Post graduate degree in the Transport Planning / Transport Engineering / Infrastructure Planning/Infrastructure Development/Infrastructure Management or any equivalent field. At least 5 years of work experience with last 2 years of experience in the field of Public Transport Infrastructure Development and associated projects. Member of an appropriate professional institution</p>	
<p>Skills and Personal Attributes</p> <ul style="list-style-type: none"> a. Fluency in oral and written English, and outstanding inter-personal skills. b. Strong team spirits, and ability to handle multiple priorities, take initiative, and deliver under tight deadlines 	

Support Staff – Integrated Public Transport Operation Engineer/Planner

Position	Support Staff – Integrated Public Transport Operation Engineer/Planner
Person Specification	
<p>Purpose of the Position</p> <ol style="list-style-type: none"> To be part of the executive team of the authority and being responsible for execution of responsibilities of the Public Transport Management Division of UMTA To provide operational support to the General Manager Integrated Public Transport Operations on matters related to development of infrastructure facilities for ensuring integration of public transport in the urban area. To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Public Transport Management Division 	
<p>Key Responsibilities</p> <ol style="list-style-type: none"> Providing operational assistance in developing plan and strategy for integration of all public transport modes to ensure effective operation and management of sustainable integrated transport system for the urban area. Providing operational assistance in planning, strategizing and overseeing the operation and management of systems and facilities for integration of public transport in the urban area Ensuring efficiency in operation and management of integrated transport facilities and systems. Providing operational assistance in developing standards and guidelines for public transport services specific to the urban area in consonance with the land-use pattern of the city Providing operational assistance in planning, strategizing and implementing/coordinating for implementing all related regulatory functions including: <ul style="list-style-type: none"> Contracting public transport operators for operating in the urban area Strategizing for issue of licenses for public transport services in the urban area Monitoring and regulating (or providing support in regulating) fee and charges of different modes of public transport Providing operational assistance in promoting development of integrated multi-modal public transport systems for the urban area Carry out such other functions and duties that are delegated to the position 	
<p>Reporting</p> <p>The Support Staff shall report to the General Manager – Integrated Public Transport Management.</p>	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	

Position	Support Staff – Integrated Public Transport Operation Engineer/Planner
<p>Key Competence required</p> <ul style="list-style-type: none"> a. Expertise in sustainable development policy and practice b. Experience in programmes/projects related to Public Transport Planning and management. c. Experience in formulating public transport sector policies and data management systems and operational guidelines. d. Experience in working in transport sector institutions in India. 	
<p>Qualifications and Experience</p> <ul style="list-style-type: none"> a. Post graduate degree in the Transport Planning / Transport Engineering / Operations Management / relevant field. b. At least 5 years of work experience with last 2 years of experience in the field of Public Transport Operations and management. c. Member of an appropriate professional institution. d. Experience in planning / operations of public transport projects e. Experience in planning operation of public transport facilities and systems 	
<p>Skills and Personal Attributes</p> <ul style="list-style-type: none"> a. Strong commitment to advancing UMTA's mission and to environmental and social justice. b. Demonstrated ability to manage people and projects to successful project outcomes. c. Excellent research and analytical skills. You should enjoy working with large datasets! d. Strong communication skills, including preparing effective graphics and making powerful presentations. e. Ability to manage multiple priorities and projects, work well under pressure and keep to deadlines. f. Ability to maintain high standards while contributing pragmatic ideas. 	

Support Staff – Transport Researcher

Position	Support Staff – Transport Researcher
Person Specification	
<p>Purpose of the Position</p> <p>The researcher will support several projects related to sustainable mobility in general, with a focus on transit policy, planning and operations.</p>	
<p>Key Responsibility</p> <ol style="list-style-type: none"> a. Conduct desktop research on sustainable transportation policies, and deliver on-the-ground projects. b. Track and survey state-of-the-practice policies on sustainable urban development/transport and explore the applicability to the urban area. c. Participate in the scoping of project and policy research opportunities. d. Assist in developing practical policy tools and guidelines on sustainable urban development/transport for the urban area. e. Help organise/participate in external events, workshops, conferences, and other project dissemination or capacity building activities. f. Assist in grant management and project management work as needed, g. Assist in other ongoing projects, as needed. h. Produce, proofread, and edit research reports and papers in English and coordinate the publication process. i. Support other activities as needed. 	
<p>Reporting</p> <p>The Support Staff shall report to the General Manager – Policy and Research.</p>	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competence required</p> <ol style="list-style-type: none"> a. Strong research and quantitative analytical skills b. Strong academic ethics c. Excellent research, analytical writing and presentation skills 	
<p>Qualification and Experience</p> <p>The candidate should maintain confidentiality, use sound judgement and perform independently while performing the duties of the human resource officer. The incumbent should also demonstrate the following personal attributes:</p> <ol style="list-style-type: none"> a. Maintain standards of conduct b. Be respectful c. Possess cultural and political awareness and sensitivity d. Be flexible e. Demonstrate sound work ethics f. Be consistent and fair 	

Position	Support Staff – Transport Researcher
<p>Skills and Personal Attributes</p> <ul style="list-style-type: none">a. Fluency in oral and written English, and outstanding inter-personal skills.b. Strong team spirits, and ability to handle multiple priorities, take initiative, and deliver under tight deadlines.	

Support Staff – Policy Expert

Position	Support Staff – Policy Expert
Person Specification	
<p>Purpose of the Position</p> <ol style="list-style-type: none"> To be part of the executive team of the authority and being responsible for execution of the responsibilities of the Policy and Research Division of UMTA To provide operational support to the General Manager Policy and Research on all matters related to policy and guidelines development related activities for the overall development of the urban transport sector. To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Policy and Research Division 	
<p>Key Responsibilities</p> <ol style="list-style-type: none"> Providing operational assistance in carrying out necessary activities for development / update / key inputs in development of policies, standards and guidelines. Providing technical assistance in developing strategic options for consideration in development of policies, guidelines and standards. Assist in performing technical and economic appraisals of existing/new implemented policies to reduce gaps. Constantly cite international best practices and find possible ways to adapt / adopt in Indian context Carry out such other functions and duties as and when required by the General Manager. 	
<p>Reporting</p> <p>The Support Staff shall report to the General Manager – Policy and Research.</p>	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competence required</p> <ol style="list-style-type: none"> Expertise is in sustainable development policy and practice Experience in programmes/projects related to Indian public sector Urban Planning frameworks and management. Specific experience in formulating transport sector policies and data management systems and operational guidelines. Experience in working in transport sector institutions in India. 	
<p>Qualifications and Experience</p> <ol style="list-style-type: none"> Post graduate degree in the Public Policy / Arts (Public Policy) relevant field. At least 5 years of work experience with at least 2 years of experience in Policy function of any public / private sector entity Member of an appropriate professional institution 	

Position	Support Staff – Policy Expert
<p>Skills and Personal Attributes</p> <ul style="list-style-type: none">a. Analytical and policy skills, preferably in the field of either sustainability or CSRb. Familiarity with sustainability reportingc. Understanding of multi-stakeholder dynamicsd. Practical experience with development cooperation, (inter) governmental relations and /or with international organizationse. Experience in relationship management with high level people/groupsf. Diplomatic and public relations skillsg. Pro-active and able to be results and relationship oriented at the same timeh. Ability to work from own initiative on a day-to-day basis, based on agreed medium term objectives, reporting to a manager at a geographical distancei. Excellent writing skills, native-levelj. English language skills required (written and verbal) including writing of policy text, project proposals and reportk. Effective project management skills	

Support Staff – Human Resource Executive

Position	Support Staff – Human Resource Executive
Person Specification	
<p>Purpose of the Position</p> <p>The Human Resource Officer is responsible for providing support in the various human resource functions, which include recruitment, staffing, training and development, performance monitoring and employee counselling.</p>	
<p>Skills and Personal Attributes</p> <p>The candidate should maintain confidentiality, use sound judgement and perform independently while performing the duties of the human resource officer. The staff should also demonstrate the following personal attributes:</p> <ol style="list-style-type: none"> maintain standards of conduct be respectful possess cultural and political awareness and sensitivity be flexible demonstrate sound work ethics be consistent and fair 	
<p>Reporting</p> <p>The Support Staff shall report to the General Manager – Internal Corporate Services.</p>	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competence required</p> <ol style="list-style-type: none"> Able to analyse information quickly and use it to make robust decisions. Able to gain commitment from different quarters in order to benefit the organisation. Expert in both HR and commercial issues, and takes a professional approach. Able to work well with a range of people both within and outside of the organisation. Focused on delivering best possible results for the organisation, and shows determination, resourcefulness and a sense of purpose in achieving this. Have the courage and confidence to speak up and will challenge others even when met with resistance or unfamiliar circumstances. An inquisitive, open-minded type, who seeks out new ways to support the development of the organisation 	
<p>Qualifications and Experience</p> <ol style="list-style-type: none"> Post graduate degree in the Human Resources / other relevant field At least 5 years of work experience of which at least last 2 experience in delivering Human Resources Functions. 	
<p>Skills and Personal Attributes</p> <p>The candidate should maintain confidentiality, use sound judgement and perform independently while performing the duties of the human resource officer. The incumbent should also demonstrate the following personal attributes:</p> <ol style="list-style-type: none"> maintain standards of conduct be respectful 	

Position	Support Staff – Human Resource Executive
<ul style="list-style-type: none">c. possess cultural and political awareness and sensitivityd. be flexiblee. demonstrate sound work ethicsf. be consistent and fair	

Support Staff – Administration Executive

Position	Support Staff – Administration Executive
<p>Purpose of the Position</p> <p>Provide complex and diversified administrative support with minimal supervision. Anticipate the needs of senior level manager and proactively solve problems and/or independently handle issues. May be responsible for leading other administrative staff or subordinates.</p>	
<p>Key Responsibilities</p> <p>Performs administrative and office support activities for multiple supervisors. Duties may include fielding telephone calls, receiving and directing visitors, word processing, creating spreadsheets and presentations, and filing. Extensive software skills are required, as well as Internet research abilities and strong communication skills. Staff in this category also may have the title of department assistant, coordinator or associate.</p>	
<p>Reporting</p> <p>The Support Staff shall report to the General Manager – Internal Corporate Services.</p>	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competence required</p> <ol style="list-style-type: none"> a. Demonstrated high-level administrative experience which includes advanced computer skills and demonstrated experience with office software and email applications. b. Extensive administrative experience at the executive level; c. Proven success at supporting multiple senior staff professionals, ability to adapt to different work styles d. Excellent planning and organizational skills. e. Office Management skills f. Displays initiative and a positive “can do” attitude; proactively anticipates needs g. Demonstrated ability to handle sensitive issues and maintain confidentiality. h. High level of discretion, judgment and tact i. Proven ability to be discreet and diplomatic when dealing with sensitive information j. Demonstrated ability to perform duties with a high level of professionalism, flexibility, discretion, judgment, diplomacy and tact. k. Ability to work effectively with others and build relationships that support the position Ability to multi-task, adapt to changing priorities and meet deadlines. l. Knowledge of basic accounting practices 	
<p>Qualifications and Experience</p> <ol style="list-style-type: none"> a. Bachelor’s degree preferred b. 1-3 years office experience as an Executive/Personal Administrative Assistant preferred c. Previous customer service experience preferred d. Should be able to effectively communicate with people both in person, and over the telephone 	

Position	Support Staff – Administration Executive
<p>Skills and Personal Attributes</p> <p>Because the job requires the staff to deal with managers, executives, and technical staff and clerks at all levels of the organization, as well as clients, executive administrator should possess excellent interpersonal skills. He/she should listen actively to instructions from their bosses, explain information verbally to subordinates and write reports that general employees understand. Good organizational and time-management skills are needed; juggle several tasks at the same time and may work for more than one executive. The staff should have effective computer skills for using software to process, organize and present data effectively.</p>	

Support Staff – Information Technology

Position	Support Staff – Information Technology
Person Specification	
<p>Purpose of the Position</p> <p>Reporting to the General Manager – Corporate Service Division of UMTA, the support staff will be responsible for assisting the manager in all matters related to IT services include monitoring and maintaining the computer systems and networks within the UMTA Secretariat. Depending on the size of the organisation, an IT support officer's role may span one or more areas of expertise.</p>	
<p>Key Responsibilities</p> <ol style="list-style-type: none"> a. installing and configuring computer hardware operating systems and applications; b. monitoring and maintaining computer systems and networks; c. talking staff or clients through a series of actions, either face to face or over the telephone to help set up systems or resolve issues; d. troubleshooting system and network problems and diagnosing and solving hardware or software faults; e. replacing parts as required; f. providing support, including procedural documentation and relevant reports; g. following diagrams and written instructions to repair a fault or set up a system; h. supporting the roll-out of new applications; i. setting up new users' accounts and profiles and dealing with password issues; j. responding within agreed time limits to call-outs; k. working continuously on a task until completion (or referral to third parties, if appropriate); l. prioritising and managing many open cases at one time; m. rapidly establishing a good working relationship with customers and other professionals, e.g., software developers; n. testing and evaluating new technology; o. Conducting electrical safety checks on computer equipment. 	
<p>Reporting</p> <p>The Support Staff shall report to the General Manager – Internal Corporate Services.</p>	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competence required</p> <ol style="list-style-type: none"> a. Attention to Detail - Meticulous; thoroughly reviews and proofreads various IT related data/information; dedicates focus to accomplish tasks that are complete, precise, and accurate to a given IT situation. b. Customer Service - Works with internal clients and customers (that is, any individuals who use or receive IT services or IT products within UMTA Secretariat) to assess IT needs, provide assistance, resolve fairly complex or non-routine problems, or satisfy expectations; 	

Position	Support Staff – Information Technology
<p>knowledge of available products and services; committed to providing quality IT products and services.</p> <p>c. Communication - Expresses technical information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); listens to others, recognizes potential miscommunication, attends to nonverbal cues, and responds appropriately.</p> <p>d. Problem Solving - Identifies IT related problems using a variety of materials or sources; gathers and applies technical information to determine accuracy and relevance to moderately complex problems; uses sound judgment to generate and evaluate alternatives; makes decisions or recommendations that influence IT policies or programs and applies new developments to previously unresolved problems.</p>	
<p>Qualifications and Experience</p> <p>The resource should have a graduate degree with qualifications in computing, IT-related subjects, business studies and management. Previous relevant computing, software or training experience is normally essential, although personality and aptitude may be regarded as being equally important. Teaching and training qualifications can also be advantageous.</p>	
<p>Skills and Personal Attributes</p> <p>Working knowledge of information technology systems and networking theory, principles, and current practices and developments; working knowledge of data applications and database support; working knowledge of the application and integration of wireless technology systems; working knowledge of server and desktop operating systems, including Windows and DOS, and protocols, including TCP/IP, SMTP, SNMP, and telnet; working knowledge of the application and integration of audio, video, and related communication systems; working knowledge of troubleshooting methodology; working knowledge of word processing, spreadsheets, database, and graphics applications.</p> <p>Skill in operating the listed tools and equipment. Ability to express complex technical concepts effectively, both verbally and in writing; ability to maintain assigned programs and systems; ability to troubleshoot assigned programs; ability to meet project deadlines; ability to establish and maintain effective working relationships with colleagues and supervisors; ability to communicate effectively orally and in writing.</p>	

Support Staff – Branding, Communications and Public Relationship Management

Position	Support Staff – Branding, Communications and Public Relationship Management
Person Specification	
<p>Purpose of the Position</p> <p>Reporting to the General Manager – Corporate Service Division of UMTA, the support staff will be responsible for assisting the brand, communication team in continually enhancing Sustainable Urban Transport activities promoted by the board. Undertaking activities contributing towards enhancing cities urban transport image, its awareness, media, partnerships, collaboration with other agencies and relationship marketing.</p>	
<p>Key Responsibilities</p> <ol style="list-style-type: none"> Demonstrate skills, knowledge and experience in the design and execution of marketing, communications and public relations activities. Strong creative, strategic, analytical, organizational and personal sales skills. Experience developing and managing budgets, and hiring, training, developing, supervising and appraising personnel. Demonstrate successful experience writing press releases, making presentations and negotiating with media. Experience overseeing the design and production of print materials and publications. Computer literacy in word processing, data base management and page layout. Commitment to working with shared leadership and in cross-functional teams. Strong oral and written communications skills. Ability to manage multiple projects at a time. 	
<p>Reporting</p> <p>The Support Staff shall report to the General Manager – Branding, Communications And Public Relationship Management.</p>	
<p>Salary and Benefits</p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p>Key Competence required</p> <ol style="list-style-type: none"> Experience and proven expertise in the relevant sector The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations. The support staff should have ability to effectively analyse and evaluate information and situations and render effective solutions. Should be committed to achieving results with high standards of quality and efficiency 	

Position	Support Staff – Branding, Communications and Public Relationship Management
<p>Qualifications and Experience</p> <ul style="list-style-type: none"> a. Post graduate degree in degree in Commerce, Marketing, Advertising, Communication, Finance, or any other related field. b. At least 5 years of work experience of which at least last 2 years’ experience handling branding and communication responsibilities for Urban Planning project. c. Experience in branding, public relationship management and associated procedures d. Experience working in the not-for-profit or association sector highly preferable. 	
<p>Skills and Personal Attributes</p> <p>This role requires constant communication, thus, strong verbal and written communication skills are required. The candidate should be knowledgeable in marketing and public relations. He/she should be highly motivated, well organized, detail-oriented, creative and innovative, and possess good time management skills. He/ She should be able to multi-task, do market research and analyse results effectively, prioritize and influence stakeholders; understand the target market and its dynamics.</p>	

ANNEXURE IV - NOTE FOR GOVERNMENT OF ANDHRA PRADESH (TEMPLATE)

[Please note that this will depend on the state legal department rules followed and we would not be able to comment on the same].

No. _____

Government of State of Andhra Pradesh

[Department of Legal Affairs]

Andhra Pradesh Capital Region

Note for the State Government

Subject: Establishment of Unified Transport Authority and Urban Transport Fund in Andhra Pradesh Capital Region – Enactment of Legislation - Regarding

1. Introduction

A snapshot of the proposal in 3 or 4 sentences.

2. Background

A brief background of the proposal to understand its genesis. This would include reference to NUTP 2006, initiatives by Ministry of Urban Development - Government of India, development of generic legislation for setting up UMTA and UTF by Ministry of Urban Development, Government of India, initiatives for setting up UMTA and UTF in the Andhra Pradesh Capital Region urban area etc.

3. Proposal

The proposal may be stated with clarity and precision so that there is no ambiguity in what the urban area aims to achieve by implementing the proposal. The time-lines for completion of different stages of the projects/scheme/plan etc., where relevant, need to be clearly spelt out.

4. Justification

Rationale of the proposal may be brought out in this part of the note.

5. Stakeholder Consultations

Details of all stakeholder consultations and their views/comments should be brought out in this section.

6. Financial Implications

The financial implications of the proposal may be worked out as accurately as possible and should be detailed in this section. Further, the manner in which the expenditure is proposed to be borne

may also be clearly indicated.

7. Approval Paragraph

The approval paragraph shall contain the proposal on which consideration and approval of the Cabinet is solicited. It should be a self-contained paragraph and drafted with clarity and precision leaving no scope for ambiguity or differing interpretations.

8. Statement Of Implementation Schedule (Appendix- I)

As per prescribed format and conforming to the approval paragraph.

9. Statement Of Equity, Innovation And Public Accountability (Appendix- II)

As per prescribed format. Brief details of how the proposal will sub serve the three criteria to be included in the main body of the note.

10. Approval of the Minister-in-charge

The last paragraph should indicate about the approval of the Minister-in-charge to the proposal(s) contained in the note.

Enclosed: Draft Legislation*

Signature_____

Name_____

Designation_____

Telephone No._____

****Draft Legislation should be enclosed along with the Note***

Note: The above format is indicative and the exact headings may vary.

ANNEXURE V - STATEMENT OF IMPLEMENTATION SCHEDULE

Subject: Establishment of Unified Transport Authority and Urban Transport Fund

S No.	Gist of Decision Required	Projected Benefits	Time-frame and manner of Implementation

Signature_____

Name_____

Designation_____

Telephone No._____

Note: The above format is indicative and the exact headings may vary.

ANNEXURE VI - STATEMENT OF EQUITY, INNOVATION AND PUBLIC ACCOUNTABILITY

Subject: Establishment of Unified Transport Authority and Urban Transport Fund

S No.	The required goal	How does the proposal advance this goal?
1.	Equity or Inclusiveness	
2.	Innovation	
3.	Public Accountability	

Signature_____

Name_____

Designation_____

Telephone No._____

Note: The above format is indicative and the exact headings may vary.

ANNEXURE VII - MOTION FOR INTRODUCTION OF A LEGISLATION

To

[The Secretariat General],
Legislative Assembly,
State of Andhra Pradesh.

Sir,

I give notice of my intention to move for leave to introduce a Legislation (Here give the long title of the Legislation), during the ensuing/current session of the Vidhan Sabha and also to introduce the Legislation.

Yours faithfully,

Minister

Copy to:

- (1) Department of Parliamentary Affairs.
- (2) Legal Department

Note: The above format is indicative and the exact headings may vary.

ANNEXURE VIII – INDICATIVE STAFFING EXPENDITURE OF UMTA’S SECRETARIAT

Division	Scenario I: All functions are performed in-house				Scenario II: Some functions are outsourced				Remarks
	TOP MGT	SENIOR MGT	JUNIOR MGT	SUPPORT STAFF	TOP MGT	SENIOR MGT	JUNIOR MGT	SUPPORT STAFF	
TRANSPORT PLANNING DIVISION		1	2			1	2		<p>The core functions of this division such as preparing sustainable urban transport policies, advising the State Government on urban transport matters, and monitoring compliance of implementing agencies with the CMP, will be carried out internally.</p> <p>The function of preparation of CMP and other transport plans will be outsourced to technical consultants with expertise in this function.</p> <p>The core functions of this division which would be performed internally are preparing strategies for inter-modal integration, overseeing operation of integrated facilities, providing recommendations on issuance of licenses, contracting private operators, and advising on regulation of charges.</p> <p>The functions which would be outsourced include development of standards and guidelines for public transport services, implementation of any integrated multi-modal</p>
PUBLIC TRANSPORT MANAGEMENT DIVISION	1 (CEO)	1	2	24	1 (CEO)	1	2	14	

Division	Scenario I: All functions are performed in-house				Scenario II: Some functions are outsourced				Remarks
	TOP MGT	SENIOR MGT	JUNIOR MGT	SUPPORT STAFF	TOP MGT	SENIOR MGT	JUNIOR MGT	SUPPORT STAFF	
									transport system (e.g. common ticketing system).
TRAFFIC MANAGEMENT DIVISION		1	1			1	1		The core function of overseeing operation of command and control centre would be performed internally by this division. However, the function of implementation of intelligent traffic management system and parking management would be outsourced.
FUND MANAGEMENT DIVISION		1	3			1	2		The core function of approving funding for urban transport projects would be performed by the FMD itself. However, other functions of FMD such as preparation of annual financial statements, internal audit of UTF funds, and monitoring of fund utilization by implementing agencies, may be performed internally, or be outsourced. Accordingly, the number of staff required in this division would change.
CORPORATE SERVICE DIVISION		1	2			1	2		The core HR and administrative functions will be performed by this division on its own, while IT related functions may be outsourced to IT vendors, with expertise in this field.

Division	Scenario I: All functions are performed in-house				Scenario II: Some functions are outsourced				Remarks
	TOP MGT	SENIOR MGT	JUNIOR MGT	SUPPORT STAFF	TOP MGT	SENIOR MGT	JUNIOR MGT	SUPPORT STAFF	
									Depending on whether the IT related functions are performed in-house or are outsourced, the requirement of staff would vary.
POLICY AND TECHNICAL SUPPORT DIVISION		1	2			1	1		The core function of providing inputs to the governments in policy formation would be carried out by this division on its own. However, functions such as conducting capacity building programs and conducting research studies on innovative sustainable transport solutions would be outsourced.
Total	1	6	12	24	1	6	9	14	
Gross Salary (Rs. / month)	2.9 lacs	2.5 lacs	1.5 lacs	0.5 lacs	2.9 lacs	2.5 lacs	1.5 lacs	0.5 lacs	
Amount of salaries (in Rs.)	2.9 lacs	15 lacs	18 lacs	12 lacs	2.9 lacs	15 lacs	13.5 lacs	7 lacs	
Total monthly cost on salaries (in Rs.)	47.9 lacs				38.4 lacs*				

*It is estimated that around 1% of the total revenue of the UTF would be spent on salaries of the UMTA staff.



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