MINISTRY OF URBAN DEVELOPMENT
GOVERNMENT OF INDIA

FINAL OPERATIONS DOCUMENT FOR UNIFIED METROPOLITAN TRANSPORT AUTHORITY IN TIRUCHIRAPPALLI

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.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

ACKNOWLEDGEMENT

National Urban Transport Policy (NUTP) of the Government of India (GoI) has been framed with the objective to work towards sustainable urban transport in Indian cities. Ministry of Urban Development (MoUD), GoI is undertaking the GEF-Sustainable Urban Transport Project (GEF-SUTP) with support of the Global Environment Facility (GEF), World Bank and UNDP to create a platform for working together with State/local governments towards implementation of NUTP.

The Project Management Unit (PMU), Project Management Consultant (PMC) and the Consultants express their deep gratitude to MoUD for entrusting the responsibility for development of operations document for Unified Metropolitan Transport Authority (UMTA) and Urban Transport Fund (UTF) as part of the GEF-SUTP.

The Consultants are grateful to Secretary (MoUD) and Additional Secretary (MoUD) for providing direction and guidance to the team time to time. The Consultants are also grateful to OSD (UT) & ex-officio Joint Secretary, and Director (UT – 1), MoUD for their many useful suggestions, guidance and inputs during the course of development of the document.

The Consultants are grateful to Ms. Nupur Gupta (Task Team Leader World Bank), Mr. I. C Sharma, National Project Manager (PMU), Mr. Sudesh Kumar-Project Leader (PMC team) and the entire World Bank, PMU and PMC team for their unstinted support and untiring efforts in painstakingly reviewing this operations document and providing valuable suggestions and inputs during the course of development of the document.

The Consultants are also grateful to all the cities which participated in the workshops organized by MoUD as a part of this project. Their valuable suggestions have contributed immensely in the development of the document.

The Consultants also thank the city of Tiruchirappalli which was chosen for preparing city specific UMTA and UTF documents. The reviews and suggestions were very critical and have led to refining of the document from the city's perspective.

TABLE OF CONTENTS

1. THE NEED FOR UMTA IN TIRUCHIRAPPALLI 7

1.1 INTRODUCTION 7
1.2 OVERVIEW OF EXISTING LEGAL AND INSTITUTIONAL ARRANGEMENTS 8
1.3 OVERLAPPING OF FUNCTIONS AMONG AGENCIES 11
1.4 GAPS IN FUNCTIONS AMONG AGENCIES 13
1.5 RATIONALIZATION OF FUNCTIONS - AUTHORITY ⇔ ACCOUNTABILITY 14
1.6 EMPHASIS OF GOVERNMENT IN ESTABLISHING UMTA 15
1.7 BENEFITS OF UMTA 16
1.8 PURPOSE OF THE OPERATIONS DOCUMENT 19
1.9 APPLICATION OF THE OPERATIONS DOCUMENT 19
1.10 LIMITATIONS OF THE OPERATIONS DOCUMENT 20
1.11 LAYOUT OF THE OPERATIONS DOCUMENT 20

PART I - PRE-OPERATIONALIZATION ACTIVITIES FOR SETTING UP OF UMTA 22

2. IDENTIFICATION OF NODAL AGENCY AND ESTABLISHMENT OF TASK FORCE 23

2.1 INTRODUCTION 23
2.2 FUNCTIONS OF NODAL AGENCY 23
2.3 IDENTIFICATION OF THE NODAL AGENCY 24
2.4 ESTABLISHMENT OF TASK FORCE 25
2.5 CONCLUSION 28

3. FINALISATION OF UMTA'S FUNCTIONS AND STRUCTURE 29

3.1 INTRODUCTION 29
3.2 GEOGRAPHICAL COVERAGE 29
3.3 GOVERNING BOARD STRUCTURE 29
3.4 INSTITUTIONAL ARRANGEMENTS 34
3.5 ORGANIZATIONAL STRUCTURE 35
3.6 FUNCTIONS OF UMTA 36
3.7 CONCLUSION 43

4. PROCESS FOR ENACTMENT OF BILL 44

4.1 INTRODUCTION 44
4.2 GUIDELINES FOR DEVELOPMENT OF DRAFT BILL 44
4.3 PREPARATION OF NOTE FOR GOVERNMENT OF TAMIL NADU 45
4.4 ACTIVITIES DURING ENACTMENT STAGE 45
4.5 CONCLUSION 47

PART II - OPERATIONALIZATION OF UMTA 48

5. OPERATIONALIZATION OF UMTA 49

5.1 INTRODUCTION 49
5.2 ENGAGEMENT OF CONSULTANT FOR HANDHOLDING SUPPORT 49
5.3 SETTING UP OF THE GOVERNING BOARD 49
5.4 APPOINTMENT OF CHIEF EXECUTIVE OFFICER 50

5.5 DEVELOPMENT OF ORGANISATIONAL CHART....51
5.6 UMTA SECRETARIAT....55
5.7 APPOINTMENT OF SECRETARIAT....56
5.8 DELEGATION OF POWER....57
5.9 CONCLUSION....59

6. OPERATIONALIZATION OF FUNCTIONS....60

6.1 INTRODUCTION....60
6.2 POLICIES, PROGRAMMES, STANDARDS AND GUIDELINES....60
6.3 COMPREHENSIVE MOBILITY PLAN....63
6.4 ALTERNATIVE ANALYSIS....80
6.5 TRANSPORT INVESTMENT PROGRAMME....85
6.6 INTEGRATED FACILITIES....89
6.7 REGULATION....93
6.8 RESEARCH STUDIES AND AWARENESS....94
6.9 CONCLUSION....97

7. ADMINISTRATIVE AND RECRUITMENT PROCEDURES....98

7.1 INTRODUCTION....98
7.2 ADMINISTRATIVE AND OFFICE MANAGEMENT PROCEDURES....98
7.3 RECRUITMENT PROCEDURES AND SERVICE CONDITIONS....103
7.4 PROCUREMENT PROCEDURES....107
7.5 CONCLUSION....113

ANNEXURE I – UMTA BILL FOR TIRUCHIRAPPALLI....114
ANNEXURE II – LIST OF CONSULTANTS EMPANELLED BY MOUD....115
ANNEXURE III – UMTA STAFF SPECIFICATIONS....119
ANNEXURE IV –NOTE FOR GOVERNMENT OF TAMIL NADU (TEMPLATE)....184
ANNEXURE V – STATEMENT OF IMPLEMENTATION SCHEDULE....186
ANNEXURE VI – STATEMENT OF EQUITY, INNOVATION AND PUBLIC ACCOUNTABILITY....187
ANNEXURE VII – MOTION FOR INTRODUCTION OF A LEGISLATION....188

TABLE OF EXHIBITS

EXHIBIT 1: INSTITUTIONAL GAPS AND OVERLAPS IN URBAN TRANSPORT 9
EXHIBIT 2: MAPPING OF URBAN TRANSPORT FUNCTIONS TO RESPECTIVE AGENCIES IN TIRUCHIRAPPALLI 11
EXHIBIT 3: STATE AND CITY LEVEL REFORMS 16
EXHIBIT 4: MEASURES OF INTEGRATION TO BE PROVIDED BY UMTA 17
EXHIBIT 5: FUNCTIONS OF THE NODAL AGENCY 23
EXHIBIT 6: OPTIONS FOR NODAL AGENCY 24
EXHIBIT 7: FUNCTIONS OF STATE-LEVEL AGENCIES 25
EXHIBIT 8: COMPOSITION OF TASK FORCE 27
EXHIBIT 9: COMPOSITION OF GOVERNING BOARD PROPOSED FOR TIRUCHIRAPPALLI UMTA 31
EXHIBIT 10: REPRESENTATION AND FUNCTIONS OF THE GOVERNING BOARD OF UMTA 33
EXHIBIT 11: INSTANCES OF UMTA ACROSS THE WORLD 37
EXHIBIT 12: RATIONALE FOR FINALIZING UMTA'S FUNCTIONS 38
EXHIBIT 13: OPTIONS FOR UMTA FUNCTIONS 42
EXHIBIT 14: ORGANIZATION CHART OF UMTA 52
EXHIBIT 15: ORGANIZATION STAFFING WITHIN UMTA 56
EXHIBIT 16: DELEGATION OF POWERS AND FUNCTIONS WITHIN UMTA 58
EXHIBIT 17: PROCESS FLOW CHART FOR PROVIDING INPUTS TO URBAN TRANSPORT POLICY, STANDARDS AND GUIDELINES 61
EXHIBIT 18: CASE STUDY – BOULDER, COLORADO 63
EXHIBIT 19: PROCESS OF CMP APPROVAL 68
EXHIBIT 20: RELATIONSHIP BETWEEN LAND-USE PLAN AND CMP 70
EXHIBIT 21: PROCESS FLOW CHART OF INTEGRATION OF LAND-USE PLAN AND CMP 72
EXHIBIT 22: PROCESS FLOW CHART FOR MODIFYING LAND-USE PLAN 73
EXHIBIT 23: CASE STUDY - SINGAPORE 73
EXHIBIT 24: PREPARATION OF COMPREHENSIVE MOBILITY PLAN 75
EXHIBIT 25: CASE STUDY – MASTER PLAN CONSULTATIONS, SINGAPORE 77
EXHIBIT 26: PRIORITIZATION GUIDELINES: LONG, MEDIUM AND SHORT TERM 79
EXHIBIT 27: PROJECT PRIORITIZATION PLAN FOLLOWING MCDA 80
EXHIBIT 28: CHECKLIST FOR CONDUCTING ALTERNATIVE ANALYSIS 81
EXHIBIT 29: PROCESS FLOW CHART FOR ALTERNATIVE ANALYSIS 84
EXHIBIT 30: CASE STUDY – TULSA, OKLAHOMA 85
EXHIBIT 31: PROCESS FLOW CHART FOR PREPARING TRANSPORT INVESTMENT PROGRAMME 86
EXHIBIT 32: ILLUSTRATION OF MULTI-YEAR PROGRAMME 87
EXHIBIT 33: ILLUSTRATION OF MONITORING AND EVALUATION FRAMEWORK OF UMTA 89
EXHIBIT 34: GUIDING PRINCIPLES FOR INTEGRATED TRANSPORT PLANNING 91
EXHIBIT 35: CASE STUDY - LONDON 92
EXHIBIT 36: RESEARCH FUNCTION WITHIN UMTA 96

LIST OF ABBREVIATIONS

AA	Alternative Analysis
AGM	Annual General Meeting
BRTS	Bus Rapid Transit System
CEO	Chief Executive Officer
CMP	Comprehensive Mobility Plan
CoA	Certificate of Approval
CSOs	Civil Society Organisations
DGP	Development Guide Plans
DRUCC	Divisional Railway Users' Consultative Committee
GoI	Government of India
HR	Human Resource
INCOG	Indiana National Council of Governments
ITS	Intelligent Transport System
LOI	Letter of Invitation
LPA	Local Planning Authority
LTA	Land Transport Authority
NMT	Non-motorized transport
MoUD	Ministry of Urban Development
MPC	Metropolitan Planning Committee
MRTS	Mass Rapid Transit System
MYP	Multi-Year Programme
NGO	Non-Government Organisation
NHAI	National Highways Authority of India
NUTP	National Urban Transport Policy
OD	Origin-Destination
PWD	Public Works Department
RFP	Request for Proposal
SLBs	Service Level Benchmarks
SPV	Special Purpose Vehicle
TCMC	Tiruchirappalli City Municipal Corporation
TDM	Transportation Demand Management
TfL	Transport for London
TNSTC	Tamil Nadu State Transport Corporation
TOD	Transit-oriented development
TOR	Terms of Reference
ULB	Urban Local Body
UMTA	Unified Metropolitan Transport Authority
URA	Urban Redevelopment Authority
UTF	Urban Transport Fund
VS	Vidhan Sabha
ZRUCC	Zonal Railway Users' Consultative Committee

1. THE NEED FOR UMTA IN TIRUCHIRAPPALLI

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 not only integral to economic and social activity but also a key facilitator in urban economic growth. Tiruchirappalli, much like other emerging million-plus cities in India, has experienced a spike in travel demand in the last few decades. This has been a result of burgeoning population, concentration of employment activities in the city, rising income levels, increased ownership of private motorized vehicles and urban sprawl. The consequences of this increased travel demand have been numerous, ranging from expanding pressure on often poorly managed urban transport systems, to increase in congestion and fuel consumption. All these factors contribute to the limited accessibility of people to employment, services, education and other opportunities, which may cause problems of social exclusions, and the urban transport system of Tiruchirappalli being biased against any non-motorized commuters. Tiruchirappalli is getting urbanized at a rapid pace, and the need for a well-organized, safe and sustainable urban transport system which provides seamless mobility to people has become central to the development of the city.

The problem of expanding pressure on urban transport system on the demand side is amplified by structural inadequacies in the governance and legislative setup on the supply side. In Tiruchirappalli, much like most million plus-cities in India, there are multiple agencies responsible for urban transport at the national, state and city levels of the government. These agencies play multiple functions geared towards public interest; however, their interests, may, at times, conflict. There exist overlaps and gaps in the functions of these agencies. This becomes a matter of grave concern when it creates uncertainty and confusion relating to the tasks each agency is mandated to perform, thereby creating inefficiencies within agencies and wastage of scarce resources. In addition, there are multiple laws at the Central and State Government levels that affect the efficiency of the urban transport system either directly or indirectly.

Both these factors - the surging demand for urban transport in the face of capacity constraints, and inadequate planning and coordination between urban transport agencies – require an agency to undertake holistic planning of urban transport in Tiruchirappalli, with the objective of providing safe, sustainable and seamless mobility to its people. This chapter describes the key rationale for setting up UMTA in Tiruchirappalli. It highlights the various laws and agencies involved in providing urban transport and aligned services in city of Tiruchirappalli and the distribution of various functions concerning urban transport among such agencies. A detailed analysis of the legal and structural scenario leads to the identification of the problems existing in the ambit of the urban transport system in Tiruchirappalli. These problems have led the Central Government to prescribe the evolution of the UMTA and UTF concept under National Urban Transport Policy 2006. The rationale and benefits of setting up UMTA and UTF are discussed in the following sections.

1.2 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 can enact laws. However, urban transport is not an exclusive subject under any of the three lists given in Constitution. Therefore, in the city of Tiruchirappalli, like in any other Indian city, there exists a plethora of laws and corresponding agencies at various levels, which collectively govern the urban transport system. However, there is no legislation that covers the needs of urban transport comprehensively. In such a scenario, the multiplicity of laws and authorities involved in urban transport functioning often gives rise to conflicting agendas of authorities. This can lead to 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. The existing fragmentation of responsibilities and powers is hindering the development of a robust, integrated and sustainable urban transport system in Tiruchirappalli.

Currently, several agencies at the city level of Tiruchirappalli are involved in the management of various components of urban transport. These include Tiruchirappalli Local Planning Authority (LPA), Tiruchirappalli City Municipal Corporation (TCMC), Traffic Police, Tamil Nadu State Transport Corporation (TNSTC), Public Works Department (PWD), Directorate of Town and Country Planning, etc. It has been observed that there is limited coordination among these agencies in dealing with urban transport in a holistic manner. For example, the Traffic Police, TNSTC, Southern Railways, TCMC, LPA, each tends to prepare its plans individually in isolation, with limited coordination with other agencies. There is no effective planning and coordinating agency or a common platform where individual plans of each of the agencies can be integrated, keeping the overall goal of improving urban mobility in focus.

1.2.1 Urban transport in Tiruchirappalli is governed by several laws at the central and state levels

As discussed above, a variety of laws affect the functioning of urban transport in Tiruchirappalli. The existence of multiple laws leads to the 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 State Legislatures. The following is a list of the various legislations applicable in the city of Tiruchirappalli, which have a bearing on the urban transport sector:

1. Tiruchirappalli City Municipal Corporation Act, 1994
2. Tamil Nadu Motor Vehicles Taxation Act, 1974
3. Tamil Nadu Motor Vehicles (Special Provisions) Act, 1992
4. Tamil Nadu Motor Vehicles Rules, 1989
5. Tamil Nadu Traffic Control Act, 1938
6. Tamil Nadu Highways Act, 2001
7. Tamil Nadu State Housing Board Act, 1961
8. Tamil Nadu Acquisition of Land for Industrial Purpose Act, 1997
9. Tamil Nadu Town and Country Planning Act, 1971
10. Indian Tolls Act (Tamil Nadu Amendment), 1942

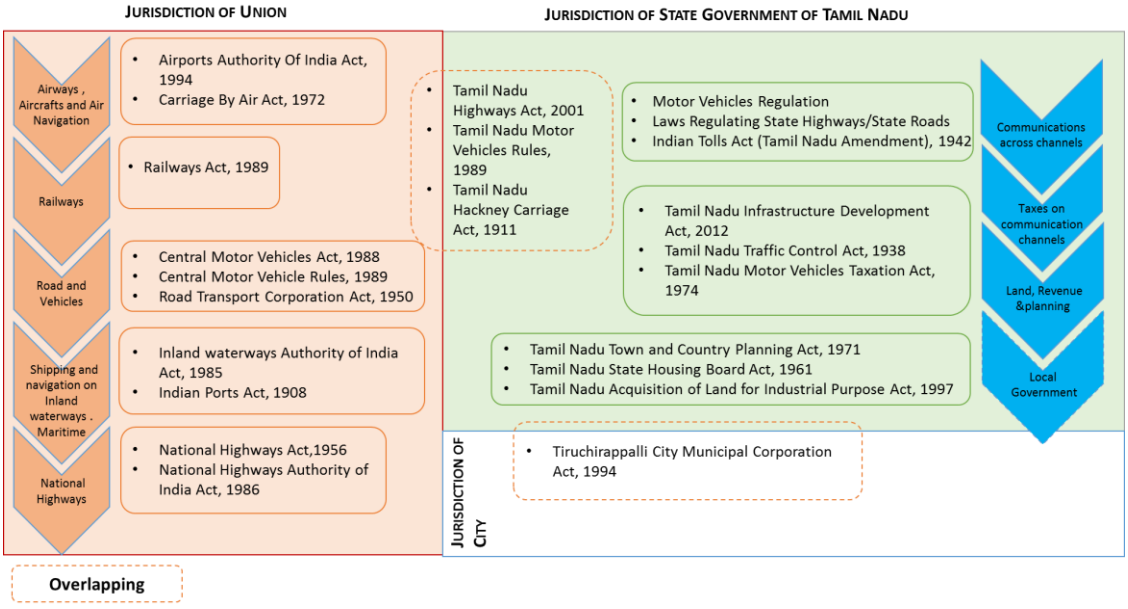
11. Tamil Nadu Canals and Public Ferries Act, 1890
12. Tamil Nadu Hackney Carriage Act, 1911
13. Tamil Nadu Industrial Township Area Development Authority Act, 1997
14. Tamil Nadu Infrastructure Development Act, 2012
15. The Central Road Fund Act, 2000
16. The Central Road Fund (State Roads) Rules, 2007
17. Central Motor Vehicles Act, 1988
18. Central Motor Vehicles Rules, 1989
19. Indian Railways Act, 1989
20. National Highways Act, 1956
21. National Highways Authority of India Act, 1986
22. Airports Authority of India Act, 1994
23. Carriage by Air Act, 1972
24. Road Transportation Act, 1950
25. Rent a Cab Scheme, 1989

1.2.2 No single law to cover urban transport comprehensively

Currently in Tiruchirappalli, there is no single law that comprehensively covers the requirements of urban transport sector. Urban transport is not a unified subject matter in the framework established for legislative competence under the Constitution. No single legislation is solely responsible for providing transport services as well as transport infrastructure. For legislative purposes, some components of urban transport come under the jurisdiction of the Central Government, other components come under the jurisdiction of the Government of Tamil Nadu, and still others may be legislated by either the Central Government or Government of Tamil Nadu.

This overlap of the key laws governing urban transport in Tiruchirappalli has been demonstrated in Exhibit 1.

Exhibit 2: Institutional Gaps and Overlaps in Urban Transport



1.2.3 Multiple laws lead to the creation of multiple agencies

The plethora of laws governing urban transport in Tiruchirappalli has led to the emergence of multiple authorities with jurisdiction over various aspects of urban transport. These agencies play varied functions and have different agenda which may not be in harmony at times. Further, the fragmented distribution of power to control urban transport activities creates a structural overlap, which can be disabling as it does not allow for unified planning or implementation. 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. Tiruchirappalli Local Planning Authority
2. Tiruchirappalli City Municipal Corporation
3. Traffic Police
4. Tamil Nadu State Transport Corporation
5. Transport Department, Tamil Nadu
6. Directorate of Town and Country Planning
7. Tamil Nadu Pollution Control Board
8. Indian Railways (South Central)
9. Public Works Department, Tamil Nadu
10. Municipal Administration Department
11. Housing and Urban Development Department
12. Finance Department, Tamil Nadu
13. Highways and Minor Ports Department
14. National Highways Authority of India
15. Airports Authority of India

It is evident that there exists multiple agencies, which play various functions in planning, implementation, operation, and management of urban transport facilities in Tiruchirappalli. These agencies run parallel to the legislations that enforce and regulate urban transport. Thus, the multiplicity of laws and agencies has created a structure of operation and governance which is highly fragmented. Following are some of the problems that arise from 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 between 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, Central Public Works Department, etc. as well as agencies at the city level such as Metropolitan Planning Committee/ District Planning Committee, are involved in framing of guidelines and standards, operation and building of public transport infrastructure, approval of projects, etc. These functions are carried out by these agencies in isolation. This may be a hindrance to an integrated urban transport system and coordinated planning.

Exhibit 3 below presents a mapping of urban transport functions to the respective agencies responsible for their provision in Tiruchirappalli.

Exhibit 3: Mapping of urban transport functions to respective agencies in Tiruchirappalli

1. Regulatory Functions
- Department of Transportation, Tamil Nadu
- Tamil Nadu Pollution Control Board
- Tiruchirappalli Traffic Police
- Finance Dept., Tamil Nadu
- Town and Country Planning Department

2. Strategic Policy Making
- Finance Department
- Transport Department
- LPA
- TCMC

3. Bus Infrastructure
- Tamil Nadu State Transport Corporation

4. Cycle/Walkways
- TCMC

5. Road Infrastructure
- Tiruchirappalli City Municipal Corporation
- Town and Country Planning
- Land Planning Authority
- NHAI
- Municipal Administration Department
- PWD

6. Suburban Railways
- Southern Railway

7. Integrated Services
- Town and Country Planning

1.3 Overlapping of Functions among Agencies

The structure of distributed jurisdiction for various aspects of urban transport between Tiruchirappalli and Government of Tamil Nadu as well as between various Central Government ministries and departments, has led to an overlapping of functions among various agencies. As shown above, multiple agencies are responsible for different aspects of urban transport. In practice, these agencies perform most of their functions in isolation, with little awareness about

the functions of the other agencies. Thus, there may be repetition of certain tasks and omission of other essential tasks. The following are some examples of overlapping functions that are being performed by multiple agencies in Tiruchirappalli –

1. Planning

In Tiruchirappalli, the planning activities related to the transport sector fall under laws such as the Tiruchirappalli City Municipal Corporation Act, 1994 and the Tamil Nadu State Housing Board Act, 1961. Moreover, the Directorate of Town and Country Planning under the Tamil Nadu Town and Country Planning Act, 1971 is entrusted with the function to prepare a master plan. This overlaps with the planning functions of the Municipal Corporations and Housing Board.

Traffic planning is a key area where conflict among agencies is evident. Apart from the Traffic Police and regional transport officer, several other departments affect the flow of traffic in the city of Tiruchirappalli. On the one hand, the Municipal Corporation has the authority to restrict and regulate traffic in areas where construction may be taking place, or imposing restrictions on the weight of the traversing vehicle, etc. On the other hand, the Housing Board has also been authorized to restrict access to any public street vested in its jurisdiction. The result of both these agencies restricting traffic without coordination, can cause confusion and inconvenience to the commuters.

2. Policy formulation

The Constitution of India and the various urban reform initiatives advocate parking policy and advertisement policy are to be devolved to 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 Tiruchirappalli, fee, toll, taxes, cess and parking charges come under the ambit of Indian Toll Act (Tamil Nadu Amendment), 1942, Tamil Nadu Infrastructure Development Act, 2012, Tiruchirappalli City Municipal Corporation Act, 1994 and Central Motor Vehicles Act, 1988.

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

Various authorities and agencies are involved in issuing permits for various tasks. For example, vehicle registration and license issuance are done by State/Regional Transport Authority. However, permits and approvals for construction of transport infrastructure like road, bus depots, parking lots, etc. are issued by Local Planning Authority, Tiruchirappalli City Municipal Corporation, State Highways Authority, NHAI, etc.

3. Project implementation

There is lack of coordination among agencies related to land development. Tiruchirappalli City Municipal Corporation is the primary agency responsible for road infrastructure. The other agencies involved in construction and maintenance of city roads are Local Planning Authority, PWD, Highways Department, NHAI, etc.

Agencies such as Local Planning Authority, PWD, Housing Board, etc. are responsible for construction and maintenance of roads, flyovers and other infrastructure projects within the city of Tiruchirappalli. Intercity roads/ highways are constructed and maintained by State Highway Authority and National Highways Authority of India.

Parking infrastructure is not an exclusive subject assigned to any one authority or agency but to various authorities like Planning Authority, Municipal Corporation, Airports Authority of India and Traffic Police, etc. according to their territorial jurisdiction.

1.4 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 existing act as its primary function. There are some important functions that have been excluded from the responsibilities of various agencies involved in urban transport of Tiruchirappalli at present. Some of these functions have been highlighted below:

1. There is no agency specifically handling integrated services such as common ticketing, multi-modal passenger information and multi-modal terminals. This kind of institutional gap translates to commuter dissatisfaction since travel time and cost increase substantially.

2. Fare structures are set by agencies without considering the price structures of other modes of transport. This results in a gap with respect to modal fare fixing since the same makes it difficult to influence modal choice of users. Even within a particular mode of transport, fare structures vary widely.

3. Regulation of bus services is done by the Tamil Nadu State Transport Corporation, but it tends to merely agree with the routes applied for by the operators. Mostly, only those routes that are commercially viable are served and others are neglected.

4. Tiruchirappalli ULBs has found to be ill-equipped to deal with problems related to urban transport management such as increase in traffic, change in technology or operation techniques. Also, as agencies grow over a period of time, there is learning and adoption of new best practices which need to be incorporated by other agencies across the national, state and city levels. This capacity building network is missing at the state and city levels.

5. No agency has the responsibility to develop and promote technology based solutions for traffic management, transport planning and designing of transport systems.

6. No agency currently has the responsibility of advancing the skills of persons employed by an authority, provision of facilities of training, education and research, or the efficiency of the equipment of the authority or the manner in which the equipment is operated.

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 in the prevailing urban transport system of Tiruchirappalli.

This calls for Central Government acts like The Railways Act 1989, Inland Waterways Authority of India Act 1985, and the NHAI Act 1986, to be amended such that the Government of Tamil Nadu can integrate the plans of these Central Government agencies with the local needs of the city. However, this may not be feasible, and if done alone, will not be sufficient to solve the problem. There is a need for a comprehensive Urban Transport Act to incorporate plans of Central Government agencies like NHAI, Indian Railways, etc. with the plans of Government of Tamil Nadu and ULBs in Tiruchirappalli, to ensure better coordination of available transport systems and services. In the absence of such legal amendments, urban transport will continue to be the secondary responsibility of several agencies as their scope will continue to remain restricted. In this scenario, efforts have been made to coordinate with multiple agencies involved, but this is a difficult task when each has its own legislative backing and mandate.

1.5 RATIONALIZATION OF FUNCTIONS - AUTHORITY ⇔ ACCOUNTABILITY

Authority and accountability are closely related and should go hand in hand. It is imperative to delegate authority to an agency which can be held accountable for the implementation of its functions. In order to bring about integrated management and development of urban transport facilities and systems, there is a need for rationalisation of functions and ownership rights of agencies. Some instances where authority and accountability diverge between agencies in Tiruchirappalli have been exemplified below:

- Currently, TNSTC is responsible for ensuring smooth operation of city buses in Tiruchirappalli. However, TNSTC does not have the requisite authority required for this responsibility. It is Tamil Nadu Transport Department which issues licenses and route permits to various vehicles. It may be the case that the department issues licenses to buses as well as intermediate transport like autos and minibuses on the same route, causing the latter vehicles to undercut fares of buses, to increase their revenue. Such a scenario causes hindrance to the smooth operation of city buses for which TNSTC may be held responsible. It is clear that in such a situation, the department is responsible for disrupting operations of city buses on that particular route.
- The responsibility of preparing land-use plan lies with the Land Planning Authority. However, the Land Planning Authority is not accountable for preparing plans related to urban transport. In such a scenario, in the event of any failure in urban transport planning, the Land Planning Authority is not held accountable. Therefore, it is imperative to assign transport planning to a separate agency and ensure that the land-use and transport plans are integrated.

Therefore, there is a strong case for establishing an authority which undertakes the responsibility for carrying out clearly defined and distinguished urban transport functions in Tiruchirappalli.

1.6 EMPHASIS OF GOVERNMENT IN ESTABLISHING UMTA

The Government of India has taken account of the above mentioned challenges being faced by the urban transport sector, and is currently working intensely to finalize the mechanisms to set up UMTA and UTF, which are seen as solutions to circumvent these challenges and move towards an integrated planning and regulation setup.

1.6.1 National Urban Transport Policy

In 2006, the Government of India (GoI) through the Ministry of Urban Development (MoUD) released the National Urban Transport Policy (NUTP), as a response to the growing 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 Unified Metropolitan Transport Authority (UMTA/ the Authority) in all million-plus cities to facilitate more co-ordinated planning and implementation of urban transport programmes and projects. According to the Working Group Recommendations on Urban Transport for 12th Five Year Plan, the UMTA is envisaged to be a full time professional body working under a city council with representation from all city agencies and stakeholders including the surrounding region. It would undertake integration and approval of proposals by urban transport agencies at the city level; their strategy and policy functions; regulatory functions; transport demand management; organizing urban transport services; providing common services; resolution of day-to-day matters and monitor the work assigned to implementing agencies both for the city and the surrounding region. For UMTA to be effective, it should be backed by a legislation and the entire funding for urban transport should be routed through UMTA.

1.6.2 Urban Transport Reform

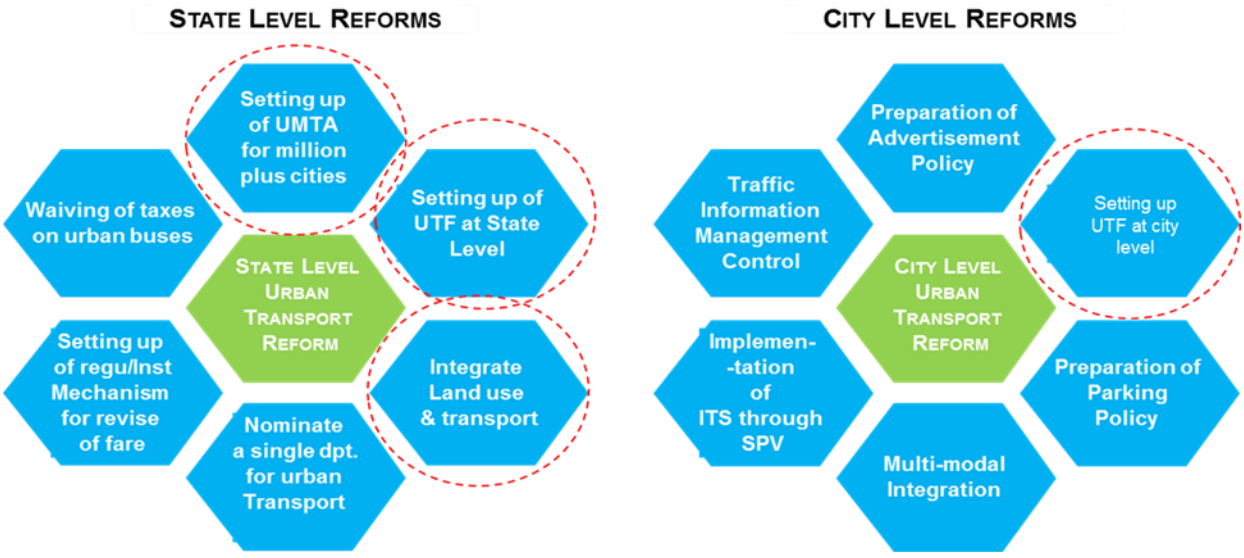
The city is the prime beneficiary from improved urban transport systems and it is the most logical jurisdiction level at which all decisions relating to the management and regulation of urban transport ought to be taken. The 74th Constitution Amendment also encourages states to devolve powers to cities to enable them to take care of their own needs. In line with above, a city level UMTA can have a better understanding about the city's urban transport needs and challenges. In essence, it can play a major role in the development and management of urban transport.

The Central Government's financial support for urban transport is contingent upon appropriate entities being established and on cities having appropriate urban transport policies. The Central Government has offered, inter-alia, to extend financial support for the preparation of integrated

land-use and transport plans to the extent of 50 percent of the cost involved in developing the plans, provided the city demonstrates its willingness to act in accordance with them.

Also, in order to encourage cities and states to improve their urban transport systems, several reform initiatives have been made mandatory for accessing funds under Atal Mission for Rejuvenation and Urban Transformation and erstwhile JnNURM. Some of the key state and city level reforms are presented in Exhibit 4.

Exhibit 4: State and City level reforms



As demonstrated setting up UMTA and UTF in all million-plus cities, along with integration of land-use and transport plans, are crucial reforms that are being encouraged by the Central Government.

1.7 BENEFITS OF UMTA

1.7.1 Facilitate coordination among agencies and eliminates overlapping functions

At the city level, agencies need to closely coordinate transport and land-use plans and infrastructure investments. The coordination and management of these tasks can be exceedingly complex, as it involves diversified departments and agencies, at multiple levels. As pointed above, from the transport perspective, certain functions like land acquisition, route planning are currently performed by agencies at all three levels of government viz. central, state and city levels, with limited or no coordination. Also, departments and agencies dealing in urban transport have varying missions, objectives, budgets, management styles, governance structures, and staff profiles. Transportation department staffs often have little knowledge of urban planning and design, and urban planners have little knowledge of transportation, making seamless integration and implementation of the two difficult. For urban transport strategy to be effective in this environment, the activities of each of these levels should integrate. Much of the failure to achieve urban transport objectives or implement policy instruments effectively can be attributed to institutional weaknesses. Enhanced collaboration between institutions is indispensable when they are operating under an incentive structure that does not induce concerted action.

As has been discussed above, NUTP envisages that UMTA for metropolitan areas will facilitate coordination in both planning and implementation of urban transport programmes and projects. UMTA will render this coordination by including in its purview all planning and implementation functions pertaining to urban transport. This coordination of processes and functions will minimize duplication of efforts and ambiguities related to delegation of responsibilities.

Furthermore, the creation of UMTA is expected to reduce the plethora of agencies involved in urban transport, and by virtue of that – eliminate overlapping of functions. Depending on how functions are assigned to UMTA, and provided that responsibilities of other agencies are correspondingly adjusted, creation of UMTA can result in the elimination of overlap of functions and reduction in the number of agencies involved in urban transport.

1.7.2 Facilitate 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. The various measures of integration that UMTA is expected to provide is demonstrated in Exhibit 5 below.

Exhibit 5: 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.

Integration	Description
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.

1.7.3 Facilitate adequate provision and integration for all modes of transport

The transport system in a city comprises several components, such as the land-use plans and master plans, road network and its associated infrastructure, parking facilities, traffic light signalling system, different modes of public transport systems and their associated infrastructure, personal vehicles, regulatory system, traffic management and enforcement system, etc. It is important that all these components work harmoniously especially in light of the inter-dependence between them. UMTA is envisaged to be given complete control in the approval of all transport initiatives under its jurisdiction. Approvals would be granted on the condition of compliance with the Comprehensive Mobility Plan (CMP). That is to say, all investments would reach the implementing agencies, only after UMTA approves those investments. UMTA would approve investments only if the envisaged projects comply with 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 will prevent public resources from being disproportionately channelized to the most commercially viable alternatives and move towards a more welfare

maximizing approach to allocate funds. Currently, the provision of facilities for public transport, walking and cycling is lacking in many initiatives.

1.7.4 Facilitate 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.

1.8 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 the city of Tiruchirappalli to smoothen the process of establishment of its UMTA, by development of operations documents and guidelines to act as handbooks for Tiruchirappalli in setting up UMTA and UTF[1] (Urban Transport Fund).

1.9 APPLICATION OF THE OPERATIONS DOCUMENT

This operations document is developed by the MoUD as a guidance document for the city of Tiruchirappalli to establish and operationalize 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 rules framed under it. Furthermore, the document also details out other laws of the Government of Tamil Nadu which may be applicable for setting up, operation and management of the UMTA. The draft bill for UMTA for Tiruchirappalli is provided in Annexure I. All the suggestions and guidelines provided in the operations document have been proposed after seeking inputs of various stakeholders involved in government departments and agencies involved in the urban transport system of Tiruchirappalli.

[1] Please refer to Urban Transport Fund operations document

1.10 LIMITATIONS OF THE OPERATIONS DOCUMENT

Even though this operations document is customized for the case of Tiruchirappalli, taking into account its characteristics, it may be revised, keeping in view the updates and modifications in the structure of UMTA when the UMTA Bill is finalized. Further, this operations document spells out the process Tiruchirappalli may follow to set up and operate an UMTA. It does not include technical and comprehensive details about how UMTA shall carry out each function, although broad guidelines have been provided. Finally, the operations document is expected to be used by policymakers/officials from agencies in Tiruchirappalli and Government of Tamil Nadu, for deciding the most suitable institutional structure that Tiruchirappalli UMTA should adopt. It is assumed that the user of this document has a good understanding of Tiruchirappalli's transport system.

1.11 LAYOUT OF THE OPERATIONS DOCUMENT

This UMTA operations document for Tiruchirappalli 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 UMTA Bill. **Operationalization part** offers guidelines for commissioning activities which are required to be undertaken to set up the Governing 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 provided an introduction to this operations document involving the need for UMTA in Tiruchirappalli, and discussed the benefits of UMTA and the purpose, applicability and layout of this document.

Chapter 2 highlights guidelines to be followed to identify a Nodal Agency to initiate the process for establishment of UMTA and UTF in Tiruchirappalli. The key role of Nodal Agency will be to act as overall facilitator for setting up of UMTA and UTF and establishment of Task Force for undertaking pre-operationalization activities. The role and responsibilities of Nodal Agency and Task Force have also been provided in this section.

Chapter 3 provides guidelines for finalisation of structure of UMTA, including geographical coverage, Governing Board composition, institutional arrangements, organizational structure and functions.

Chapter 4 highlights the process to be followed for enactment of UMTA Bill for Tiruchirappalli.

Chapter 5 deals with the aspects relating to operationalization of UMTA. This covers guidelines for engagement of consultant for providing handholding support, appointment of CEO of UMTA, setting up of Governing Board, organizational chart, delegation of powers, etc.

Chapter 6 deals with operationalization of UMTA's functions. This chapter provides guidelines for carrying out UMTA's functions including development of policies, programmes, standards and guidelines, Multi-Year Programme, Alternative Analysis, conducting research, studies and awareness activities.

Chapter 7 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 the all the legislative provisions of the UMTA Act.

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

2. IDENTIFICATION OF NODAL AGENCY AND ESTABLISHMENT OF TASK FORCE

2.1 INTRODUCTION

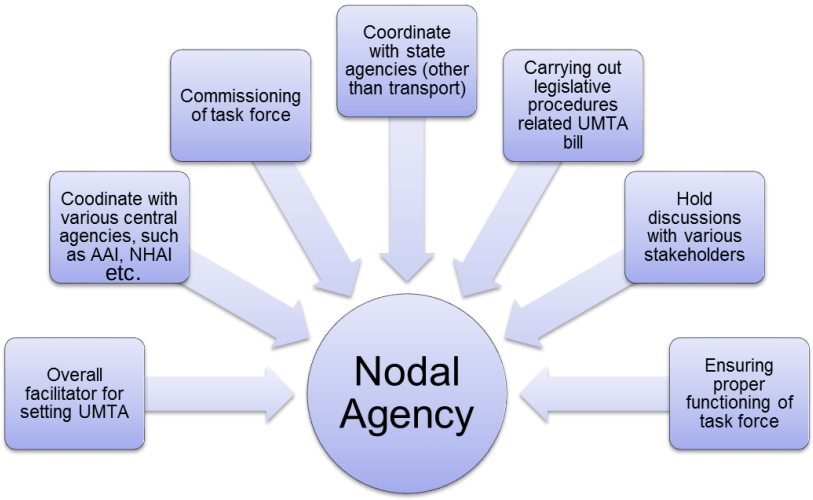
This chapter highlights the guidelines to be followed in identification of a Nodal Agency to initiate the process of strengthening of UMTA and UTF in Tiruchirappalli. The Nodal Agency can be selected from amongst the Tamil Nadu state agencies which are involved in providing services of urban transport. The key role of the Nodal Agency will be to act as an overall facilitator for setting up of 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 role and responsibilities of the Nodal Agency and Task Force are also provided in this chapter.

2.2 FUNCTIONS OF NODAL AGENCY

The functions of the Nodal Agency have been presented in Exhibit 5 and are described below.

- The Nodal Agency's most important function is to facilitate the process of setting up UMTA in Tiruchirappalli. In other words, it will be the administrative department that will implement the establishment of UMTA. The agency would provide the common ground for bringing together various agencies involved in the urban transport system of Tiruchirappalli. It will also ensure that a proper procedure is followed without hampering the day-to-day working of various agencies.

Exhibit 6: Functions of the Nodal Agency



- Another significant task that is to be performed by the Nodal Agency is to set up a Task Force for carrying out the pre-operationalization activities of UMTA. These activities include finalizing the legislature for UMTA, and assisting in passing of the UMTA Bill.
- There are several agencies at the state level other than the key agencies that are involved in planning and implementation of projects. The Nodal Agency will facilitate the coordination among them.

- The Nodal Agency shall also help in carrying out the various legislative procedures that will precede the establishment of UMTA through a Bill.
- The Nodal Agency shall, time to time, assess the activities being performed by the Task Force, and ensure their timeliness and order.
- The Nodal Agency shall also be responsible for holding discussions and seminars with the stakeholders to update them about the progress and seek suggestions regarding implementation.
- The Nodal Agency will also be responsible for preparing the rules and regulations of UMTA, once the Bill is passed.

2.3 IDENTIFICATION OF THE NODAL AGENCY

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

There are several key agencies in Tiruchirappalli that are responsible for operation and management of transport. All these agencies could be considered for being the Nodal Agency. These agencies have been presented in Exhibit 7 below.

Exhibit 7: Options for Nodal Agency

State Level Agencies	City Level Agencies
• Department of Transportation • Commissionerate of Municipal Administration • Police Department • Tamil Nadu State Transport Corporation	• Tiruchirappalli Local Planning Authority • Tiruchirappalli City Municipal Corporation

The Nodal Agency is envisaged to bring together urban transport representatives from the city, state and national levels of government to form a Task Force. In view of this, it would be appropriate that a state level department acts as the Nodal Agency. For this reason, and because urban transport is a state subject, it is suggested that the Nodal body be formed at the state level.

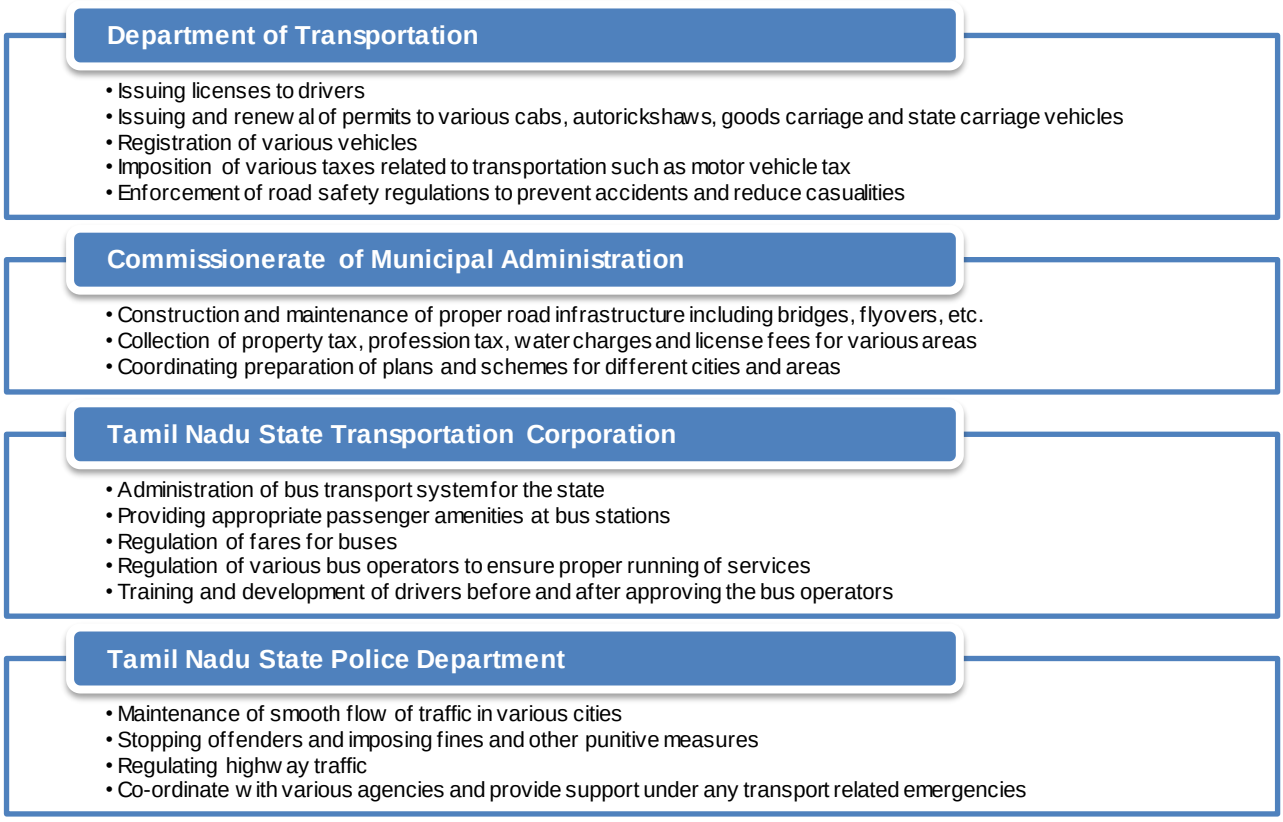
Because of the aforementioned reasons, the local-level agencies relating to transport viz. LTA and TCMC may be ruled out as the Nodal Agency. In view of this, state level agencies may be given further consideration.

2.3.1 Functions of various options of the Nodal Agency

The next step is to analyze the powers and functions of the various agencies at the state level. This will be assist in comparing the agencies and shortlisting the appropriate option. Functions of various state level agencies are illustrated in Exhibit 7.

At the state level, all the departments mentioned above have significant urban transport functions. The Transport Department is responsible for issuing licenses, registering vehicles, controlling motor transport, shipping and navigation on inland waterways, railways and ferries, inspecting

Exhibit 8: Functions of state-level agencies



vehicles, fixing of motor vehicle tax rates and also has a limited role in transport planning. It is responsible for administering the Motor Vehicles Act, 1989 and the rules framed under it. The Municipal Administration Department has the overall responsibility of ensuring the planned growth of cities and towns with adequate infrastructure, amenities and services provided to the citizens through the ULBs. This department is largely responsible for delivery of civic services including roads and public transport. It also manages investments related to urban transport. Other agencies responsible for urban transport include State Transport Corporation. TNSTC is in-charge of bus-based urban transport, including management of inter-state bus terminals. The Police Department maintains smooth flow of traffic across the state and regulates highway traffic.

Since the Nodal Agency has to be formed at the state level, any of the above mentioned departments could take up the role of the Nodal Agency, based on their resource capacity. It has emerged from stakeholder discussions that Transport Department would be in a favorable position to serve as the Nodal Agency for establishing UMTA in Tiruchirappalli.

2.4 Establishment of Task Force

As discussed above, one of the key responsibilities of the Nodal Agency shall be to establish a Task Force. This section details the rationale, functions and composition of the Task Force.

2.4.1 Rationale for setting up the Task Force

UMTA is envisaged to be a coordinating agency, bringing under its purview multiple institutions currently governing urban transport. The Task Force, once constituted by the Nodal Agency, will be responsible for providing it with handholding support in carrying out the pre-operationalization activities for UMTA and UTF.

In the process of setting up 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 Tiruchirappalli. The Task Force is also expected to be dedicated only towards the establishment of UMTA and UTF in Tiruchirappalli. This necessitates the constitution of a specialized unit, which proficiently undertakes all the planning and management required for the setting up process.

2.4.2 Functions and powers of Task Force

The Task Force shall have the sole objective of managing the establishment of the 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-operationalization activities in establishing UMTA and UTF. The key responsibilities of the Task Force have been described below:

Finalization of the UMTA structure

- The Task Force would be required to finalize the UMTA structure in terms of its geographical coverage, institutional arrangement, composition of Governing Board, specification of functions, organisational structure, etc. The next chapter contains proposed structure of UMTA with regard to each of these aspects that have been finalized by the consultant in discussion with local, state and national level departments with urban transport functions in Tiruchirappalli. The Task Force shall finalize on the structure after a thorough review of the existing urban transport system.

- It may further facilitate consultations for soliciting inputs and opinions of all stakeholders, before finalizing the UMTA's structure. It may organize stakeholder consultations with all agencies at the city, state and national levels, involved in any aspect of urban transport. These may include public and private sector institutions, transport associations, chambers of commerce, NGOs 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 UMTA Bill by Government of Tamil Nadu. It shall act as an interface between various agencies involved in urban transport and the Government of Tamil Nadu, 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. The Task Force shall further assist the Nodal Agency in preparation of rules and regulations under UMTA, once the Bill is notified as an Act.

Assistance in organizing initial Board meetings

- The Task Force shall assist in the preparation of invitation letters/notices to Board members for participation in the 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 the UMTA.

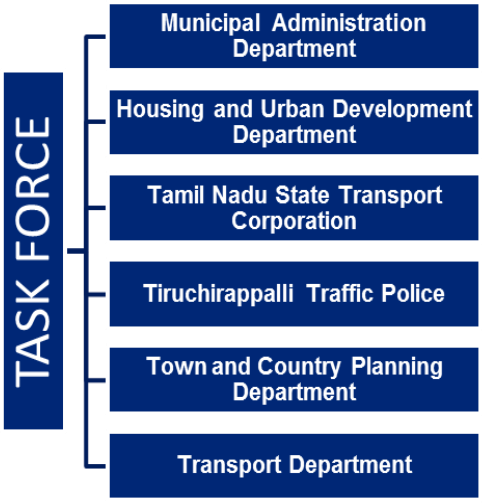
Setting up of UMTA Secretariat

- The Task Force, in coordination with the UMTA Board, shall be responsible for appointing a CEO, who shall be head of the UMTA Secretariat. The Task Force shall further appoint the divisional heads, and assist them in recruiting the staff of UMTA. It shall also make the necessary logistical and administrative provisions of housing the UMTA Secretariat. The Task Force may seek the help of a consultant to provide it with handholding support in setting up the UMTA Secretariat. Further, operationalization of UMTA's functions has been explained in Chapter 6.

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 government agencies) involved in UMTA. It shall 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 Tiruchirappalli Urban Mobility Area and be equipped with all information for finalization of UMTA and UTF structure, including all the administrative processes of setting up of the Authority. The Task Force shall be dissolved post establishment of the UMTA Secretariat.

2.4.3 Composition of Task Force

Exhibit 9: Composition of Task Force



The Task Force shall be constituted by the Nodal Agency. The Task Force is envisaged to decide and finalize the blue-print of UMTA and UTF. 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 UMTA in the draft Bill provided in Annexure I, it is recommended that the Task Force comprises members who:

1. Belong to departments at the local and state level holding importance and influence to the urban transport sector in Tiruchirappalli
2. Have expertise and functional knowledge of the urban transport sector of Tiruchirappalli.

The departments which shall be represented in the Task Force have been listed in Exhibit 8. For the Task Force to finalize the functions and operations of the Authority, it is crucial that the persons nominated from these departments to form the Task Force have the requisite functional expertise

in transport planning, public transport management and finance. The Nodal Agency may also be given the authority to nominate other members for the Task Force, who have professional experience and expertise in the field of transport planning.

2.5 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 including the geographical coverage, structure of the Governing Board, its functions, institutional arrangements and organizational structure.

3. FINALISATION OF UMTA's FUNCTIONS AND STRUCTURE

3.1 INTRODUCTION

This chapter discusses the UMTA structure for Tiruchirappalli, which would form the basis of the proposed Bill for establishing UMTA.

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

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

The institutional framework and governance structure for urban transport are pivotal in bringing about coordinated and integrated planning, implementation and operation of urban transport. UMTA cannot achieve the desired results of becoming a comprehensive urban transport agency, unless it is carefully designed for the specific context into which it is to fit, and adjustments are made to other agencies. Therefore, the function of the Task Force shall be to finalize the structure of UMTA discussed in this chapter. It is important to note that the propositions have been made in consultation with various urban transport agencies and departments in Tiruchirappalli at the local, state and national level.

3.2 GEOGRAPHICAL COVERAGE

The first and foremost aspect to decide in the UMTA structure is the geographical coverage of UMTA. Since the UMTA is envisaged to be central to Tiruchirappalli's urban transport system, its geographical coverage shall include the entire Tiruchirappalli urban/metropolitan area, so that all residents of the urban area are able to benefit from developments in urban transport.

In light of this, it is recommended that the geographical coverage of UMTA or the "Urban Mobility Area" shall be clearly defined in the UMTA Act. It is further recommended that the geographical coverage for UMTA should either coincide, or be a superset of the planning area considered in preparation of the land-use plan/master plan for Tiruchirappalli. This would be feasible for the integration process of land-use plan and CMP, which is envisaged to be a major function undertaken by UMTA.

3.3 GOVERNING BOARD STRUCTURE

The Governing Board (henceforth called UMTA Board/ Board) of UMTA is envisaged to be an independent decision-making body with representation from all relevant city, state and national level transport agencies having stakes in Tiruchirappalli'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 forms the core decision-making management of the 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 the governing body of UMTA will have a major impact on streamlining its functions and in coordinating with various stakeholders in the urban transport sector. It should be kept in mind that the composition of the UMTA Board shall, by its very nature, be representative of the organisations that are being coordinated by UMTA. It shall comprise central, state and city level government representatives from all such agencies that perform urban transport functions, as well as representatives from beneficiary groups such as citizen forums, civil society, etc. as all these members are stakeholders in urban transport matters and decisions. The idea behind 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.

The Governing Board of UMTA shall essentially have the following functions:

- To monitor and oversee proceedings of the Task Force in setting up UMTA;
- To be accountable to the Government of Tamil Nadu 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.

3.3.1 Composition of UMTA Governing Board

This section proposes an UMTA Board structure, taking into consideration the suggestions made by various local, state and national level urban transport representatives in Tiruchirappalli. The proposed composition of the Governing Board has been presented in Exhibit 10. The Task Force is expected to finalize the UMTA Board composition proposed in this section.

Exhibit 10: Composition of Governing Board proposed for Tiruchirappalli UMTA

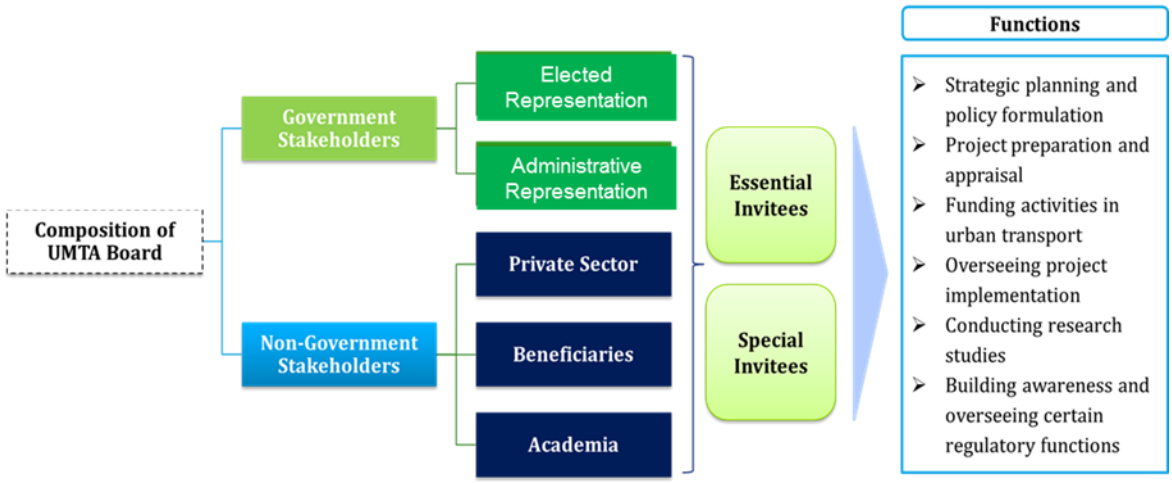
Position	Composition of UMTA for Tiruchirappalli Urban Mobility Area		
Chairperson	District Collector of Tiruchirappalli		
Members	**Representatives from Tamil Nadu and Tiruchirappalli**		**Representatives from Central Government**
	▪ Member Secretary, Tiruchirappalli Local Planning Authority ▪ Commissioner, Tiruchirappalli City Municipal Corporation ▪ Commissioner of Police, Tiruchirappalli ▪ General Manager, State Transport Corporation ▪ Chief Engineer, Public Works Department ▪ Regional Chief Engineer, Water Supply Department ▪ Officer, Housing and Urban Development Department ▪ District Revenue Officer, Finance Department ▪ Deputy Transport Commissioner, Transport Department ▪ Divisional Engineer, Tiruchirappalli, Highways Department ▪ Chief Engineer, Electricity Department	**Special Invitees** (shall be invited by the Board, as and when deemed necessary)	▪ Officer, Ministry of Urban Development ▪ Project Director, NHAI, Thanjavur/ Karur/ Karaikudi ▪ Mayor, Tiruchirappalli City Municipal Corporation ▪ Airport Manager, Tiruchirappalli ▪ Additional Divisional Railways Manager, Tiruchirappalli/ Madurai/ Salem

			Other Representatives
		Essential Invitees (shall be mandatorily invited)	▪ Corporate Governance Expert ▪ Finance Expert ▪ Law Expert ▪ Urban Transport Institutions' Representative ▪ National Institute of Technology, Tiruchirappalli ▪ Consumer Forum, Public Transport System

It is proposed that representation from Divisional Railway Users' Consultative Committee (DRUCC) and Zonal Railway Users' Consultative Committee (ZRUCC), or any committees of the Central Government agencies, be included in the UMTA Board, which could be done through the representation from the agency itself, such as the Indian Railways. Also, the Chairperson of the UMTA Governing Board would nominate a member from UMTA to be included in the meetings of any committees formed by the Central Government agencies such as the Indian Railways (ZRUCC, DRUCC), NHAI, etc. This would ensure that decisions of the central agencies, having a bearing on the transport system in the Urban Mobility Area, are taken after incorporating UMTA's suggestions.

As demonstrated in the above table, the UMTA Board is proposed to have adequate representation from all the relevant stakeholders, i.e. those agencies, institutes or individuals which are involved in any aspect of urban transport in Tiruchirappalli. In this context, and as shown in Exhibit 10, the UMTA Board shall comprise both government and non-government representatives.

Exhibit 11: Representation and Functions of the Governing Board of UMTA



These may include members from the bureaucracy as well as those who have been politically elected. Among the non-government stakeholders, representation shall be derived from the private sector, various beneficiary groups as well as academic institutions to assist in undertaking research and development activities.

Further, the UMTA Board may be classified into the following categories:

1. **Chairperson:** The Chairperson shall be the de jure head of UMTA. It is proposed that the Chairperson of the UMTA Board shall be the District Collector of Tiruchirappalli district. It is important to note that the District Collector 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 be given the option of nominating persons to chair meetings and act on his behalf. Further, it is recommended that during the decision making process, the Chairperson should be given the casting vote.

2. **Members:** These shall comprise officers from various departments of Government of Tamil Nadu as well as Tiruchirappalli ULBs. Various departmental heads and senior level officers have been proposed as members. UMTA members shall undertake all 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[2].

3. **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 holds potential concern and interest to their respective departments. Special invitees are not envisaged to have voting rights, however, reasons for their dissent, if any, shall be recorded.

4. **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; citizen representatives and organized 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 shall be consulted so as to make the decision making process inclusive, transparent and technically sound. Essential invitees are not envisaged to have voting rights, however, the expert advice tendered by them shall be recorded.

It is recommended that the Board should be made flexible with different options, and the final decision on who is to be a member may be taken by the Task Force. The number of members required for regular operation of UMTA can be finalized by the Chairperson at the time of formation of the Board.

Importance shall be placed on UMTA requiring to consult with a wider range of community representatives as it carries out its various functions. Also included are experts from various domains that will bring special skills and knowledge relevant to the functions of UMTA and help to balance the government's perspective.

3.4 INSTITUTIONAL ARRANGEMENTS

The institutional arrangements for an authority reflects where the authority should be placed i.e. where it will legally and administratively report. For example, Tiruchirappalli UMTA may report to LPA, Tiruchirappalli City Municipal Corporation or any other local agency, or to a department of Government of Tamil Nadu.

It has been proposed, on the basis of stakeholder consultations, that UMTA shall be held accountable to the Transport Department of Tamil Nadu. This department also acts as the Nodal Agency, and would, therefore, be in a favourable position to guide UMTA, having already been acquainted with the formation and pre-operationalization process of UMTA. Further, it would be

[2] The majority voting system of undertaking decisions by the Board may be simple, absolute or mixed, as decided by the Governing Board. The Board may choose to follow a mix of simple and absolute voting w hereby it shall undertake important functional dec isions of UMTA pertinent to CMP, Multi-year Programme, etc. by an absolute majority voting, and the rest of the decisions by simple voting. The voting structure may be prescribed in the rules of the UMTA Act.

more appropriate for a state level department to be UMTA's parent department. Such an institutional arrangement would ensure that the status of UMTA is at par with other ULBs such as LPA and TCMC, and not subservient to them – an aspect which is crucial for giving autonomy to UMTA.

For selecting a suitable institutional mechanism for UMTA, the following guidelines have been kept in view:

a) UMTA should be a statutory autonomous body with full technical and financial authority and responsibility for delivery, and should be made accountable.

b) The institutional framework of UMTA should infuse decision-making autonomy.

c) It should provide a robust model for transport service delivery through independent and accountable governance of the urban transport sector.

d) It should promote integration and provide synergy in the development of the urban transport sector.

3.5 ORGANIZATIONAL STRUCTURE

The organizational structure of an authority reflects the division of responsibilities among its units that coordinate with each other to accomplish its overall obligations. Generally while designing the organizational structure of an authority, specific individual units are identified, that handle one or more of the major and distinct responsibilities of that authority. Additionally, some support units shall be identified that enable the other units to carry out their functions. These units may be referred to by different terminologies such as units, cells, divisions, groups, functions, 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.

3.5.1 Organizational Structure for UMTA

The major functions of UMTA include:

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

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 distinct from the policy making function. However, a single unit may be envisaged for these functions, which brings in synergy and results 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 needs to attract highly experienced, capable and professional staff for preforming its functions in an effective and efficient manner. In order to meet this objective, it has been decided on the basis of stakeholder discussions, that UMTA should opt for a mix of deputised and permanent staff.

UMTA staff will need to work closely with several other agencies including departments of Government of Tamil Nadu, such as Directorate of Town and Country Planning, Finance Department, Transport Department, Municipal Administration, etc.; local agencies such as LPA, TCMC, Traffic Police as well as central agencies like the Southern Railways, NHAI and Airports Authority of India. In order to meet the Authority's staffing requirements, the Governing Board could undertake the decision of deputing a proportion of UMTA's total staff from existing departments such as Municipal Administration, Transport Department, TNSTC, LPA, etc. This would facilitate quick staffing, where the deputed staff would have some level of familiarity with the procedures and processes of an authority. Further, UMTA could alongside recruit employees from the open market for permanent positions within the Authority. This option would ensure that fresh and precise talent is acquired to work in UMTA on a full-time basis. It is, therefore, recommended that the Board places a mix of deputized and permanent staff during the initial years of UMTA, and with the passage of time, the former could either be made permanent or be replaced by permanent staff.

3.6 FUNCTIONS OF UMTA

The functions of UMTA shall dictate all other aspects of its structural design. The functions that the UMTA has been designed on the basis of stakeholder consultations, is a generated outcome of analysis of the functional gaps and overlaps in the urban transport system of Tiruchirappalli, and the overall situation in terms of planning, coordination and integration of different modes, etc. Based on such analysis, the objectives and requirements of the UMTA have been firmed up that serve as starting points for the formation of its structure.

The functions of Tiruchirappalli 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 Tamil Nadu. 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, UMTA is expected to undertake planning and regulatory functions, and ensuring a well-coordinated urban transport system exists in

Tiruchirappalli Urban Mobility Area.[3] Since UMTA would mostly be a planning and regulatory body, it is not expected to undertake functions related to public transport operation and construction and maintenance of infrastructure, which may continue to be performed by implementing agencies. The following section discusses the various functions of UMTA which have been finalized after taking feedback and suggestions from stakeholders in Tiruchirappalli. For a complete list of functions, please refer to the draft UMTA Bill in Annexure I. Exhibit 12 discusses instances of UMTA-like authorities across the world.

Exhibit 12: Instances of UMTA across the world

Instances of Unified Transport Agencies across the world

Various cities across the globe offer examples of their governments' organizational 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

[3] Refer to Section 3.6.2 for core and additional functions of UMTA

3.6.1 Finalisation of UMTA's Functions

For UMTA to be an effective organization and to ensure that it plays a constructive role in the integrated planning, coordination, development and provision of urban transport infrastructure in Tiruchirappalli, its role and responsibilities need to be clearly defined. The guidelines for finalizing UMTA's functions are illustrated in .

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

i. Inputs into policy formulation

UMTA shall provide inputs to the Government of India and Government of Tamil Nadu in developing strategic policies for unlocking the existing bottlenecks and modernising the city's transport system. UMTA, being a local-level government body, is expected to have in-depth knowledge about the precise nature of urban transport challenges present in Tiruchirappalli, which may range from infrastructural inadequacies to institutional and governance bottlenecks. Therefore, it would be in a position to advise Government of Tamil Nadu on Tiruchirappalli's current and future urban transport needs and the mechanisms of addressing these challenges.

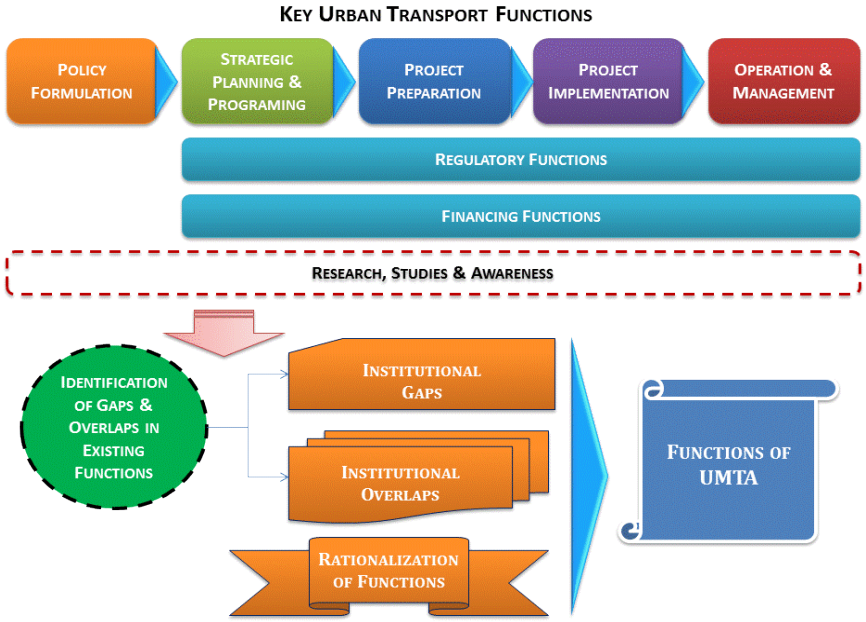


Exhibit 13: Rationale for finalizing UMTA's functions

ii. Strategic planning

Urban planning functions are assigned to various agencies including Directorate of Town and Country Planning, LPA, TCMC, etc. However, the scope of most of these agencies is limited to land-use planning. In Tiruchirappalli, the land use-plan, prepared by LPA, under the aegis of Directorate of Town and Country Planning. The land-use plan contains a transport component, which includes aspects related to transport infrastructure provision. However, there is no planning undertaken for urban transport operations. Preparation of CMP, 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 to prepare a consolidated multi-year urban transport programme to ensure that urban transport initiatives are integrated and scheduled in a logical sequence, is not assigned to any specific agency in Tiruchirappalli. In this context, UMTA shall undertake planning functions that set the direction for Tiruchirappalli's long-term transport planning, providing a framework for transport policy and investment decisions to respond to key challenges.

iii. Project preparation and approval

To ensure that all modes of transport are adequately provided for, UMTA shall be assigned the function and power to approve funding for all urban transport initiatives in Tiruchirappalli Urban Mobility Area. Approval of urban transport initiatives is a power assigned to UMTA to give it the necessary authority to execute its functions. This is crucial, as UMTA is being assigned responsibilities, and in order to ensure that other agencies comply with UMTA's decisions, it needs to be given teeth. If UMTA is not given this power, it may not be able to ensure compliance of agencies with CMP.

It should be made mandatory for proposals by implementing agencies to obtain no-objection clearance and consent from UMTA. UMTA should expedite this by issuing 'Certificates of Approvals' for projects drawn by implementing agencies which are in consonance with CMP. This would ensure compliance with strategies, plans, programmes, standards and guidelines. It is particularly important that UMTA reviews and approves projects for which it facilitates funding 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 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 agencies such as National Highways Authority of India (NHAI), the Tamil Nadu state's Public Works Department (PWD), and Tiruchirappalli city's Planning Authority and Municipal Corporation 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. Operations and Management requires fitting technical staff and equipment and is recommended to be left to infrastructure and facility owners and service providers. In this regard, UMTA shall be made responsible for overseeing/regulating the operation of integrated facilities and systems for public transport in Tiruchirappalli.

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 Tamil Nadu. There are benefits to be realised from rationalising some of these functions, and enabling Tiruchirappalli 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 Tamil nadu 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 should, however, be allowed to provide recommendations on licensing and fare fixation of public transport vehicles operating within its jurisdiction, and regulate fees and charges for urban transport facilities and services. It is suggested that UMTA should not get involved in inspecting vehicles or enforcing traffic laws or managing traffic.

vii. Funding

The funds requirements of the urban transport sector are huge. Urban transport reforms recommend establishment of an Urban Transport Fund (UTF) so that transport initiatives are less dependent on government budgetary allocations. As part of these reforms, it is envisaged that UMTA planning should regulate expenditure from the UTF for urban transport initiatives in Tiruchirappalli Urban Mobility Area and ideally, UMTA should be responsible for managing utilisations from UTF. In this regard, UMTA should be made responsible to manage the UTF. The funding role that should be assigned to UMTA may include:

- Resource mobilisation
- Treasury management
- Utilisation / disbursements of funds
- Fund management
- Monitoring of fund utilisation

viii. Research studies and awareness

For development of Tiruchirappalli's urban transport, research studies need to be conducted regularly. This function may be assigned to UMTA. This would involve conducting research specific to Tiruchirappalli Urban Mobility Area, and studies for upgrade and extension of urban transport and effective measures 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 6 "Operationalisation of Functions". The Urban Transport Fund operations document provides guidelines on various aspects related to setting up and operationalisation of such UTF for Tiruchirappalli to carry out all functions relating to funding.

3.6.2 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 an 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 UMTA. These functions could be categorised into two types i.e. Core Functions and Additional Functions:

- The Core Functions are essential functions that the UMTA is expected to perform mandatorily. They include
    - Policy Formulation –UMTA shall assist and advise Government of Tamil Nadu as well as local agencies in Tiruchirappalli in all matters related to urban transport. It shall prepare and administer urban transport policies and strategies. It shall also set benchmarks and provide suitable guidelines to various agencies in executing transport policies.
    - Strategic Planning –UMTA is expected to prepare the multi-modal CMP and integrate it with the existing land-use plans of the city, by coordinating with appropriate agencies. Further, the Authority is expected to monitor whether each state, city and national level agency is conforming to the laid out plans, and audit 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 of Tiruchirappalli.

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

Under **Option I – Integrated Planning and Coordination Only (core functions)**, the UMTA shall be made responsible for integrated planning, consolidation of an MYP of activities and other aspects of coordination.

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

In Option III – All the Urban Transport Functions mentioned above with possible activities shall be assigned to 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 extent of each of the options is illustrated in Exhibit 14 below.

Exhibit 14: Options for UMTA 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 multi-modal CMP integrated with land-use plan	Yes	Yes	Yes
Prepare an Alternative Analysis Report	Yes	Yes	Yes
Prepare a 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
OVERSEE 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 license (issue permits for) public transport services	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 projects		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

FUNCTION	Option I	Option II	Option III
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 its UMTA or it may choose to assign only core functions initially and gradually increase additional functions over time. It has emerged from stakeholder discussions that UMTA for Tiruchirappalli should opt for option II, where a rationale group of functions are assigned to it. Since UMTA is a relatively new concept in Tiruchirappalli, the Authority may start off initially by isolating itself from 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 be careful in the initial assessment and assignment of functions to UMTA, and should try to minimize the possibility of dispute with other agencies.

3.7 CONCLUSION

This chapter discussed the finalization of UMTA structure in Tiruchirappalli, which is an important activity that the Task Force would be 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.

4. PROCESS FOR ENACTMENT OF BILL

4.1 INTRODUCTION

The Task Force is envisaged to be a specialised unit, which proficiently undertakes all the planning and management required for the process of setting up of UMTA. This chapter describes the guidelines for activities to be carried out by the Task Force during enactment of the UMTA legislation.

4.2 GUIDELINES FOR DEVELOPMENT OF DRAFT BILL

4.2.1 Preparation of draft UMTA Bill for Tiruchirappalli

The draft UMTA Bill has been prepared by the consultant after holding discussions with various local, state and national level representatives of government departments with urban transport functions in Tiruchirappalli. The draft Bill has been annexed in Annexure I of this operations document. The Task Force may adopt this Bill directly, or it may modify it in discussion with the Nodal Agency. Post preparation of the Bill, the Task Force shall refer the matter to the State's legal department for advice on the feasibility from legal and constitutional points of view.

4.2.2 Circulation of Draft Bill and Stakeholder Consultation Workshop

Once a Draft Bill has been prepared, the Task Force shall:

a. Circulate the Draft Bill to all concerned stakeholders for their review and suggestions;
b. Organize a consultation workshop where detailed presentation on the draft Bill shall be made along with any suggestions that have been received from any stakeholders;
c. Conduct detailed discussions where suggestions and comments shall be invited from all the stakeholders during the workshop;
d. Discuss the comments and suggestions with other stakeholders and record the finalized options based on the discussions.

The duration of the consultation workshop may be extended to accommodate detailed discussions on the draft Bill. All feedback, discussions, comments and suggestions shall be recorded as proceedings of the workshop. These shall be utilized in preparation of a note for the Government of Tamil Nadu and sending the Bill for approval.

4.2.3 Revision of the draft Bill based on feedback from stakeholders

Based on the approved modifications discussed during the workshop held in accordance with the section above, the Task Force shall update the draft Bill and prepare a second draft of the Bill.

4.2.4 Consultation with the State's Legal Department

The Task Force shall, thereafter, refer the second draft of the Bill 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.

4.3 PREPARATION OF NOTE FOR GOVERNMENT OF TAMIL NADU

4.3.1 Approval from the State's Minister-in-charge of Transport Department (Nodal Agency)

Once the state's legal department has been consulted with, 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 Transport Development.

The Note for the Government of Tamil Nadu 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 finalized options that have been incorporated in the draft Bill; and

(c) Provide a copy of the draft of the proposed legislation.

Where any modifications in the note or draft of proposed legislation are suggested by the State's Minister-in-charge of Transport Department, the Task Force shall incorporate the modifications and may send a copy of the same to the various stakeholders and the State's legal department for approval.

4.4 ACTIVITIES DURING ENACTMENT STAGE

4.4.1 Sending the note for approval of State Cabinet

Once the Note, modified or otherwise, has been approved by the Minister-in-charge, the Task Force may proceed by sending the note to the State's Cabinet Secretariat for their consideration and approval. The cabinet may suggest some changes in the draft Bill. The Task Force, in consultation with the State's legal department shall incorporate such changes. 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.

4.4.2 Sending Bill to the Legislative Assembly

When finalized, the State's legal department shall send the Bill for obtaining proof 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 Bill printed at every stage and shall send a copy of the same simultaneously to the administrative department (Task Force / Transport Department Department) and to the Legal Department in order to ensure accuracy. The administrative department shall, after scrutiny of the Bill, return it within a day to the legislative department so as to enable the legislative department to incorporate corrections/suggestions, if any, and shall send a final scrutinized copy to the Legislative Assembly Secretariat.

The Minister-in-charge of the Bill desiring to move for leave to introduce a Bill shall give a notice of motion or leave to introduce the Bill. He shall send a copy of the Bill together with an explanatory statement of objects and reasons.

4.4.3 Introduction of the Bill

The Minister-in-charge of the Bill shall obtain the leave of the House to introduce the bill. If a motion for leave to introduce a Bill is opposed by a member, who has given prior notice, the Speaker, after permitting, if he/she thinks fit, may desire a brief explanatory statement from the member who moves, and from the member who opposes the motion, may without further debate put the question thereon. If such a motion is agreed to, the Bill may be introduced.

As soon as may be after leave to introduce the Bill has been granted, the Bill with the Statement of Objects and Reasons is to be published in the Gazette.

4.4.4 Motions after introduction

After the Bill is introduced, the Minister-in-charge of the Bill may send it to the Secretary-General, Vidhan Sabha for moving any of the following motions:

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 Bill be taken into consideration; or

b. The Bill as reported by the Select Committee be taken into consideration is carried; the House may adopt the motion for consideration of the Bill and take up the Bill for clause-by-clause consideration. Members can, at that stage, move amendments to the Bill.

4.4.5 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 Tamil Nadu to them.

4.4.6 Circulation for Public Opinion

Necessary action shall be taken by the Vidhan Sabha Secretariat when the Draft Bill is to be circulated for eliciting public opinion.

Time permitting, proposals to amend the provisions of the Bill shall be submitted to the State Cabinet for approval. In such a scenario, the Minister-in-charge shall take a decision in consultation with the Chief Minister. As soon as possible thereafter, a note in the usual form will be submitted for ex post facto approval of the State Cabinet.

4.4.7 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 Tamil Nadu".

c. The date of assent which is the date on which the Legislation becomes an Act, shall be intimated to the administrative department (Task Force / Transport Department) and the Department of Legislative Affairs by the state's legal department.

4.4.8 Publication in the Official Gazette

The state's legal department will:

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

4.5 CONCLUSION

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

PART II - OPERATIONALIZATION OF UMTA

5. OPERATIONALIZATION OF UMTA

5.1 INTRODUCTION

Upon completion of the pre-operationalization activities and issuance of Government of Tamil Nadu's notification on enactment of the UMTA Bill for Tiruchirappalli, UMTA's operationalization activities shall commence.

This chapter outlines the process of operationalisation of Tiruchirappalli UMTA by the Task Force, with description 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 organisation, functions of various divisions, delegation of powers, etc. Hence, various sub-sections have been explained sequentially for a clear understanding of the methods and procedures of UMTA's operationalisation. The basic objective of this chapter is to provide guidance for setting up a fully functional Tiruchirappalli UMTA.

5.2 ENGAGEMENT OF CONSULTANT FOR HANDHOLDING SUPPORT

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

In order to ease the process, Ministry of Urban Development (MoUD) has provided a list of empanelled consultants who shall be available for providing handholding support for setting up 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.

5.2.1 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 shall, however, be at liberty to directly invite technical and / or financial bids from the empanelled consultancy firms following the prevailing procurement procedure in Tamil Nadu. The list of empanelled consultants is available with MoUD and cities/states shall have the option to invite tenders from empanelled firms and accelerate the procurement process.

5.3 SETTING UP OF THE GOVERNING BOARD

The consultant appointed for providing handholding assistance shall assist the Task Force in setting up of the Governing Board of UMTA. The consultant should assist in preparing invitation letters /notices to mobilise the Governing Board members for carrying out initial meetings and preparing strategies for operationalisation of UMTA.

5.3.1 Organizing Initial Board Meetings

Once the Governing Board of UMTA comes into existence, the first step towards mobilisation shall be a Board meeting. The Task Force, with the help of the consultant, shall also 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 the consultant, shall circulate such a notice, at least 7 days before the meeting.

The agenda for the initial Board meeting may include the following:

- 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 Tiruchirappalli Urban Mobility Area

5.4 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.

5.4.1 Appointment Process and Terms

The CEO would be the senior-most officer in-charge of the operations of the UMTA Secretariat. The CEO shall be appointed from the open market by Government of Tamil Nadu / Governing Board or 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 Tamil Nadu/Governing Board. 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 Governing Board may also invite a suitably qualified specialist. The professional selected for the post of CEO 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 shall be informed two months prior to the end of his/her term.

5.4.2 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.

5.5 Development of Organisational Chart

The Governing Board of Tiruchirappalli 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. The role and responsibility of each of the divisions are highlighted in the following sections and are illustrated in Exhibit 15.

5.5.1 Role and Responsibilities of divisions

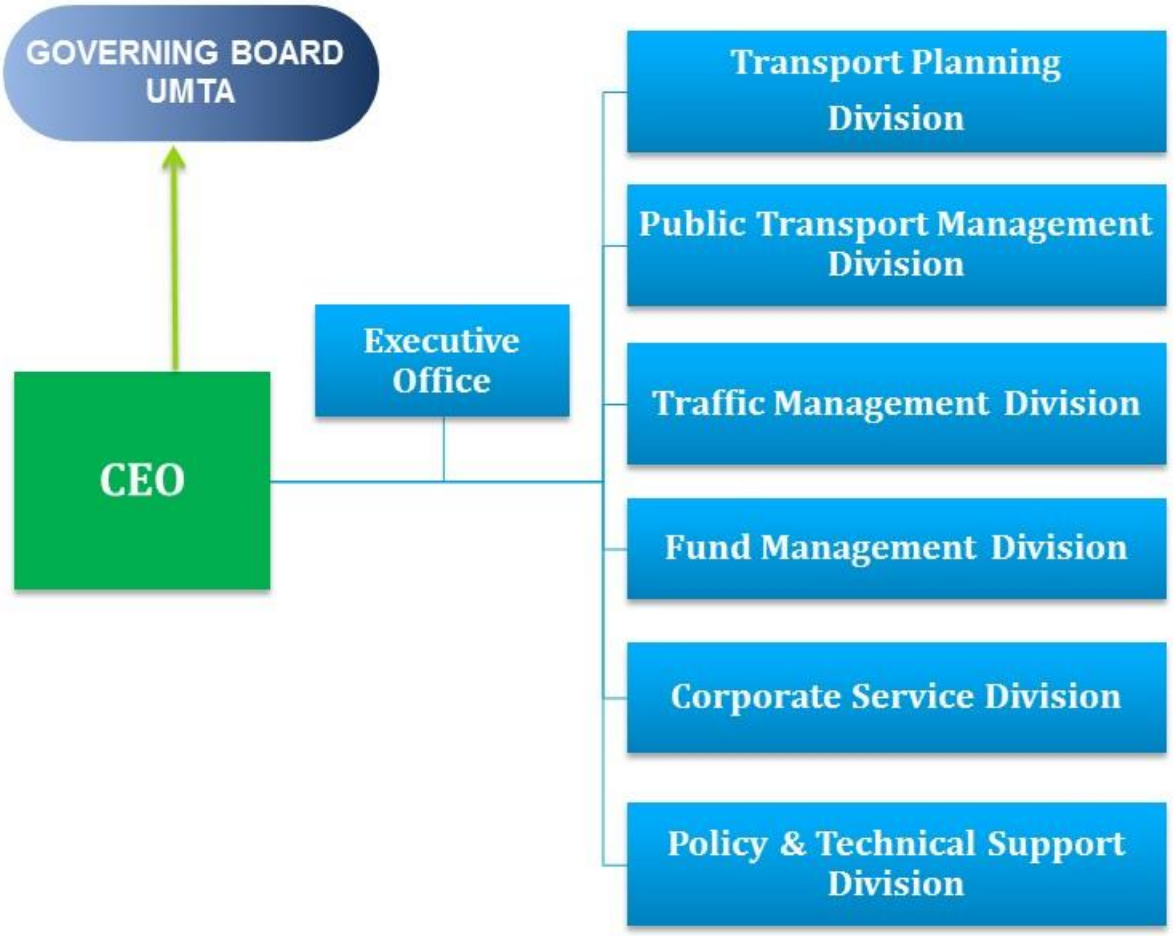
A. **Transport Planning Division:** One of the major functions of UMTA shall be to work with various stakeholders responsible for provision of urban transport services and infrastructure and to prepare a CMP for Tiruchirappalli Urban Mobility Area.

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

- To comprehend a vision for a sustainable urban transport system for Tiruchirappalli Urban Mobility Area
- To formulate policies for a sustainable urban transport system within Tiruchirappalli Urban Mobility Area
- To revise the CMP for Tiruchirappalli Urban Mobility Area
- To conduct Alternative Analysis on the basis of the proposed outcomes of the CMP
- To oversee the integration of CMP with land-use plan of Tiruchirappalli
- 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 Tiruchirappalli Urban Mobility Area
- To assist and advise Government of Tamil Nadu 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

Exhibit 15: Organization Chart of UMTA



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 Tiruchirappalli 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 Tiruchirappalli 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 Tiruchirappalli Urban Mobility Area
- Promote development of integrated multi-modal public transport systems for Tiruchirappalli 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 Tiruchirappalli UMTA shall be to coordinate with the various implementing agencies and create a seamless transport management system for Tiruchirappalli 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. **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 Tiruchirappalli 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 Tamil Nadu 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
- 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

F. **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

5.6 UMTA SECRETARIAT

The previous section demonstrated the organizational structure of UMTA, in terms of the divisions functioning under the CEO and their responsibilities. Each of these divisions will comprise a divisional head, and staff responsible for assisting the divisional heads in implementing UMTA's functions. The UMTA shall, 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 of implementing agencies under CMP and MYP 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.

5.6.1 Organisation Staffing

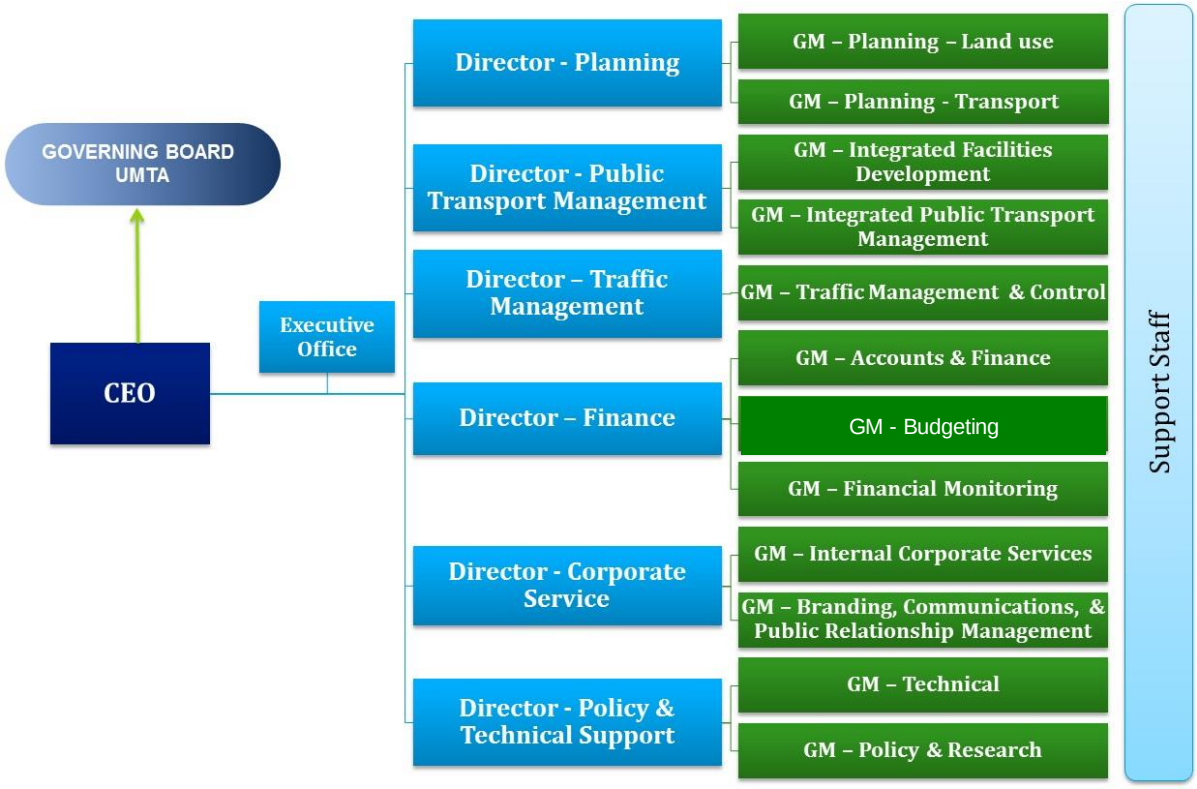
Each of the above mentioned divisions shall be headed by a Director. The Directors shall report to the CEO and shall be responsible for ensuring that all matters of the Governing Board are managed in a systematic, orderly and timely manner, in accordance with the policies and procedures agreed upon by the Governing Board. Each Director shall be supported by a minimum of 2-3 staff (or as deemed necessary by the Governing Board for efficient operations of the division), depending on the extent of activities to be performed by the division.

Exhibit 16 details out the various professionals to be recruited within the UMTA Secretariat. All these officials are recommended to be made part of UMTA responsible for smooth functioning of the Authority. The details of the educational qualifications, role and responsibilities of these officials have been specified as templates provided as part of the Annexure III of this operations document.

Apart from key professionals outlined in the organisational chart, support staff shall also be appointed for smooth functioning of UMTA. It should be noted that the organizational structure and the number of staff proposed here considers the case where all functions of UMTA are performed in-house. Some aspects of UMTA's activities, such as functions related to auditing of

UTF, accounting and information technology implementation, can be outsourced to service providers. Consultants may be employed for distinct activities such as preparation of the CMP, 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 or implementing them through in-house staff, the actual number and layers of staff shall be finalised.

Exhibit 16: Organization Staffing within UMTA



5.7 APPOINTMENT OF SECRETARIAT

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

It is suggested that the staff of the UMTA shall comprise permanent employees recruited from the open market, public servants on deputation and/or employees on contract. The staff on deputation can be brought from agencies such as Transport Department, LPA, TCMC, and Urban Development Department, etc. This would not only allow UMTA be staffed quickly, but also allow

the staff to be repatriated to their parent department, if they are found unsuitable or 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 7.

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

5.8 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

5.8.1 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 the UMTA

5.8.2 Delegation of Financial Powers to CEO

The Governing Board shall have the right to delegate financial powers to the CEO. The delegation of financial powers shall be made in line with the state financial rules as well as the UMTA Act. 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.

5.8.3 Delegation of Powers to Executive office members

This section outlines the functional and financial powers delegated to officials in the executive office. Exhibit 17 broadly outlines the powers recommended to be delegated to officials in the Authority.

Exhibit 17: 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: • 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	• 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.

5.8.4 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 required 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.

5.9 CONCLUSION

This chapter described the process of operationalization of the 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 Tiruchirappalli UMTA.

6. OPERATIONALIZATION OF FUNCTIONS

6.1 INTRODUCTION

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

6.2 POLICIES, PROGRAMMES, STANDARDS AND GUIDELINES

There exist various policy issues concerning urban transport in Tiruchirappalli. 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.

Policy decisions pertaining to land-use, which are undertaken by LPA and TCMC, may have huge implications on urban transport. For example, compact cities generally require shorter travel distances which allow a larger share of travel needs to be met by walking and cycling, as well as public transport. On the contrary, sprawling cities offer generously spaced out locations, where travel distances tend to be longer and personal motor vehicles become more important in meeting travel needs. In such cities, policies may give preference to TOD.

Considering the fact that Tiruchirappalli UMTA shall oversee 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 would be to:

- Assist and advise the Government of Tamil Nadu on urban transport matters which would include providing analytical inputs, recommendations, advice and assistance on urban transport policy, standards and guidelines.
- Provide input to the LPA, TCMC and other local government agencies for developing urban transport policies, strategies, standards and guidelines for the urban area in accordance with national and state policies, standards and guidelines.

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

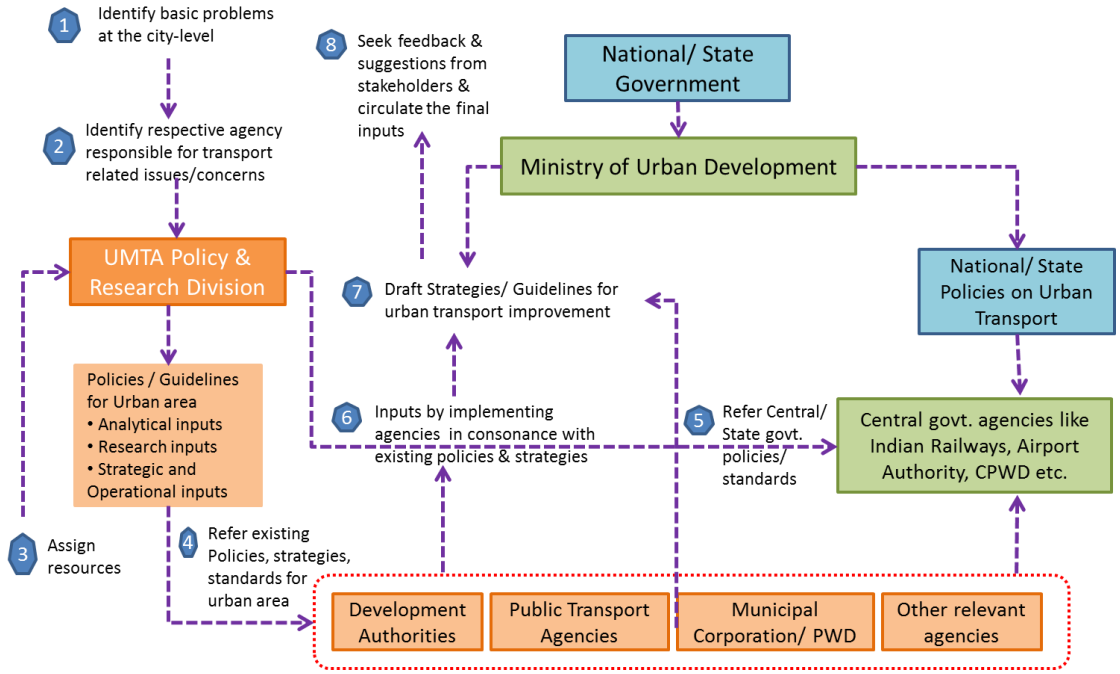
6.2.1 Guidelines for providing inputs in urban transport policy, standards and guidelines

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 implementing agencies, shall be responsible for providing inputs to the Central Government, Government of Tamil Nadu and municipalities in Tiruchirappalli for preparation of urban transport policy for Tiruchirappalli Urban Mobility Area. The inputs to be provided by UMTA shall, inter-alia, include:

- ✓ **Analytical inputs:** Since UMTA is envisaged to have practical knowledge about the urban transport challenges of Tiruchirappalli, it can provide relevant analytical inputs based on deep analysis. For example, it could provide inputs on costs incurred in management of parking infrastructure, revenue potential from using infrastructure 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 Tamil Nadu/ central level agency for preparation of urban transport related policies, standards and guidelines. For example, the UMTA can provide research inputs on traffic management related issues, use of information technology in urban transport, etc.
- ✓ **Strategic and operational inputs:** UMTA, through its experience of working in urban transport may also provide any strategic inputs in overall improvement of urban transport. For example, it can make suggestions on aspects related to inclusion / exclusion of regulatory functions from its purview, or it may suggest on applicability and feasibility of congestion charging schemes. Further, UMTA may provide inputs on identifying innovative sources of funding for urban transport, etc.

The process flow chart for carrying out these functions is presented in Exhibit 18.

Exhibit 18: 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, standards for Tiruchirappalli Urban Mobility Area as deemed necessary by the Government of Tamil Nadu 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, Tiruchirappalli 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 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 in certain cases. In such a scenario, UMTA should focus on building guidelines as to how a bus should operate 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.

Besides 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.

6.3 COMPREHENSIVE MOBILITY PLAN

One of the prime functions of UMTA as identified in Chapter 4 is the preparation/revision of CMP for Tiruchirappalli 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 Tiruchirappalli Urban Mobility 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. 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.

The CMP for Tiruchirappalli Urban Mobility Area shall be in accordance with NUTP 2006 guidelines, including public transportation and non-motorised transportation in conjunction with development plans. 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 optimise networks designs so as to better utilise the available transport infrastructure and improve public infrastructure.

b. It shall aim at integrating land-use and transport planning. Since land-use planning heavily influences the travel patterns of citizens, CMP shall scrutinise 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 areas development with mass transit development.

The case of Boulder city's Transport Master Plan preparation is discussed in Exhibit 19.

Exhibit 19: 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 safe, convenient and sustainable transportation system. The five primary 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), vanpooling 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 BRT 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 the greenhouse emissions due to 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 multimodal 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 Indian context – The use of a CMP can bring substantial changes in transportation planning of a city. It can help in Transit Oriented Development 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.[4]

6.3.1 Guidelines to development of a CMP

The successful development of a CMP shall involve collaboration among various levels of government and relevant urban transport stakeholders. It shall give consideration to all modes of transport in Tiruchirappalli, and focus on their interconnectivity. The key steps to be followed during preparation of CMP would include the following:

Step 1: Understanding Tiruchirappalli

The first task should be to fully identify the planning area, land-use distribution and mobility patterns of Tiruchirappalli 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 rate
- Population density
- Sex ratio
- Literacy level
- Employment structure
- Economic profile of Tiruchirappalli Urban Mobility Area

Step 2: Identifying issues and challenges

The existing transport system of Tiruchirappalli shall be assessed and reviewed to understand how 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

[4] For detailed guidelines, refer to CMP Revised Toolkit, 2014

review of:

- Land-use pattern
- Existing transport infrastructure
- Public transport system
- Traffic movement pattern (including 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 including:

- 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 the CMP

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

Examples of vision for the CMP can be:

- Seamless inter-modal transfer and single travel experience to the commuter by connecting various transportation modes including non-motorized transport in a safe, comfortable, secure and timely manner.

- To evolve an integrated transportation system in the city that contributes to the city's productivity and improves communities' 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

The CMP shall set specific objectives driven specific travel patterns prevailing in Tiruchirappalli, time taken to travel, and all kinds of costs involved. The objectives shall reflect the visions set, and have support from the local government elected representatives. Targets shall be aligned with objectives, and 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 6.3.2 provides the guidelines of integrating the land-use plan and the CMP.

Step 6: Predicting future scenarios

Based on the data collected and the vision and objectives specified, a likely future scenario shall be predicted with a 'business as usual' approach and a 'desired' approach. This would enable the identification of gaps between the 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 models 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 would 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 for meeting the predicted desirable scenarios, it is important to ascertain funding sources to fund the potential propositions. Even though it is true that funding sources vary time to time, depending on the economy of Tiruchirappalli, the political agenda, etc. an shall 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 Tamil Nadu as well as Centre Government departments and agencies which provide funding programmes for transport and infrastructure development.

During this step, as well as the next, it is also encouraged to investigate the potential for private

sector partnerships, especially where there are clearly-identifiable benefits to defined private sector interests.

Step 8: Designing mobility improvement strategies

Strategies for a sustainable and desirable future transport system for Tiruchirappalli shall be identified in a realistic and achievable time frame. Strategies shall 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 should be aligned to the relevant strategy and to achieve 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 shall involve a cost and benefit analysis of each strategy and action to assess their positives and negatives. The economic analysis and prioritization framework has been discussed in detailed in the sections to follow.

Step 10: Developing an implementation programme

The prioritized strategies and their corresponding actions shall be packed into an implementation programme clearly specifying responsibilities and delivery timelines of implementing agencies. The implementation programme shall 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

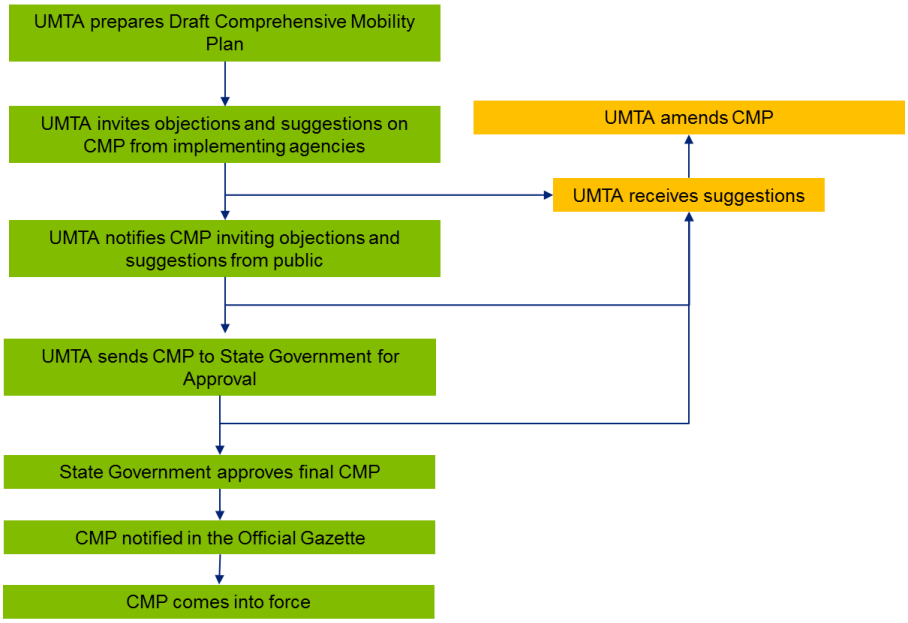
Key Outputs of the CMP

- Develop an Immediate Action Plan (0-2 years' horizon) for addressing critical traffic issues in Tiruchirappalli.
- Collection/ updating of household, land-use, and travel demand data.
- Formulation of transport strategy for Tiruchirappalli Urban Mobility Area.
- Formulation of proposals for transit-oriented development and integration of all public transport systems within Tiruchirappalli Urban Mobility Area.
- Identification of a phased program of transport investments proposals.
- Formulation of proposals for future expansion of public transport systems.
- Training and knowledge transfer to other agencies if required.
- Propose the action plan for achieving the standard service level benchmarks.
- Propose project prioritization plan.

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 shall 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 Government of Tamil Nadu for final approval. The process of UMTA approval has been highlighted in Exhibit 19.

Exhibit 20: Process of CMP approval



Step 12: Reviewing Outcomes Post CMP Preparation

The implementation processes shall be reviewed regularly and priorities shall be adjusted to

achieve proposed objectives.

During the process of CMP preparation, UMTA shall seek suggestions and feedback from the implementing agencies and major 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 consultation process has been discussed in detailed later.

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

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?

Responsibility for CMP preparation/revision

UMTA shall be solely responsible for the preparation of CMP 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. Also, since UMTA shall be solely responsible for the document, it shall closely coordinate with the consultants during the process of CMP preparation.

The detailed key tasks and survey information for preparation of CMP to be undertaken by Tiruchirappalli UMTA may be referred from the Revised CMP toolkit issued by MoUD, GoI. The UMTA staff/consultants deployed to develop the CMP shall 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 shall be clearly defined, and match with Tiruchirappalli Urban Mobility Area under the jurisdiction of Tiruchirappalli UMTA. The geographical coverage of UMTA may be proposed to consist of the entire Tiruchirappalli Metropolitan Region, and its peripheral towns. It is also important to note that the future growth of Tiruchirappalli 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, as has been discussed later.

Planning Horizon

The CMP is a macro-level strategic document that leads to investments in transport sector with long term impacts on climate change and other issues. Since 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 Tiruchirappalli has an intrinsic relationship with its land-use pattern, the planning horizon of the CMP shall be synchronized with that of the Land-use Plan so that planning and implementation of both the plans may be maintained in a coordinated manner.

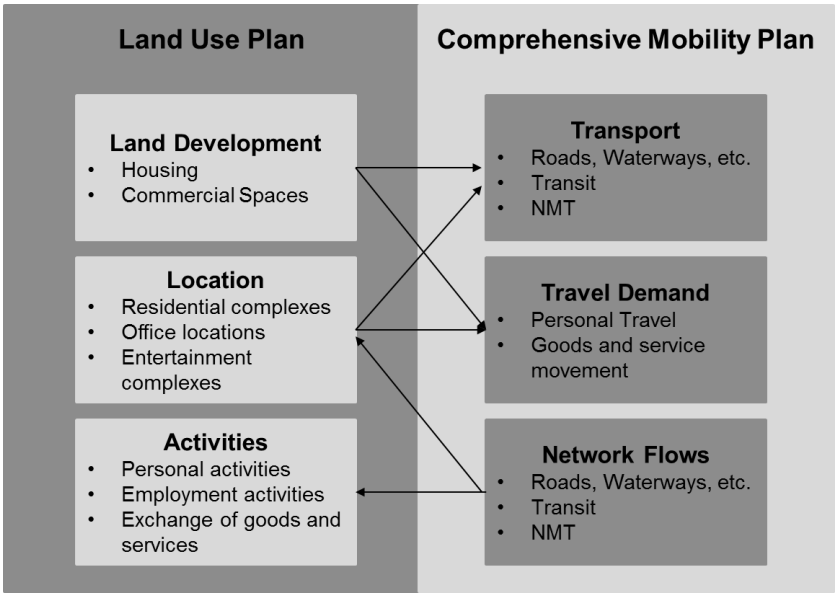
Revision Horizon

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

6.3.2 Relationship between Land-Use Plan and CMP

A land-use plan or master plan is a long term statutory document for guiding and regulating the prospective growth and development of a city/town predominantly based on the components of population growth, infrastructure requirement, city growth pattern and existing land-use. In the case of Tiruchirappalli, it is prepared by LPA/ Directorate of Town and Country Planning and addresses planning issues in different sectors affecting Tiruchirappalli Urban Mobility Area.

Exhibit 21: Relationship between land-use plan and CMP



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 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 of that transport service.

Further, 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. This relation between land-use and CMP is illustrated in Exhibit 20.

Given the profound relationship between land-use 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 is one of the prime functions of UMTA. In this process of integration, the CMP shall review the future land-use patterns of Tiruchirappalli from the mobility optimization point of view and selects a preferred pattern of land-use/transport integration if necessary.

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. This process is illustrated in Exhibit 21. The following are guidelines for undertaking in integration of CMP with the land-use plan[5]:

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 Tiruchirappalli Urban Mobility Area with its land-use plan of one or more urban local bodies since the jurisdiction of UMTA may extend outside the delineated boundary of Tiruchirappalli Metropolitan Region.[6]

Step 2: Review all previous land-use plans/ city-development plans for Tiruchirappalli Urban Mobility Area

The next step shall be to review and assess in detail all previous plans pertaining to land-use of Tiruchirappalli Urban Mobility Area[7]. Assessments of land-use changes are necessary in three different areas:

- 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 shall also involve assembling data that will be necessary to conduct the analysis. Existing database, surveys, statistical trend analysis, remote sensing technology and GIS are

[5] 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.

[6] 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).

[7] 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.

likely to be required for analysis.

Step 3: Establish assumptions for the future

This step involves determining currently 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 Tiruchirappalli's population and employment growth

This step shall identify employment of local population and employment trends; broader state and national economic 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

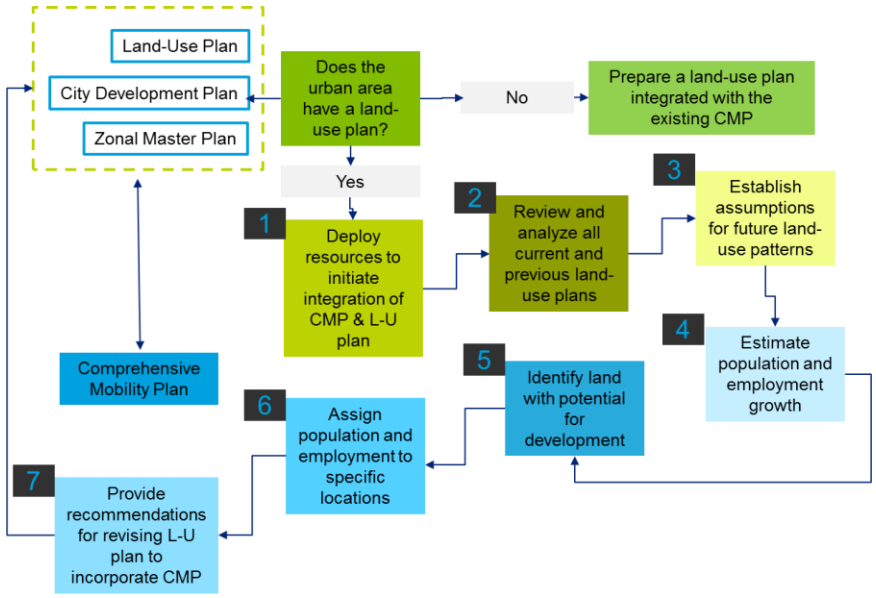
This step shall identify undeveloped and underdeveloped land and, in combination with environmental restrictions and zoning regulations, quantifies land available to absorb growth.

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 zone. This stage may require expert interviews and discussions, statistical trend analysis, and/or integrated transportation and land-use models.

Exhibit 22: Process flow chart of integration of Land-Use Plan and CMP

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



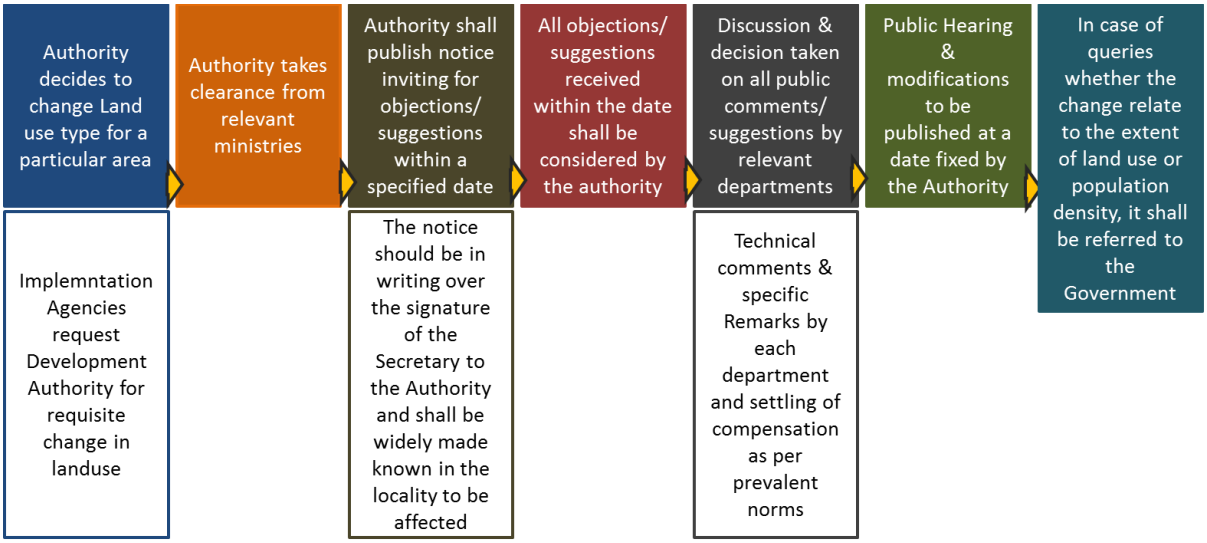
UMTA shall also provide recommendations on revision/preparation of the city's land-use plan, in order to incorporate the component of transport planning undertaken in the CMP. The recommendations shall essentially strive to achieve the following:

- Functional cohesion of land-use and transport structure in the urban area. While planning for the city of Tiruchirappalli, it needs to be accentuated that all the land-uses are well integrated with proper accessibility and connectivity.
- The land-use plan shall 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 corridor.

- The land-use plan shall strive for sustainable land-use options through planning which minimises the need to travel.

Consideration of these aspects while planning/revision of the land-use are of prime importance and shall be taken up as prime responsibilities of the Directorate of Town and Country Planning and LPA. The Government of Tamil Nadu shall 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 the Directorate of Town and Country Planning. 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 plan from that specified in the Master/Development Plan to be undertaken by LPA, is provided in Exhibit 23.

Exhibit 23: Process flow chart for modifying land-use plan



The case study of land-use and transport integration is discussed in Exhibit 24.

Exhibit 24: Case Study - Singapore

Land-Use and Transport Integration in Singapore

The 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 the 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

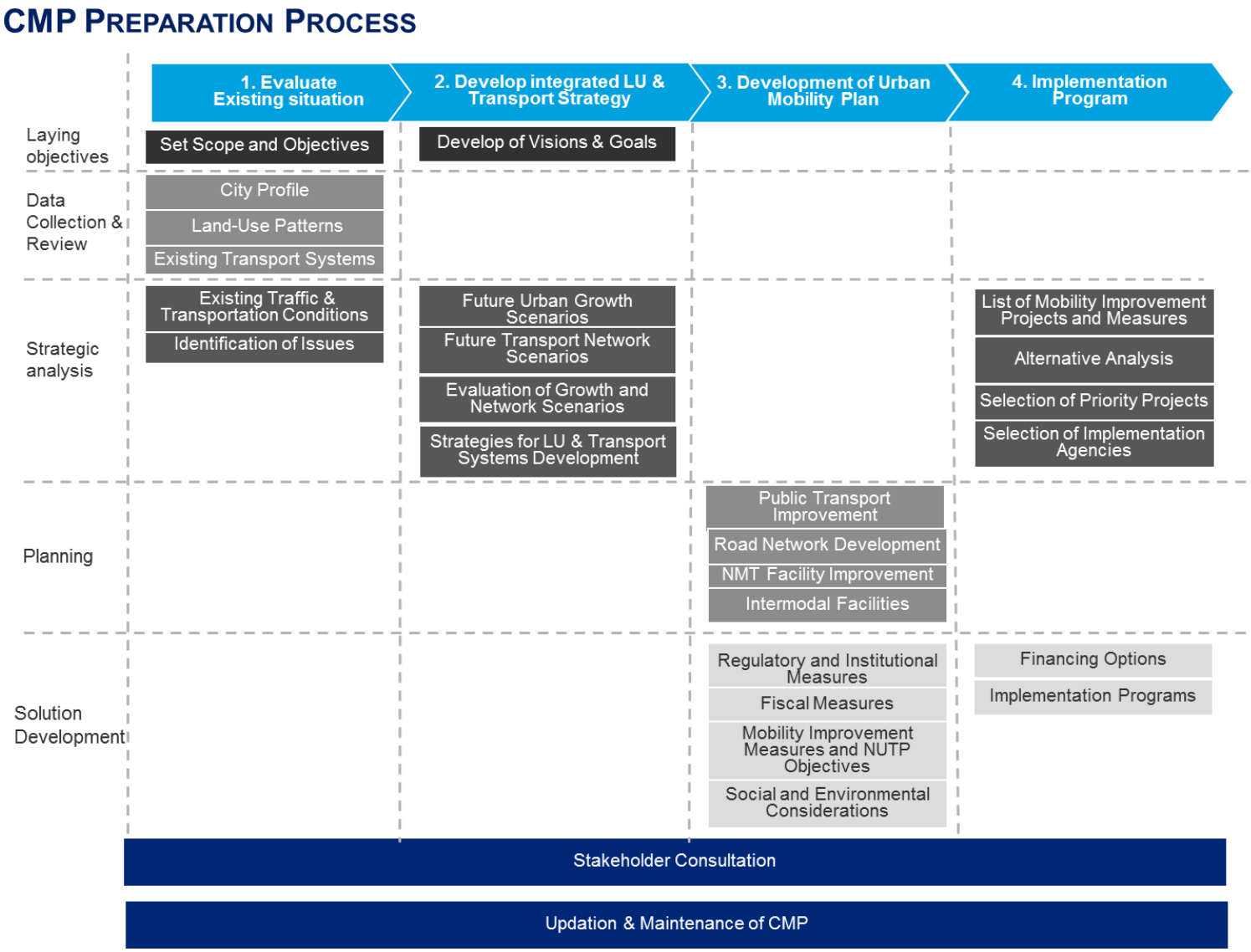
major transport infrastructure networks and facilities, and provide the framework for the formulation and implementation of more detailed transport strategies, policies and programmes by the LTA in support of the Concept Plans.

The Concept Plans, therefore, cover aspirations, what the community wants to achieve, and confronts major strategic trade-offs and dilemmas. The DGP and the Transport Plans (TPs) take the concepts 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 concepts 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 by departmental heads.

The suggestive process to be followed for preparation of CMP is illustrated in Exhibit 24.

Exhibit 25: Preparation of Comprehensive Mobility Plan



6.3.3 Stakeholder Consultation

It is important for the preparation of the CMP to be an inclusive process, and for key stakeholders including various beneficiary groups, to be involved at the time to preparation, to achieve a shared understanding of the future urban transport system. 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:

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.

i. Government bodies like TCMC, LPA, Public Works Departments, Traffic Police, Tamil Nadu Transport Department, TNSTC, etc.
ii. Central Government agencies like NHAI, Airports Authority of India, Indian Railways, etc.
iii. Elected Representatives from Tiruchirappalli (Mayor), Tamil Nadu (MLAs, Transport minister) or centre (MP).
iv. Experts in the field of transport from Academic Institutes and Research bodies and Consultants or practitioners in the field.
v. Non-governmental organisations (NGOs)/ Civil Society Organisations (CSOs)
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 in working within Tiruchirappalli Urban Mobility Area and would be crucial in understanding the existing scenario for CMP preparation. Consultations could take the form of surveys, meetings or workshops, to identify key transport issues and to test the likely effects of various strategies in addressing them. Further, divergent perspectives on key issues would need to be articulated and discussed more through stakeholder discussions and meetings. Further, public consultations/ workshops may also be required to be conducted if deemed necessary by the UMTA Board. Following are the key guiding principles for stakeholder consultations[8]:

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

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

- Consultation material should provide sufficient background information that is clear and easily understandable to 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 input 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.

The case of master plan consultations in Singapore is discussed in Exhibit 25.

Exhibit 26: 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 was an integral part. During the preparation stage, URA conducted dialogues with key stakeholders such as architects, developers, business organisations, NGOs, academics and the community. The dialogues allowed the plans to be detailed 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 was 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 to the upcoming developments.

6.3.4 Economic Analysis and Project Prioritization

The CMP of the study region would comprise a number of strategies which would be broken down into projects that would drive the investment plans for Tiruchirappalli's 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 such long gestation, high investment programmes. Some of the projects identified by the CMP would require prioritization could relate 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/ FOBs/ 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 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.
- The savings in travel time due to less congestion and better speeds.
- Environmental benefits realised due to reduced traffic congestion and fuel consumption.

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 measures.

Sensitivity Analysis

Post analysing projects for testing their economic viability, a sensitivity analysis can be carried out for 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 can be considered:

- Increase in project cost by x %
- Reduction in project benefits by x %
- Increase in project costs 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 Tiruchirappalli Urban Mobility Area 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 through applying weightages to various parameters as decided by the UMTA Governing Board[9]. Prioritising transport projects may be a difficult task since many

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

sustainable transport projects may have equal priority and hence, their planning may be phased based on short, medium and long term planning. Prioritization guidelines for the long, medium and short term are discussed in Exhibit 26.

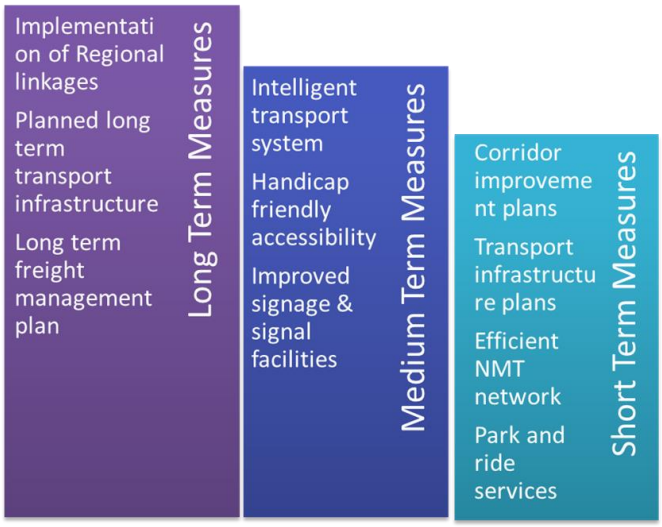
Some of the guiding parameters that may go into project prioritization are highlighted below:

- Utilization of the corridor in terms of passenger km, which specifies the need for developing the 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.
- Environmental and social impact of the project.

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.

Exhibit 27: Prioritization guidelines: Long, Medium and Short term



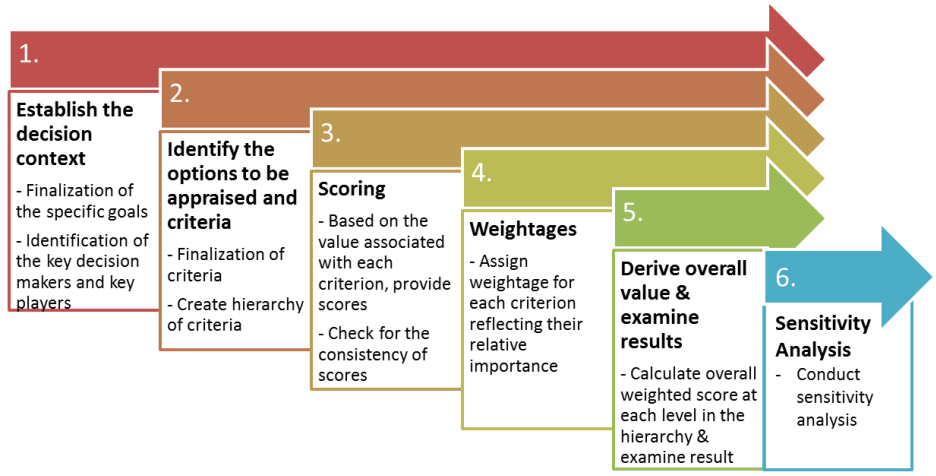
The prioritisation of projects may be categorised over different time frames based on the following criteria:

- Short-term projects shall 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 shares
- Long-term projects include implementing the 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 and to meet the overall vision of the CMP for the city region.

A tentative project prioritisation plan along with the CMP shall be proposed to be discussed with all the key stakeholders for their feedback and suggestions.

Exhibit 28: Project Prioritization Plan following MCDA

A multi criteria decision analysis[10] (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.



The project prioritization plan following MCDA is illustrated in Exhibit 27. The final output of CMP shall 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.

6.4 ALTERNATIVE ANALYSIS

Following the planning of sustainable mobility options for Tiruchirappalli Urban Mobility Area, the next major process is Alternative Analysis. Among various strategies proposed, the CMP of a city 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 for the proposed corridor(s). Alternative Analysis (AA) shall evaluate the alternatives for the identified corridor and suggests the option best suited to the city. 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

[10] eprints.lse.ac.uk

- Effective cost involved in project implementation
- Impact caused by each alternative and its expanse
- Comprehensive technical basis available for the selected 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 MYP 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 29 gives a brief gist of the various steps involved in the process of AA.

Exhibit 29: Checklist for conducting Alternative Analysis

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
Step 4 – Define scope of services	Terms of reference	UMTA
	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[11]
	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
	Plan and design Standards. E.g. Indian Roads Congress Design	Consultant

[11] The final responsibilities of any task assigned to the consultant remains with UMTA.

Step 6 – Identification of alternatives	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
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

Post preparation of the AA report, the UMTA would finalize corridor strategies, and identify the project to be undertaken in the short to medium turn (up to 15 years). This will set the way for subsequent studies like the Detailed Project Report, by the concerned implementing agency, which would lead the selected project to the project sanction stage. The process flow chart for conducting Alternative Analysis is depicted in Exhibit 29.

Exhibit 30: Process flow chart for Alternative Analysis

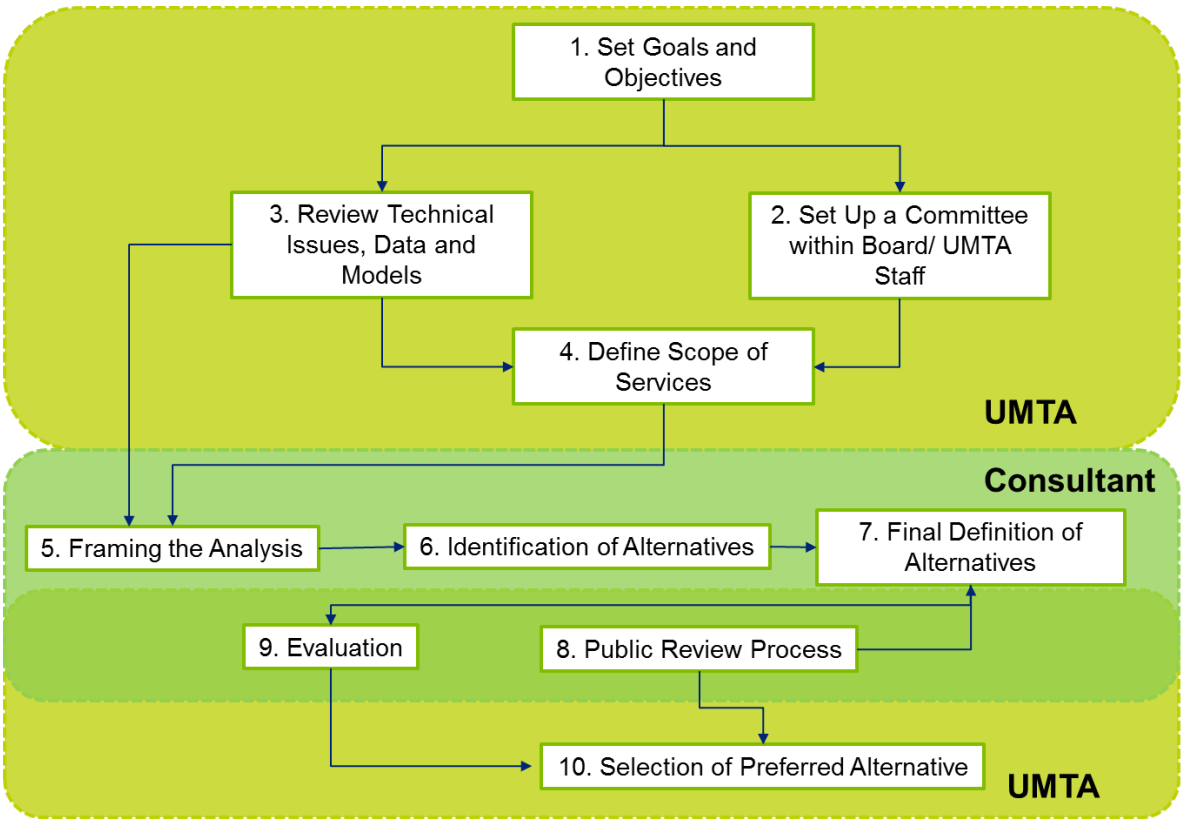


Exhibit 31: Case Study – Tulsa, Oklahoma

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 (Indiana 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 rather a group of such modes and steps that can be implemented over an appropriate timeline.

6.5 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 shall 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. Exhibit 30 discusses the Alternative Analysis of transportation models in Oklahoma.

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 MPY 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 shall 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.

6.5.1 Guidelines and Procedures for Preparation of Transport Investment Programme

The suggestive process for preparation and approval of the MYP is presented in Exhibit 31. An illustrative MYP is shown in Exhibit 32. Key steps involved in development and finalisation of MYP are provided below.

Step 1: Reference to the CMP, Alternative Analysis and other guidelines

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

Step 2: Development of draft MYP by each implementing agency

Each of the implementing 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 shall 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. Example for the case of MYP drawn by TNSTC:

Exhibit 32: Process flow chart for preparing Transport Investment Programme

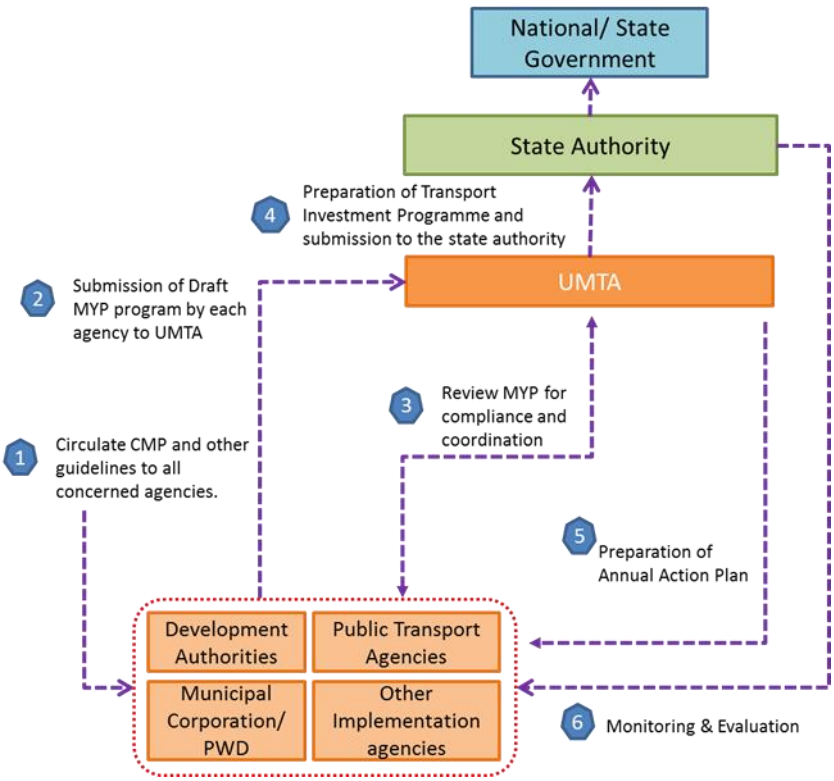


Exhibit 33: Illustration of Multi-Year Programme

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 km of bus corridor around the city	Bus is the best option suited for the corridor	Build 25 km of BRT in 4 phases	2016 - Completion of 25km	
					2017 - Completion of 50km	
					2018 - Completion of 75km	
					2019 - Completion of 100km	
…						
…						

- 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 costs and financing of the major activities proposed, predicting conduct scenarios and identifying 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 identifies funding gaps and how much will be needed in the future. 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 UMTA is to ensure coordinated development of overall urban transport in Tiruchirappalli. In this regard, UMTA shall review the MYPs submitted by all implementing agencies with an objective of ensuring that:

a. The planned developments envisaged in 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 shall be within the time and budget frames that have been predicted by the CMP.

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.[13]

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 Government of Tamil Nadu 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 Government of Tamil Nadu, the UMTA shall break down the programme into implementing agency-specific programmes, and shall circulate them to all the concerned implementing agencies. The agencies shall then decompose their respective MYPs into annual action plan for the following year. This process of annual action plan formulation shall be repeated every year for the time horizon of the MYP.

Step 6: Monitoring and Evaluation of MYPs

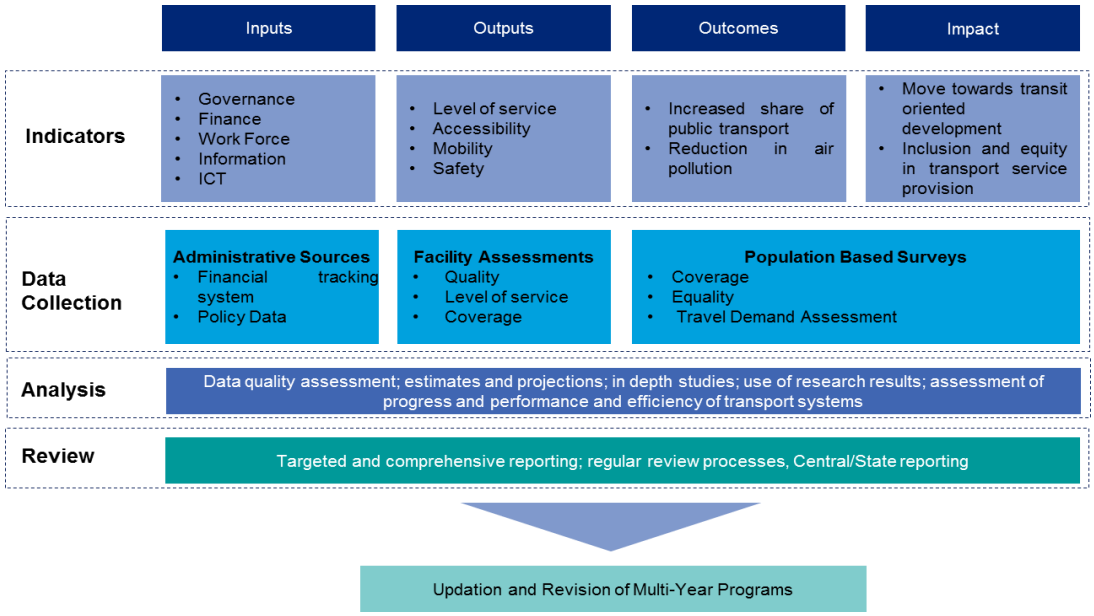
The UMTA shall establish a monitoring and evaluation framework to track the progress of implementing agencies towards the activities set out in their MYPs. This process would enable the UMTA to include annual and mid-term corrections to MYP strategies, should this tracking demonstrate that milestones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

Exhibit 34 gives an illustrative monitoring and evaluation framework which the UMTA could adopt.

[13] 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 Transport Investment Programme. UMTA shall be responsible for monitoring the process of land-use change undertaken by the implementing agencies and may time to time facilitate the same as deemed necessary by the UMTA Board.

Exhibit 34: 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.

6.6 Integrated Facilities

An integrated transport system supports cross-city 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 Tiruchirappalli, 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.

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 road 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 shall keep view of certain measures:

- Integrated transport network means integration among modes as well as within each individual mode. Is this inter and intra-modal integration being achieved?
- Are the services of autos, rickshaws, etc. utilized efficiently, so as to complement the other public transport modes, instead of all modes operating independent of one another?

- How 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 the 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?

6.6.1 Guiding Principles for Integrated Transport Planning

The guiding principles for integrated transport service planning have been demonstrated in Exhibit 35.

Exhibit 35: Guiding principles for integrated transport planning

Principle	Considerations for UMTA interventions	Potential Outcomes
Providing a satisfied commuting experience	• Identify ticketing and fare requirements for commuters to introduce integrated ticketing across public transport modes and operators[14] • 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	• Increased patronage towards public transport services and facilities
Development of an integrated, seamless public transport network	• 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	• 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	• Provide services making the best use of existing assets and infrastructure • Plan for future asset and infrastructure procurement and development	• 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	• Undertake periodic reviews to ensure that services continue to reflect demand and customer expectations	• Service planning continues to be efficient and effective
Ensure safety of commuters	• Establish a unified and centralized command and control center for	• Reduction in fatalities caused during accidents

[14] 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

Principle	Considerations for UMTA interventions	Potential Outcomes
and prompt accident mitigation	Tiruchirappalli enabling quick incident response[15] • Plan for high quality facilities to ensure commuter safety, comfort and ease of use	
Ensure integrated traffic management	A centralized integrated traffic control system shall be operated by the implementing agencies in coordination with UMTA. The Centralized Operation Control Cell may be responsible for the following activities: • 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 visual view of transport system through closed circuit television surveillance[16]	• Reduced congestion • Reduced energy consumption and traffic emissions • Increased efficiency of the transport system • Improved freight delivery and servicing • Enhanced road safety • Reduction in parking congestion

In terms of development of integrated facilities, UMTA's role shall be to promote, develop and regulate the integration process within Tiruchirappalli Urban Mobility Area. Tiruchirappalli UMTA shall ensure development, construction, integration, operation and management of integrated and/or standalone transport network facilities and services that aid and enhance efficiency and service levels of the urban transport system. Exhibit 36 discusses a case study on the integrated ticketing system in London.

Exhibit 36: Case Study - London

London Oyster Card – Integrated ticketing system

Nearly two- third of the total rail journeys in UK either start or end in London. Public transportation in UK 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 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 (PFI) contract between TfL and TranSys, a consortium of suppliers that included EDS and Cubic Transportation Systems

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

[16] 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

(responsible for day-to-day management) and Fujitsu and WS Atkins (shareholders with no active involvement). 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 CO_2 emissions and pollution.

Key outcomes – As of 2012, seven 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 DoT in 2009, 98% of responses were favourable when it came to the implementation of Oyster system. After the introduction of aforementioned capping system the use of Oyster increased to 300%.

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.

6.7 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 Transport Department, Tamil Nadu 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.

6.7.1 Options for licensing function for public transport services

The UMTA is proposed to provide inputs on issuing of licenses for the provision to the public transport vehicles. For achieving this Transport Department 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 Tiruchirappalli Urban Mobility Area and their routes and frequencies. This would involve providing assistance in licensing activities for the existing routes and the new routes.

6.7.2 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. Such a strategy would operate best with a single agency in control of fixing all relevant fares, fees and charges. In line of this view, UMTA's role shall be to make recommendations to the various fare- setting agencies in Tiruchirappalli, including the state and local level agencies, within the framework of the overall travel demand management strategy.

It has been suggested that the UMTA shall be responsible for following functions within the ambit of monitoring, fixing and regulating fees/charges in Tiruchirappalli Urban Mobility Area:

- Make suggestions regarding on fixing all relevant fares, fees/charges within Tiruchirappalli Urban Mobility 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 in fare structure for sub-urban rail services – This shall include advising the Indian Railway 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 provide advice to/consult the Central Government/ Government of Tamil Nadu of the subsidy shortfalls, and means of meeting them.

UMTA shall interact with all relevant agencies such as public transport operators and regulatory agencies such as Transport Department for ensuring that monitoring and regulatory functions are undertaken properly.

6.8 Research Studies and Awareness

One of the main functions of UMTA includes conducting research, studying activities and spreading awareness regarding urban transport. Research and development is central 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 Tiruchirappalli Urban Mobility Area. UMTA's research function is illustrated in Exhibit 37.

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 shall contain details of projects, funding, public transport routes and services, licences, etc.
- **Develop and manage local performance indicators for urban transport:** UMTA needs to develop, measure and publish performance indicators for urban transport within its jurisdiction. These indicators shall be in line with the service level benchmarks published by the MoUD, but will also be a measure of the UMTA's outputs.

- **Monitor and advise on public transport safety:** UMTA shall monitor public transport safety and take action to improve transport safety where problems arise. In addition, UMTA shall coordinate with the Traffic Police to help ensure improved safety of public transport users.
- **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 inform its decisions. These could be carried out by consultants. There is also a role for 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 shall 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.

6.8.1 Guidelines for Maintenance of Database

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

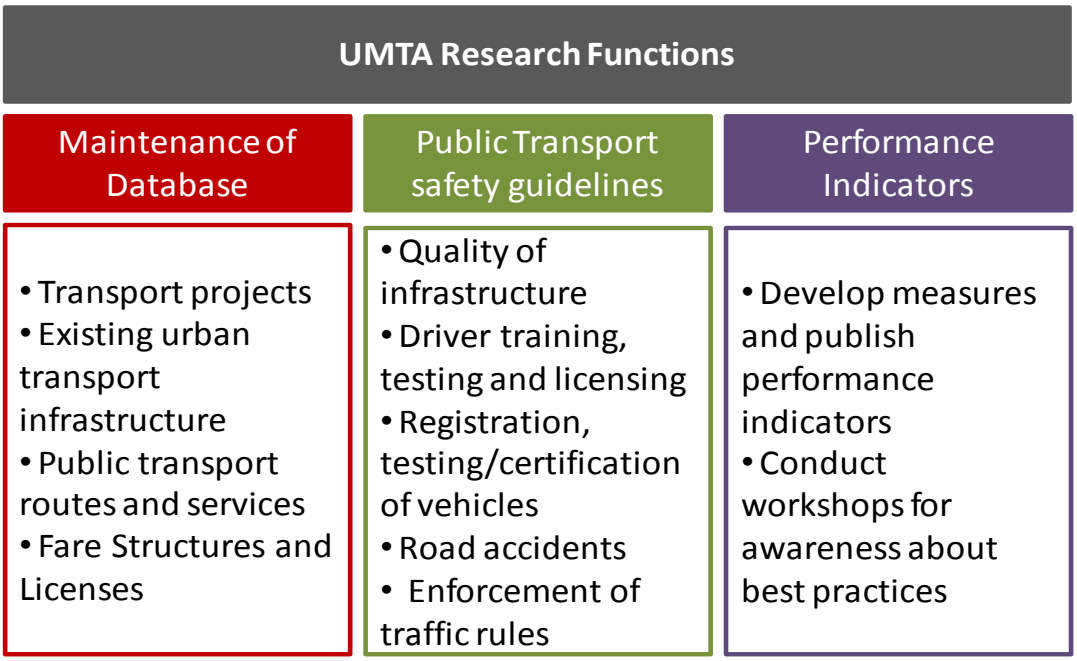
- Details of projects;
- Details of existing urban transport infrastructure;
- Planned development by different agencies in consonance with MYP;
- Fare structures;
- Funding;
- Public transport routes and services;
- Licences;
- System performance including safety

The task of maintenance of database shall 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 of 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 37: Research Function within UMTA



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,
- Data on fuel consumed 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.

6.8.2 Guidelines for Public Transport Safety

It has been suggested that one of the key functions of the 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 of passengers shall, 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

6.8.3 Performance Indicators

It is understood that the UMTA needs to be established for achievement of specific objectives of overall development of urban transport in Tiruchirappalli Urban Mobility Area. For ensuring efficient operation of public transport services, development of measurable and relevant performance indicators is crucial. In this regard, it is suggested that the UMTA shall develop and measure performance indicators. These shall be in consonance with the service level benchmarks / performance indicators published by the Central / State Governments time to time.

6.8.4 Research and Studies

Research studies is one of the prime functions of the UMTA and shall be undertaken by the Policy and Research Division. The UMTA shall be responsible for developing innovative and unique transport solutions for Tiruchirappalli. The Division shall also be responsible for preparation of policies and guidelines for sustainable urban transport.

6.8.5 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.

6.9 CONCLUSION

This chapter outlined the guidelines for carrying out various functions of the UMTA, including providing input in policy, standards and guidelines, preparation of CMP and alternative analysis, MYP 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.

7. ADMINISTRATIVE AND RECRUITMENT PROCEDURES

7.1 INTRODUCTION

This chapter describes broad procedures and guidelines to be followed to carry out day-to-day activities of the UMTA Governing 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 (refer to Annexure I). The procedures relating to procurement outline the steps to be followed for procurement of services, works and goods. The procedures relating to financial management are provided in the UTF operations document and these include funding mechanism, accounting procedures and audit arrangements, etc. The procedures provided in this chapter are only for the purpose of providing broad guidelines. It is suggested that UMTA adopts prevailing policies and procedures as laid down by Government of Tamil Nadu.

7.2 ADMINISTRATIVE AND OFFICE MANAGEMENT PROCEDURES

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

7.2.1 Transparency Policy

A high level of transparency shall be the key policy of the Authority. The Authority shall maintain exemplary standards in all areas of work and shall strive to be transparent in its procedures and policies. The Authority shall, therefore, abide by the following principles and detailed procedures while taking all decisions and performing all activities:

- **Clarity of role, responsibilities and objectives:**
  - The ultimate objective and institutional framework of the Authority shall be clearly defined in the UMTA Act or the regulations framed under it
  - The institutional relationships between the Authority and other agencies shall be clearly defined in performance agreements between these bodies
  - The role and responsibilities of the Authority with regard to performance of each of its functions shall be made clear in published documents
- **Open process for formulating policies and reporting policy decisions:**
  - The framework, instruments and any targets that are used to pursue the objectives of the Authority's policies shall be publicly disclosed and explained
  - Information on the composition, structure and functions of the Authority shall be published
  - Changes to the Authority's policies shall be publicly announced and explained in a timely manner
  - The Authority shall issue periodic public statements on progress towards achieving its objectives

- **Transparent and fair procurement:**
  - The procedures used to publicise tenders shall 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 shall, 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 shall be posted on the Authority's website within seven days of the contract award and be retained on the website 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 shall meet the standards related to coverage, periodicity, timeliness and access, set out in the Authority's communications strategy
  - The Authority shall publish its plan and annual operating accounts at the earliest opportunity each year
  - The Authority shall establish and maintain public information disclosure services, including a website, the 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 shall 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 expenses and revenues in operating the Authority shall 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, shall be publicly disclosed

7.2.2 Board Procedures

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

General provisions in the Act:

Members of the Board shall be nominated by names and /or designations. The names and/or designations 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 in as soon as possible in accordance with 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 existence of a vacancy in the Board.

Resignation, removal, or suspension of Chairperson or other members

The Chairperson or any other member may, by a written notice addressed to Government of Tamil Nadu, resign his/her office, provided that the Chairperson or the member shall, unless he/she is permitted by Government of Tamil Nadu 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 Tamil Nadu may, by order, remove the Chairperson or any other member appointed or nominated by Government of Tamil Nadu 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 Government of Tamil Nadu, 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 it 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 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.

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

It is suggested that UMTA shall 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 shall be entitled to receive allowances or fees as may be determined by the Authority. The committee members shall 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 framed under the UMTA Act.

7.2.4 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, the senior most member as prescribed by the regulations framed under the UMTA Act, present at the meeting, shall preside over the meeting.
4. All issues which come before any meeting of the Authority shall be resolved through consensus, and in case no consensus is reached, the decisions would be taken 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 the right to caste his/her 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 concerned member shall not attend the part of the meeting that 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 CMP and MYPs. 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.

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 Governing 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, the senior most member as prescribed by the regulations framed under the UMTA Act, present at the meeting, shall preside over the meeting.
4. The meetings of the Governing 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 the UMTA Act and rules framed under it, and the operational policies and procedures.
6. Meetings of the Authority shall be suspended or terminated if the number of members present becomes less than the quorum.
7. 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.

8. The members of the Authority shall, on an honorary basis, discharge their obligations as specified under the UMTA Act and the rules made under it, 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.
9. 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 conduct of business at such times and places as the CEO may time to time decide, but not less than once every three months. The CEO shall preside over all meetings of the Authority. In the absence of the CEO, Director - Planning or Director – Finance shall preside and in the absence of both, any of the other Directors may preside. Where none of them is present, a meeting of the Authority shall 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 media. Specific invitations of the AGM shall be sent to the organisations and agencies listed below (as applicable):

- Housing and Urban Development Department, Tamil Nadu
- Transport Department, Tamil Nadu
- Public transport operators (City Bus Transport, Metro Rail, Mono Rail, etc.)
- Tiruchirappalli Local Planning Authority
- Tiruchirappalli City Municipal Corporation
- Tiruchirappalli Traffic Police
- 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 to 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.

Minutes of meetings:

Minutes of all meetings of the Authority will be documented 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 manner.

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.

Official minutes of every meeting shall include:

- The agenda of meeting;
- The name of the meeting, date and location;
- A list of those present, with their designations;
- A list of those for whom written communication 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 upon, together with the name of the individual or organisation 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 members present at the meeting.

Finalised 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.

7.3 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 the Secretariat staff. The process for recruitment, appointments and the conditions of service needs to be transparent and expectations from staff and the process for performance assessment need to be clearly defined.

7.3.1 Recruitment Responsibilities

The Governing Board shall 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 the consultant appointed for handholding support, shall 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, policies for staff training, development and performance assessment
- CEO – appointment of all staff and overview of performance assessment
- Director - Corporate Services Division– management of recruitment, staff training, development and performance assessment processes
- General Manager - Administration – maintenance of position descriptions and staff records.

7.3.2 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 IV.

- 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 Chief Executive Officer and Director - Corporate Service Division.
- Employ temporary / contractual staff to cover seasonal demand, if required.

7.3.3 Position Descriptions and Person Specifications

Before the start of the recruitment process for each division, the CEO shall ensure that a detailed position description has been prepared. Position descriptions shall 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 description of positions provided in Annexure VII can be used as reference. For future recruitment, the CEO shall review and revise the position description for all positions at least every three years. Any proposed changes shall be discussed with the incumbent position holder, before they are implemented.

7.3.4 Recruitment process

Recruitment of the Secretariat staff shall be undertaken on the basis of a transparent public competition. The CEO shall ensure that all vacant positions are advertised in the print media in local language, English and Hindi at the beginning of the recruitment period. Recruitment shall, 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 consultant providing handholding support, shall determine which applications shall 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 competence as well as the potential to be developed, shall 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 UMTA. The cost of transportation 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 shall comply with the following:

- Minimum requirements and selection standards shall 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, shall be taken into consideration.
- The applicant's performance to date, personality, interpersonal style and motivation shall 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 referrals as provided by the applicant on the application for employment shall 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 of appointment, shall be reported to the CEO for approval. For senior positions, the applicant assessment results and the recommendation of appointment shall be reported to the committee of the Board responsible for staffing issues.

Appointment:

The following steps shall be completed before an announcement is made about the successful applicant:

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

The consultant providing handholding support 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.

7.3.5 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 perform their jobs effectively. The induction process shall 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 of joining the Authority. The consultant appointed for handholding assistance will be responsible for providing support in organising induction programmes for the newly recruited UMTA staff members. The induction programme shall cover objectives and rationale, functions, powers of UMTA. The consultant shall also assist in providing trainings on procedures for day-to-day functioning of UMTA.

7.3.6 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 upon detailed training and professional development programme for the staff member.

Progress with respect to completing the agreed upon 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.

7.3.7 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 shall 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 shall 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 shall be completed and signed by both the staff member and direct manager. The CEO shall consider and sign all assessment forms before they are lodged by the Administration and Human Resource teams on the staff member's personnel file.

7.3.8 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.

7.4 PROCUREMENT PROCEDURES

This section highlights the essential information and brief step-by-step procedures for procurement of goods, works and services by UMTA to be used for procurement of its various activities. The procurement methods, tender documents and contracts to be used by the UMTA Secretariat shall be agreed upon with the Board. Procurement of goods, services and works in the Urban Mobility Area will typically be guided by the procurement rules prevailing in Tamil Nadu. The purpose of this section is to provide guidance about procurement procedures that may be applicable to 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 UMTA in its 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.

7.4.1 Procurement Policy

The procurement policy of UMTA shall 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 are to be procured at their true worth
- **Effectiveness** – This means that goods, works and services procured will help to achieve project goals and objectives

7.4.2 Procurement Planning

Effective procurement planning is one of the first crucial steps required for the procurement process. Each division of 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 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.

7.4.3 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 shall be employed for distinct activities such as preparation of the CMP, 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 prevailing procurement guidelines in Tamil Nadu. 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
- Deciding the contracting strategy
- Advertising (for shortlisting of the firms when the purchaser has no knowledge about the firms who shall take up the assignment)
- Preparation of the shortlist of consultants
- Preparation and issue of RFP to shortlisted consultants containing
  - Letter of Invitation (LOI)
  - Information to Consultants 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 and evaluation of financial proposals, and combined evaluation of both technical and financial proposals.
- Negotiations and award of the contract to the selected firm

Preparation of the Terms of Reference (TOR):

The Terms of Reference shall 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 draft report

Preparation of cost estimates and the budget:

The cost estimates or budget shall 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 shortlisting, terms of payment, etc.

Advertising:

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

Shortlisting of consultants:

The Expression of Interest received shall be evaluated to arrive at a shortlist of the consultants. In preparation of the shortlist, first consideration shall be given to those firms 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 on agreed hourly, daily, weekly 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) 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 shall 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) shall be invited for negotiations and discussions held with them in accordance with Government of Tamil Nadu 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:

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 shall be decided in consultation with the Governing Board or prevailing guidelines of the Government of Tamil Nadu. 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 more 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, "minimum" qualifying marks for the "quality" are established. Proposals, to be submitted in two envelopes, are invited from a shortlist. 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.

7.4.4 Procurement of Works

Preparation of Tender Documents

After preparation of the detailed project report, the tender documents may be prepared by the respective division based on the PWD 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 works
- Two Bid System: Two bid system shall be adopted in case it is not feasible to formulate detailed specifications for works 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 shall 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 construction technology is available only with a particular contractor, or a particular contractor has exclusive rights in respect of the construction, and no reasonable alternative or substitute exists.
- Award of work without call of tenders: Use of quotations shall be adopted for procurement of works that are not specially executed to the particular specifications. Also, it shall 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 shall be invited in the most open and public manner possible, by advertisement in daily newspapers circulated in the Urban Mobility Area, of which one shall be in the regional language.

Issue of tender documents

The tender document shall contain all the essential information as prescribed in the Government of Tamil Nadu 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 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 modification of the tender documents or if a meeting of contractors is held; it shall extend the deadline if necessary, to allow contractors reasonable time to take the modification into account in their tender; after adequately publicizing such modifications.

Evaluation of Bids

The procuring entity may ask 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 the 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.

7.4.5 Procurement of Goods

This 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 officials involved in 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 UMTA.

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

Guidelines for procurement of goods[17]:

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.

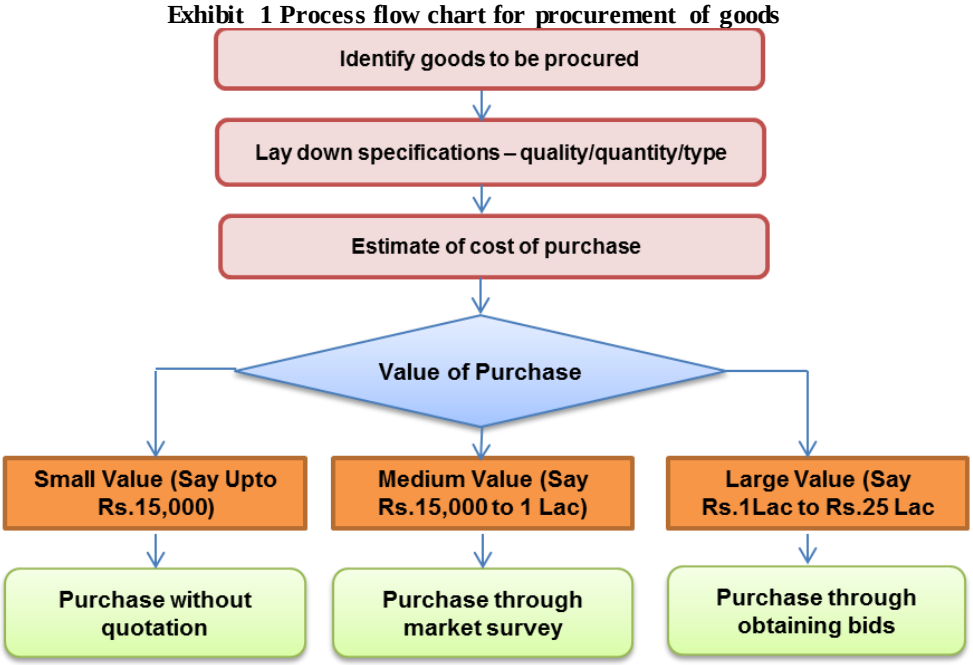
B. Purchase of goods of medium value (say from INR 15,000 to 1 Lakh): Purchase of goods of medium value (say above Rs. 15,000 to Rs. 1,00,000) can be made by taking approval of Director of the respective division. Such purchase could be made through market survey without inviting quotations or bids.

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 methods of obtaining bids can be followed i.e. Advertised Tender Enquiry, Limited Tender Enquiry and Single Tender Enquiry.

Exhibit 40 presents a process flow chart regarding the procurement of goods.

[17] All amounts given in this section are indicative in nature, and may be updated by the discretion of Governing Board by cities.

Exhibit 1 Process flow chart for procurement of goods



7.5 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 TIRUCHIRAPPALLI

(UMTA bill has been shared 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/-….

--2--

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 Empanelled 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** 7th 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, 2nd 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

P.T.O.

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	**Mr. Abhay Kantak, Director, Urban Practice** Crisil House, Central Avenue, Hiranandani Business Park, Powai, Mumbai – 400076 Phone: 91-22-33422 3000 Mobile - +91-9820416720 Email - abhay.kantak@crisil.com
6	RITES Ltd	6	**Mr. Piush Kansal, Group General Manager (Urban Transport)** 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
7	Consortium of Urban Mass Transit Company India Limited (UMTC) and Cambridge Systematics Consulting & Technology Pvt. Ltd.	7	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

ANNEXURE III – UMTA STAFF SPECIFICATIONS

Chief Executive Officer

Position	**Chief Executive Officer**
Position Description	
Reports to	Governing Board

Purpose of the Position

a) To administer the affairs of the Authority and ensure smooth functioning.

b) To execute the decisions and directives of the Governing Board.

c) Exercise the powers and discharge the duties delegated by the Board.

d) To recruit and manage the professionals in the Executive Office along with performance assessments.

e) To manage the overall performance of all activities of the Authority and the achievement of key outcomes, in accordance with the delegations, instructions and approvals from the Board.

f) To be the chairperson of the Executive Office guiding through its development processes and ensuring that it efficiently and effectively carries out its functions and pursues its organisational objectives.

g) To provide effective leadership by modelling the way and keeping the organisational values alive and well.

Key Responsibilities

Start Up Responsibilities

a) Manage and lead the executive office with a planned vision for the city transport

b) Planned development of the city's transportation network based on integrated, sustainable, multimodal transport modes

c) Ensure the finalisation of the operational procedures for the Governing Board and Secretariat, within three months from the date of establishment of the Governing Board, and submit these to the Board for approval.

d) Develop a Vision plan within eight months of the establishment of the Board.

e) Obtain approval of delegations from the Board.

f) Obtain Board approval on the Operational Plan prepared by the consultants.

g) Carry out and administer appointments of other key professionals and support staff as decided in the Operations Manual or as deemed necessary

h) 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.

i) Obtain Board approval of agreements with the implementing agencies and revenue collection agencies.

Ongoing Responsibilities

- To coordinate between the Governing Board and executive office for implementation of transport functions for the selected jurisdiction
- Evaluate and analyse the progress of the Authority's functioning process

Position	Chief Executive Officer

- Advise and assist the governing Board members on project prioritization and speed up the project implementation process

a) Arrange Board meetings and visits and ensure that agendas and minutes are prepared and distributed in accordance with agreed procedures.

b) Co-ordinate and direct the overall activities of the Authority so as to achieve the objectives of the Board as stated in the Act and Manual.

c) 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 relevant national and international groups.

d) Ensure that the activity programmes of the Authority are executed in an effective and efficient manner based on the three-year business plan.

e) Ensure the proper organisation and functioning of the Board and Secretariat.

f) Ensure that the objectives of the Board are met, driving the planning, budgeting and goal setting processes that communicate organisational objectives.

g) Annually review the policies and procedures adopted by the Board.

h) Ensure that the Authority operates in compliance with:

- the Act and rules made under the Act
- all other relevant legislation and rules
- its Business Plan
- The policies and procedures adopted by the Board.

i) Ensure that the strategic plans are reviewed and updated as deemed necessary.

j) Ensure that the Authority has adequate and skilled resources to meet its strategic objectives, including recruiting, appointing, assessing, dismissing staff in strict compliance with the legislative and regulatory provisions in force.

k) Promote the Board's identity and public image and establish sound working relationships with clients, relevant Ministries, implementing agencies, the Board and stakeholders.

l) In conjunction with the Technical heads of the Executive Office, propose delegations to the Board and exercise the delegated powers conferred by the Board.

m) Ensure that all Board procurements, contracts and agreements are finalized and managed in a timely manner.

n) Obtain Board approval of the annual budget, the annual and the corporate accounts and of other documents as deemed necessary time to time.

o) Present regular progress reports to the Board.

p) Approve staff loans.

q) Keep informed of innovative and sustainable transport practices, trends and issues and prepare the Board to respond efficiently and effectively to the changing environment.

Reporting

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.

Position	Chief Executive Officer

Salary and Benefits

The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).

Key Competence

a) Demonstrated successful management of a similar sized organisation specialised in transport sector.

b) Demonstrated understanding of the political, technical, financial and administrative requirements of an organisation of this nature.

c) Strong leadership and motivational qualities.

d) Highly developed verbal and written communication and negotiation skills, in both English and relevant regional languages.

e) Should be an Indian citizen.

Qualifications and Experience

a) At least a First Class Post Graduate Degree in any subject

b) Minimum post qualification experience of 15 years with at least 10 years' experience in core transport sector

c) Membership of a relevant professional body.

d) Should be an expert in Transport planning and management

e) Experience in a position with strategic focus, ability to rise above detail to summarise overall patterns, assess value and see trends.

f) Experience in developing and describing the future vision in a way that encourages and motivates staff to follow.

g) Extensive relationship management experience, including liaison with, communicating to, consulting with and influencing stakeholders.

h) Experience of working with central and local Government and experience in presentation and advocacy before Government.

i) Understanding of regulatory principles and the ability to apply them.

j) Experience in managing large groups of employees and demonstrated ability to develop and lead effective teams.

k) Proven time management and multiple task management capabilities.

l) Working knowledge of up to date financial and organisational management processes.

m) Experience with the start-up of a company and related change management is a plus.

n) Candidates with Bachelor's degree in Civil Engineering or Architecture shall be preferred

o) Master's degree in Transport /Urban /Regional Planning from a recognized university shall be desirable

Skills and Personal Attributes

a) Client focused.

b) Good understanding of the work environment and trends, organisational

Position	Chief Executive Officer
	performance, and the political and regulatory climate.
c)	Identifies potential opportunities, risks and issues before they arise and prepares effective responses.
d)	Develops and maintains strong relationships with Government Ministers and agencies and key stakeholders in the industry.
e)	Actively demonstrates, promotes and models desired organisational behaviours and values.
f)	Promotes a climate of innovation, change and adaptation.
g)	Consults and shares information within a team environment and across functionality.
h)	Delegates decision making where appropriate, ensuring that staff have the capability and knowledge to make sound decisions.
i)	Makes timely decisions based upon evidence and on merit.
j)	Leads and manages the organisation through change and transition.

Director – Planning

Position	**Director – Planning**
Position Description	
Reports to	CEO

Purpose of the Position

a) To be part of the senior management of the authority and being in-charge of the Planning function of UMTA ensuring that it efficiently and effectively carries out its functions and pursues its organisational objectives.

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 other such strategic planning works.

c) To provide effective leadership of executive office staff by modelling the way and keeping the organisational values alive and well.

d) To provide leadership, enhance strategic capability and provide service excellence in the relevant technical or management field.

Key Responsibilities

a) Developing a vision for the urban area's transport system from planning perspective

b) Developing principles and policies for sustainable urban transport system for the urban area

c) Developing and finalisation of Comprehensive Mobility Plan for the urban area

d) Ensuring the integration of the urban transport planning with land-use planning

e) Ensuring effective coordination with all relevant agencies for achieving the objectives of the planning function of UMTA

f) Finalisation of a detailed MYP for urban transport In conjunction with implementation agencies

g) Estimate and prioritize short and long term plans

h) Coordinate with the other divisions of UMTA for integrated holistic development of transport system within the urban area.

i) In consultation with the other Divisions, aid and advise the Government of Tamil Nadu on matters relating to urban transport

j) Perform all such other functions as may be allocated by the CEO of UMTA

k) Effectively represent the Board's interests to external stakeholders and key partners.

l) 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.

m) Demonstrate excellence in staff management including the appropriate recruitment, retention, performance management and development of employees.

n) Maintain the safety and well-being of staff in the Division.

o) Develop a work programme for the Division and manage workloads and work streams to ensure the programme is delivered according to plan.

Reporting

The Director Planning shall report regularly to the CEO through verbal and as necessary,

Position	Director – Planning

written, reports. The Director-Planning, shall periodically prepare and present written reports to the Board, particularly on policy, planning, projects and programme matters.

Salary and Benefits

The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).

Key Competence

a) 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.

b) Strategic Transport Planning Excellence: This includes deep understanding of strategic planning, sector understanding, regulatory environment, international best practices, government policies and their effects, etc.

c) 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.

d) 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 role and responsibilities. This direction is based on a wider external perspective, where the directions of industry and community are considered.

e) Results Orientation: A commitment to meeting and exceeding standards of excellence.

f) 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.

g) 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.

Qualifications and Experience

a) Post graduate degree in the Transport Planning / relevant field.

b) At least 15 years of work experience with at least 5 years of experience in Senior Management position in Transport Planning Function of any public / private sector entity.

c) Membership of a relevant professional body.

d) Experience in Transport planning, development of transport sector programmes and economic appraisal.

e) Sound knowledge of transport planning and programming theories and methods.

f) Proven strategic thinking.

g) Experience in developing and describing the future vision, in a way that encourages and motivates staff to follow.

h) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.

i) Experience in delegation, managing workloads and work streams, budgeting and

Position	Director – Planning
monitoring costs, and ensuring compliance. j) Experience in building and fostering relationships. k) Significant leadership experience in a range of corporate positions and proven management ability. l) Has highly developed verbal and written communication skills in English and relevant regional languages.	
Skills and Personal Attributes a) Maintains a good understanding of the work environment and trends, authority's performance, and the political and regulatory climate and identifies potential opportunities, risks and issues before they arise. b) Actively demonstrates, promotes and models desired organizational behaviours and values. c) Promotes a climate of innovation, change and adaptation within own area. d) Delegates decision making where appropriate, ensuring staff have the capability and knowledge to make sound decisions. e) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results. f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. g) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position. h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. i) Demonstrates strong leadership within the planning function and with the management team as a whole j) Has strong communication skills k) Works reliably under pressure to produce timely, accurate information l) Maintains awareness of overall organisational goals, and looks for opportunities to contribute organisation-wide as able.	

Director – Public Transport Management

Position	**Director – Public Transport Management**
Position Description	
Reports to	CEO

Purpose of the Position

a) To be part of the senior management of the authority and being 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.

b) 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.

c) Develop standards and guidelines for public transport services specific to the urban area in consonance with the land-use pattern of the city.

d) To provide effective leadership of executive office staff by modelling the way and keeping the organisational values alive and well.

e) To provide leadership, enhance strategic capability and provide service excellence in the relevant technical or management field.

Key Responsibilities

a) Developing plan and strategy for integration of all public transport modes to ensure development of sustainable integrated transport system for the urban area.

b) Planning, strategizing and overseeing the implementation of projects for integration of public transport in the urban area

c) Overseeing the operation of facilities and systems implemented for integration of public transport in the urban area

d) Developing standards and guidelines for public transport services specific to the urban area in consonance with the land-use pattern of the city

e) Planning, strategizing and implementing/coordinating for implementing all related regulatory functions including:

- 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

f) Coordinating with all other relevant implementing agencies and supervise project implementation

g) Coordinating with research division for innovative public transport solutions suitable to the urban area

h) Promoting development of integrated multi-modal public transport systems for the urban area

i) Performing all such other functions as may be allocated by the CEO time to time

Position	Director – Public Transport Management

j) Effectively represent the Board's interests to external stakeholders and key partners.

k) 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.

l) Demonstrate excellence in staff management including the appropriate recruitment, retention, performance management and development of employees.

m) Maintain the safety and well-being of staff in the Division.

n) Develop a work programme for the division and manage workloads and work streams to ensure the programme is delivered according to plan.

o) Responsible and accountable to the relevant Division of UMTA

Reporting

The Director – Public Transport Management shall report regularly to the CEO through verbal and as necessary, written, reports. The Director – Public Transport Management shall periodically prepare and present written reports to the Board, particularly on policy, planning, projects and programme matters.

Salary and Benefits

The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).

Key Competence

a) 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.

b) 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.

c) 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.

d) 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 role and responsibilities. This direction is based on a wider external perspective, where the directions of industry and community are considered.

e) Results Orientation: A commitment to meeting and exceeding standards of excellence.

f) 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.

g) 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.

Qualifications and Experience

Position	**Director – Public Transport Management**

a) Post graduate degree in Transport Planning / Transport Engineering / other relevant field

b) At least 15 years of work experience with at least 5 years of experience in Senior Management position in Public Transport function in any public / private sector entity.

c) Membership of a relevant professional body

d) Experience in planning / strategy formulation / implementation of public transport projects

e) Experience in planning / strategy formulation / operation of public transport facilities and systems

f) Experience in regulatory aspects

g) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.

h) Experience in: delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.

i) Proven strategic thinking.

j) Understanding of effective information delivery techniques including education, marketing and communication.

k) Experience in building and fostering relationships.

Skills and Personal Attributes

a) Maintains a good understanding of the work environment and trends, authority's performance, and the political and regulatory climate and identifies potential opportunities, risks and issues before they arise.

b) Actively demonstrates, promotes and model behaviours and values.

c) Promotes a climate of innovation, change and adaptation within own area.

d) Delegates decision making where appropriate, ensuring staff have the capability and knowledge to make sound decisions.

e) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.

f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.

g) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.

h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.

i) Demonstrates strong leadership within the planning function and with the management team as a whole

j) Has strong communication skills

k) Works reliably under pressure to produce timely, accurate information

l) Maintains awareness of overall organisational goals, and looks for opportunities to contribute organisation-wide as able.

Director – Engineering

Position	**Director – Engineering**
Position Description	
Reports to	CEO

Purpose of the Position

a) To lead the Engineering Division of UMTA through its development processes and ensuring that it efficiently and effectively carries out its functions and pursues its organisational objectives.

b) To provide technical inputs to all the other divisions of UMTA.

c) To develop standards and guidelines on technical aspects of urban transport and provide these inputs for overall development of urban transport.

d) The Director, in coordination with the staff will review all papers for the Board, review and lead development of strategies and plans for the division corresponding to the objectives of the division.

e) To provide effective leadership, enhance strategic capability and provide service excellence in the relevant technical or management field.

Key Responsibilities

a) Preparing standards and guidelines specific to transport engineering or as deemed necessary time to time.

b) Providing technical input to other divisions

c) Coordinating with all relevant implementing agencies and supervising in project implementation, if required

d) Providing technical inputs in development and operation of integrated, facilities and systems.

e) Supervising and monitoring the implementation of projects by Consultants or otherwise at regular intervals.

f) Provide value-added expertise in engineering discipline and project leadership.

g) Provide execution oversight for important research, development, and evaluation efforts.

h) Perform all such other functions as may be allocated by the Board / CEO time to time

i) Effectively represent the Board's interests to external stakeholders and key partners.

j) 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.

k) Demonstrate excellence in staff management including the appropriate recruitment, retention, performance management and development of employees.

Reporting

The Director – Engineering, shall report regularly to the CEO through verbal and as necessary, written, reports. The Director– Engineering shall periodically prepare and present written reports to the Board, particularly on policy, planning, projects and programme matters.

Salary and Benefits

The pay scale is recommended to be at par with that of central/state level public sector

Position	Director – Engineering

undertakings (PSUs).

Key Competence

a) 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.

b) Engineering Excellence: This includes deep understanding of engineering related aspects especially for the urban transport sector with focus on urban transport infrastructure and operations.

c) 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.

d) 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 role and responsibilities. This direction is based on a wider external perspective, where the directions of industry and community are considered.

e) Results Orientation: A commitment to meeting and exceeding standards of excellence.

f) 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.

g) 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.

Qualifications and Experience

a) Post graduate degree in Transport Engineering / other relevant field

b) At least 15 years of work experience with at least 5 years of experience in Senior Management position in Engineering Function of any public / private sector entity working in public transport sector.

c) Membership of a relevant professional body

d) Experience in engineering aspects of transportation projects including transport infrastructure, transport operations, systems and facilities development and operation, etc.

e) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.

f) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.

g) Proven strategic thinking.

h) Understanding of effective information delivery techniques including education, marketing and communication.

i) Experience in building and fostering relationships.

Skills and Personal Attributes

Position	Director – Engineering
a) Maintains a good understanding of the work environment and trends, authority's performance, and the political and regulatory climate and identifies potential opportunities, risks and issues before they arise. b) Actively demonstrates, promotes and models desired organizational behaviours and values. c) Promotes a climate of innovation, change and adaptation within own area. d) Delegates decision making where appropriate, ensuring staff have the capability and knowledge to make sound decisions. e) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results. f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. g) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position. h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. i) Demonstrates strong leadership within the planning function and with the management team as a whole j) Has strong communication skills k) Works reliably under pressure to produce timely, accurate information l) Maintains awareness of overall organisational goals, and looks for opportunities to contribute organisation-wide as able.	

Director – Policy and Research

Position	**Director – Policy and Research**
Position Description	
Reports to	CEO

Purpose of the Position

a) To lead the Policy and Research Division of UMTA and ensure that it efficiently and effectively carries out its functions and pursues its organisational objectives.

b) To carry out policy, research, education and awareness activities for overall development of urban transport.

c) To develop and manage local performance indicators for urban transport

d) To provide effective leadership in enhance strategic capability and providing service excellence in the relevant field.

Key Responsibilities

a) Leading the activities of conducting research, studies, education and awareness about good practices in urban transport

b) Providing strategic inputs in development of policy, standards and guidelines for overall development of urban transport

c) Ensuring the maintenance of updated database with information relating to urban transport, including details of projects, services, funding, and public transport safety, etc.

d) Contributing to developing and managing performance indicators for urban transport

e) Monitoring and advising on public transport safety

f) Identify, analyse and recommend innovative and improved practices, technology and processes for overall improvement of urban transport

g) Developing networks in the research community in the field of public transport locally, nationally and internationally.

h) Suggesting trainings, capacity buildings for enhancing quality of professionals in the urban transport.

i) Perform all such other functions as may be allocated by the CEO time to time

j) 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.

Reporting

The Director – Policy and Research, shall report regularly to the CEO through verbal and as necessary, written, reports. The Director – Policy and Research, shall periodically prepare and present written reports to the Board, particularly on policy, planning, projects and programme matters.

Salary and Benefits

The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).

Key Competence

a) Leadership: The quality to inspire, lead, coach and develop others to achieve desired

Position	Director – Policy and Research

goals and objectives. This competency includes defining a vision and guiding individuals towards that vision.

b) Policy and Research Excellence: This includes deep understanding of overall policy and governance frameworks, public transport standards and guidelines, best practices, research studies, etc.

c) 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.

d) 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 role and responsibilities. This direction is based on a wider external perspective, where the directions of industry and community are considered.

e) Results Orientation: A commitment to meeting and exceeding standards of excellence.

f) 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.

g) 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.

Qualifications and Experience

a) Post graduate degree in Public Policy / Arts (Public Policy) / other relevant field

b) At least 15 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).

c) Membership of a relevant professional body

d) Experience in policy making, research and analysis aspects of urban transport sector

e) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.

f) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.

g) Proven strategic thinking.

h) Understanding of effective information delivery techniques including education, marketing and communication.

i) Experience in building and fostering relationships.

Skills and Personal Attributes

a) Maintains a good understanding of the work environment and trends, authority's performance, and the political and regulatory climate and identifies potential opportunities, risks and issues before they arise.

b) Actively demonstrates, promotes and models desired organizational behaviours and values.

Position	Director – Policy and Research
c) Promotes a climate of innovation, change and adaptation within own area. d) Delegates decision making where appropriate, ensuring staff have the capability and knowledge to make sound decisions. e) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results. f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. g) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position. h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. i) Demonstrates strong leadership within the planning function and with the management team as a whole j) Has strong communication skills k) Works reliably under pressure to produce timely, accurate information l) Maintains awareness of overall organisational goals, and looks for opportunities to contribute organisation-wide as able.	

Director – Corporate Services

Position	**Director – Corporate Services**
Position Description	
Reports to	CEO

Purpose of the Position

a) 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.

b) 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.

c) To ensure continuous improvement and the execution of Information Technology, Administration, Branding and Communications and Human Resources to enable the Authority achieve its objectives.

d) To provide leadership, enhance strategic capability and service excellence in the relevant technical or management field.

Key Responsibilities

a) Preparing HR, IT, Branding and Communications and Administration policies for UMTA

b) Performing all Administration, IT, Branding and Communications and HR related functions

c) 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

d) Procuring all required office works, goods and services including all stationary, utilities, IT networks, electronic devices, office equipment, etc.

e) Development and continuous monitoring and review of organisational policies including administrative policies, recruitment, procurement, branding and communications, information technology, employment, etc.

f) Reviewing and developing the IT framework and tools

g) Ensuring effective branding of UMTA including its vision, mission and goals, the need and benefits of UMTA

h) Managing the HR function so that UMTA recruits, retains and develops highly skilled and motivated staff

i) Monitors expenditure and identifies opportunities for cost reduction

j) Reviews, develops and recommends appropriate employment conditions and remuneration structures, and leads any industrial relations negotiations

k) Develop procurement procedures to be used for activities funded by the Board.

l) 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.

m) Coordinate with all divisions of UMTA for soliciting all information required for fulfilling all functions of corporate services division

Position	Director – Corporate Services

n) Perform all such duties and functions as required by the Governing Board/ CEO time to time.

Reporting

The Director – Corporate Services, shall report regularly to the CEO through verbal and as necessary, written, reports. The Director – Corporate Services, shall periodically prepare and present written reports to the Board, particularly on policy, planning, projects and programme matters.

Salary and Benefits

The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).

Key Competence

a) 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.

b) Corporate Services Excellence: This includes deep understanding of corporate administrative, human resources and information technology policies and procedures.

c) 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.

d) 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 role and responsibilities. This direction is based on a wider external perspective, where the directions of industry and community are considered.

e) Results Orientation: A commitment to meeting and exceeding standards of excellence.

f) 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.

g) 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.

Qualifications and Experience

a) Post graduate degree in Management / Business Administration / other relevant field

b) At least 15 years of work experience with at least 5 years of experience in Senior Management position in corporate services division of any public sector entity.

c) Membership of a relevant professional body

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 overall patterns, assess value, and see trends.

f) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.

Position	Director – Corporate Services
g) Proven strategic thinking. h) Understanding of effective information delivery techniques including education, marketing and communication. i) Experience in building and fostering relationships.	
Skills and Personal Attributes a) Maintains a good understanding of the work environment and trends, authority's performance, and identifies potential opportunities, risks and issues before they arise. b) Actively demonstrates, promotes and models desired organizational behaviours and values. c) Promotes a climate of innovation, change and adaptation within own area. d) Delegates decision making where appropriate, ensuring staff have the capability and knowledge to make sound decisions. e) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results. f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. g) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position. h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. i) Demonstrates strong leadership within the planning function and with the management team as a whole j) Has strong communication skills k) Works reliably under pressure to produce timely, accurate information l) Maintains awareness of overall organisational goals, and looks for opportunities to contribute organisation-wide as able.	

General Manager - Planning

Position	**General Manager - Planning**
Position Description	
Reports to	Director Planning
Purpose of the Position a) 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 b) 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. c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Planning Division	
Key Responsibilities a) Providing assistance in developing principles and policies for sustainable urban transport system for the urban area b) Providing assistance in developing and finalisation of Comprehensive Mobility Plan for the urban area c) Providing assistance in ensuring the integration of the urban transport planning with land-use planning d) Ensuring effective coordination with all relevant agencies for achieving the objectives of the planning function of UMTA e) Providing assistance in finalisation of a detailed MYP for urban transport In conjunction with implementation agencies f) Coordinate with the other divisions of UMTA for integrated holistic development of transport system within the urban area. g) Demonstrate excellence in staff management including the appropriate recruitment, retention, performance management and development of employees. h) Define, clarify and communicate the Board's strategic direction and a culture of collaborative working, with particular focus on compliance with the Board's policies and procedures and the Approved Annual budgets and other Reports. i) Ensure that the values, behaviours and culture of the staff in the Executive office are aligned with the strategy of the Board to achieve a truly integrated work environment. j) Carry out such other functions and duties that are delegated to the position or as deemed necessary by the Director Planning / CEO / Governing Board.	
Reporting The General Manager shall report regularly to the Director-Planning, through verbal and as necessary, written, reports.	
Salary and Benefits The pay scale is recommended to be at par with that of central/state level public sector	

Position	General Manager - Planning

undertakings (PSUs).

Key Competence

a) Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives.

b) Planning Excellence: This includes deep understanding of strategic planning, sector understanding, regulatory environment, international best practices, government policies and their effects, etc.

c) Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members.

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) Results Orientation: A commitment to meeting and exceeding standards of excellence.

f) Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.

Qualifications and Experience

a) Post graduate degree in the Transport Planning / relevant field.

b) At least 10 years of work experience with at least 3 years of experience in Transport Planning Function of any public / private sector entity.

c) Membership of a relevant professional body.

d) Experience in Transport planning, development of transport sector programmes and economic appraisal.

e) Sound knowledge of transport planning and programming theories and methods.

f) Proven strategic thinking.

g) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.

h) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.

i) Experience in building and fostering relationships.

Skills and Personal Attributes

a) Demonstrates excellent service excellence and team managerial skills

b) Ensures operational efficiency

c) Demonstrates effective coordination with relevant entities / function within UMTA

d) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.

e) Maintains a good understanding of the work environment and trends, authority's performance, and the political and regulatory climate and identifies potential opportunities, risks and issues before they arise.

f) Actively demonstrates, promotes and models desired organizational behaviours and

Position	General Manager - Planning

values.

g) Promotes a climate of innovation, change and adaptation within own area.

h) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.

i) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.

j) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.

k) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.

l) Has strong communication skills

m) Works reliably under pressure to produce timely, accurate information

n) Consults and shares information within a team environment, and cross functionally.

o) Provides opportunities for staff to develop new capabilities through designing stretch responsibilities and coaching.

General Manager – Engineering

Position	**General Manager – Engineering**
Position Description	
Reports to	Director Engineering
Purpose of the Position a) To be part of the middle management of the authority and being responsible for management and execution of the responsibilities of the Engineering Division of UMTA by assisting the Director Engineering in carrying out his functions b) To provide strategic and operational support to the Director Engineering on all matters related to technical / engineering inputs on all matters related to public transport including developing standards and guidelines on technical aspects of urban transport. a) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Engineering Division	
Key Responsibilities a) Providing assistance in preparing standards and guidelines specific to transport engineering or as deemed necessary time to time. b) Providing assistance in giving technical input to other divisions c) Achieving effective coordination with all relevant implementing agencies and supervising in project implementation, if required d) Providing technical inputs in development and operation of integrated, facilities and systems. e) Assistance in providing value-added expertise in engineering discipline and project leadership. f) Assistance in providing execution oversight for important research, development, and evaluation efforts. g) Demonstrate excellence in staff management including the appropriate recruitment, retention, performance management and development of employees. h) Carry out such other functions and duties that are delegated to the position or as deemed necessary by the Director Engineering / CEO/ Governing Board.	
Reporting The General Manager – Engineering shall report regularly to the Director-Engineering, through verbal and as necessary, written, reports.	
Salary and Benefits The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
Key Competence a) Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives. b) Engineering Excellence: This includes deep understanding of engineering related aspects, c) Managerial Excellence: The General Manager should have excellent managerial	

Position	General Manager – Engineering

capabilities to plan and execute tasks and manage team members.

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) Results Orientation: A commitment to meeting and exceeding standards of excellence.

f) Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.

Qualifications and Experience

a) Post graduate degree in the Transport Engineering / relevant field.

b) At least 10 years of work experience with at least 3 years of experience in Transport Engineering field in any public / private sector entity.

c) Membership of a relevant professional body.

d) Experience in transport engineering, designing standards, specifications and guidelines.

e) Proven strategic thinking.

f) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.

g) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.

h) Experience in building and fostering relationships.

Skills and Personal Attributes

a) Demonstrates excellent service excellence and team managerial skills

b) Ensures operational efficiency

c) Demonstrates effective coordination with relevant entities / function within UMTA

d) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.

e) Maintains a good understanding of the work environment and trends, authority's performance, and the political and regulatory climate and identifies potential opportunities, risks and issues before they arise.

f) Actively demonstrates, promotes and models desired organizational behaviours and values.

g) Promotes a climate of innovation, change and adaptation within own area.

h) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.

i) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.

j) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.

k) Is honest, ethical, and able to develop and maintain the trust and confidence of all

Position	General Manager – Engineering
constituents. l) Has strong communication skills m) Works reliably under pressure to produce timely, accurate information n) Consults and shares information within a team environment, and cross functionally. o) Provides opportunities for staff to develop new capabilities through designing stretch responsibilities and coaching.	

General Manager – Integrated Facilities Development Management

Position	**General Manager – Integrated Facilities Development Management**
Position Description	
Reports to	Director Public Transport Management

Purpose of the Position

a) 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

b) To provide strategic and operational support to the Director Public Transport Management on matters related to development of infrastructure facilities for ensuring integration of public transport in the urban area.

c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Public Transport Management Division

Key Responsibilities

a) Providing assistance in developing plan and strategy for integration of all public transport modes to ensure development of sustainable integrated transport system for the urban area.

b) Providing assistance in planning, strategizing and overseeing the implementation of projects for integration of public transport in the urban area

c) Ensuring effective implementation of integrated transport infrastructure projects within specific timelines, budgets and quality levels.

d) Ensuring effective coordination with the Policy and Research Division for innovative public transport solutions suitable to the urban area

e) Providing assistance in promoting development of integrated multi-modal public transport systems for the urban area

f) Ensuring effective coordination with all relevant agencies for achieving the objectives of the Public Transport Management function of UMTA

g) Coordinate with the other divisions of UMTA for integrated holistic development of transport system within the urban area.

h) Demonstrate excellence in staff management including the appropriate recruitment, retention, performance management and development of employees.

i) Define, clarify and communicate the Board's strategic direction and a culture of collaborative working, with particular focus on compliance with the Board's policies and procedures and the Approved Annual budgets and other Reports.

j) Ensure that the values, behaviours and culture of the staff in the Executive office are aligned with the strategy of the Board to achieve a truly integrated work environment.

k) Carry out such other functions and duties that are delegated to the position or as deemed necessary by the CEO/ Governing Board.

Reporting

The General Manager Integrated Facilities Development Management shall report regularly to

Position	General Manager – Integrated Facilities Development Management

the Director-Public Transport Management, through verbal and as necessary, written, reports.

Salary and Benefits

The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).

Key Competence

a) Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives.

b) 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.

c) Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members.

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) Results Orientation: A commitment to meeting and exceeding standards of excellence.

f) Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.

Qualifications and Experience

a) Post graduate degree in the Transport Planning / Transport Engineering / Infrastructure Planning / Civil Engineering / relevant field.

b) At least 10 years of work experience with at least 3 years of experience in Public Transport Infrastructure Development function of any public / private sector entity.

c) Membership of a relevant professional body.

d) Experience in planning / strategy formulation / implementation of public transport projects

e) Experience in planning / strategy formulation / operation of public transport facilities and systems

f) Experience in regulatory aspects

g) Proven strategic thinking.

h) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.

i) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.

j) Experience in building and fostering relationships.

Skills and Personal Attributes

a) Demonstrates excellent service excellence and team managerial skills

Position	General Manager – Integrated Facilities Development Management

b) Ensures operational efficiency
c) Demonstrates effective coordination with relevant entities / function within UMTA
d) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.
e) Maintains a good understanding of the work environment and trends, authority's performance, and the political and regulatory climate and identifies potential opportunities, risks and issues before they arise.
f) Actively demonstrates, promotes and models desired organizational behaviours and values.
g) Promotes a climate of innovation, change and adaptation within own area.
h) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.
i) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.
j) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.
k) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.
l) Has strong communication skills
m) Works reliably under pressure to produce timely, accurate information
n) Consults and shares information within a team environment, and cross functionally.
o) Provides opportunities for staff to develop new capabilities through designing stretch responsibilities and coaching.

General Manager – Integrated Public Transport Operations

Position	**General Manager - Integrated Public Transport Operations**
Position Description	
Reports to	Director Public Transport Management

Purpose of the Position

a) 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

b) 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 and maters associated thereto.

a) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Public Transport Management Division

Key Responsibilities

a) Providing 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.

b) Providing assistance in planning, strategizing and overseeing the operation and management of systems and facilities for integration of public transport in the urban area

c) Ensuring efficiency in operation and management of integrated transport facilities and systems.

d) Providing 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

e) Providing assistance in planning, strategizing and implementing/coordinating for implementing all related regulatory functions including:

- 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

f) Providing assistance in promoting development of integrated multi-modal public transport systems for the urban area

g) Ensuring effective coordination with the Policy and Research Division for innovative public transport solutions suitable to the urban area

h) Ensuring effective coordination with all relevant agencies for achieving the objectives of the Public Transport Management function of UMTA

i) Coordinate with the other divisions of UMTA for development of integrated and holistic transport system within the urban area.

j) Demonstrate excellence in staff management including the appropriate recruitment,

Position	General Manager - Integrated Public Transport Operations

retention, performance management and development of employees.

k) Define, clarify and communicate the Board's strategic direction and a culture of collaborative working, with particular focus on compliance with the Board's policies and procedures and the Approved Annual budgets and other Reports.

l) Ensure that the values, behaviours and culture of the staff in the Executive office are aligned with the strategy of the Board to achieve a truly integrated work environment.

m) Carry out such other functions and duties that are delegated to the position or as deemed necessary by the CEO/ Governing Board.

Reporting

The General Manager Integrated Public Transport Operations shall report regularly to the Director-Public Transport Management, through verbal and as necessary, written, reports.

Salary and Benefits

The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).

Key Competence

a) Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives.

b) 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.

c) Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members.

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) Results Orientation: A commitment to meeting and exceeding standards of excellence.

f) Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.

Qualifications and Experience

a) Post graduate degree in the Transport Planning / Transport Engineering / Operations Management / relevant field.

b) At least 10 years of work experience with at least 3 years of experience in Public Transport Operations function of any public / private sector entity.

c) Membership of a relevant professional body.

d) Experience in planning / operations of public transport projects

e) Experience in planning operation of public transport facilities and systems

f) Experience in regulatory aspects

g) Proven strategic thinking.

Position	General Manager - Integrated Public Transport Operations

h) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.

i) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.

j) Experience in building and fostering relationships.

Skills and Personal Attributes

a) Demonstrates excellent service excellence and team managerial skills

b) Ensures operational efficiency

c) Demonstrates effective coordination with relevant entities / function within UMTA

d) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.

e) Maintains a good understanding of the work environment and trends, authority's performance, and the political and regulatory climate and identifies potential opportunities, risks and issues before they arise.

f) Actively demonstrates, promotes and models desired organizational behaviours and values.

g) Promotes a climate of innovation, change and adaptation within own area.

h) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.

i) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.

j) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.

k) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.

l) Has strong communication skills

m) Works reliably under pressure to produce timely, accurate information

n) Consults and shares information within a team environment, and cross functionally.

o) Provides opportunities for staff to develop new capabilities through designing stretch responsibilities and coaching.

General Manager – Policy and Research

Position	**General Manager - Policy and Research**
Position Description	
Reports to	Director Planning

Purpose of the Position

a) To be part of the middle management of the authority and being responsible for management and execution of the responsibilities of the Policy and Research Division of UMTA by assisting the Director Policy and Research in carrying out his functions

b) 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.

c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Policy and Research Division

Key Responsibilities

a) Providing assistance in carrying out the research, studies, education and awareness activities about good practices in urban transport

b) Carrying out research and analysis to provide strategic inputs in development of policy, standards and guidelines for overall development of urban transport

c) Ensuring the maintenance of updated database with information relating to urban transport, including details of projects, services, funding, and public transport safety, etc.

d) Carrying out research and analysis to provide strategic inputs for developing and managing performance indicators for urban transport

e) Providing assistance in monitoring and advising on public transport safety

f) Carrying out research and analysis to provide strategic inputs to identify, analyse and recommend innovative and improved practices, technology and processes for overall improvement of urban transport

g) Demonstrate excellence in staff management including the appropriate recruitment, retention, performance management and development of employees.

h) Ensure that the values, behaviours and culture of the staff in the Executive office are aligned with the strategy of the Board to achieve a truly integrated work environment.

i) Carry out such other functions and duties that are delegated to the position or as deemed necessary by the CEO/ Governing Board.

Reporting

The General Manager – Policy and Research shall report regularly to the Director– Policy and Research, through verbal and as necessary, written, reports.

Salary and Benefits

The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).

Key Competence

a) Leadership: The General Manager should have a quality to inspire, lead and coach junior

Position	General Manager - Policy and Research

team members to achieve desired goals and objectives.

b) Policy and Research Excellence: This includes deep understanding of policy environment in the state / country, regulatory environment, international best practices, research excellence, research methods, data analysis excellence, forecasting, etc.

c) Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members.

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) Results Orientation: A commitment to meeting and exceeding standards of excellence.

f) Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.

Qualifications and Experience

a) Post graduate degree in the Public Policy / Arts (Public Policy) / other relevant field

b) At least 10 years of work experience with at least 3 years of experience in Policy and / or Research division of any public sector entity (preferably in urban transport).

c) Membership of a relevant professional body.

d) Experience in policy making, research and analysis aspects of urban transport sector

e) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.

f) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.

g) Proven strategic thinking.

h) Understanding of effective information delivery techniques including education, marketing and communication.

i) Experience in building and fostering relationships.

Skills and Personal Attributes

a) Demonstrates excellent service excellence and team managerial skills

b) Ensures operational efficiency

c) Demonstrates effective coordination with relevant entities / function within UMTA

d) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.

e) Maintains a good understanding of the work environment and trends, authority's performance, and the political and regulatory climate and identifies potential opportunities, risks and issues before they arise.

f) Actively demonstrates, promotes and models desired organizational behaviours and values.

g) Promotes a climate of innovation, change and adaptation within own area.

h) Makes timely decisions based on evidence and on merit, within authority levels, and

Position	General Manager - Policy and Research
takes responsibility for the results. i) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. j) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position. k) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. l) Has strong communication skills m) Works reliably under pressure to produce timely, accurate information n) Consults and shares information within a team environment, and cross functionally. o) Provides opportunities for staff to develop new capabilities through designing stretch responsibilities and coaching.	

General Manager – Internal Corporate Services

Position	**General Manager – Internal Corporate Services**
Position Description	
Reports to	Director –Corporate Services

Purpose of the Position

a) 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

b) 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.

c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Corporate Services Division

Key Responsibilities

a) Providing assistance in preparing HR, IT and Administration policies for UMTA

b) Providing assistance in performing all Administration, IT and HR related functions

c) Providing assistance in 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

d) Providing assistance in procuring all required office works, goods and services including all stationary, utilities, IT networks, electronic devices, office equipment, etc.

e) Providing assistance in development and continuous monitoring and review of organisational policies including administrative policies, recruitment, procurement, information technology, employment, etc.

f) Providing assistance in reviewing and developing the IT framework and tools

g) Providing assistance in managing the HR function so that UMTA recruits, retains and develops highly skilled and motivated staff

h) Providing assistance in monitoring expenditure and identifies opportunities for cost reduction

i) Providing assistance in reviewing, developing and recommending appropriate employment conditions and remuneration structures, and leads any industrial relations negotiations

j) Providing assistance in developing procurement procedures to be used for activities funded by the Board.

k) Coordinating with all divisions of UMTA for soliciting all information required for fulfilling all functions of corporate services division

l) Perform all such duties and functions as required by the Governing Board/ CEO time to time.

Reporting

The General Manager – Internal Corporate Services shall report regularly to the Director -

Position	General Manager – Internal Corporate Services
Corporate Services, through verbal and as necessary, written, reports.	
Salary and Benefits The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
Key Competence a) Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives. b) Corporate Services Excellence: This includes deep understanding of corporate administration, human resource management, information technology infrastructure, etc. c) Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members. 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) Results Orientation: A commitment to meeting and exceeding standards of excellence. f) Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.	
Qualifications and Experience a) Post graduate degree in Management / Business Administration / other relevant field b) At least 10 years of work experience with at least 3 years of experience in Corporate Administration function of any public / private sector entity. c) Membership of a relevant professional body. 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 overall patterns, assess value, and see trends. f) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance. g) Proven strategic thinking. h) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends. i) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance. j) Experience in building and fostering relationships.	
Skills and Personal Attributes a) Demonstrates excellent service excellence and team managerial skills b) Ensures operational efficiency c) Demonstrates effective coordination with relevant entities / function within UMTA d) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.	

Position	General Manager – Internal Corporate Services
e) Maintains a good understanding of the work environment and trends, authority's performance, and the political and regulatory climate and identifies potential opportunities, risks and issues before they arise. f) Actively demonstrates, promotes and models desired organizational behaviours and values. g) Promotes a climate of innovation, change and adaptation within own area. h) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results. i) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. j) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position. k) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. l) Has strong communication skills m) Works reliably under pressure to produce timely, accurate information n) Consults and shares information within a team environment, and cross functionally. o) Provides opportunities for staff to develop new capabilities through designing stretch responsibilities and coaching.	

General Manager – Branding, Communications and Public Relationship Management

Position	**General Manager – Branding, Communications and Public Relationship Management**
Position Description	
Reports to	Director –Corporate Services

Purpose of the Position

a) 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

b) 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.

c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Corporate Services Division

Key Responsibilities

a) Providing assistance in preparing branding, communications and public relationship management policies for UMTA

b) Ensuring effective branding of UMTA including its vision, mission and goals, the need and benefits of UMTA

c) Providing assistance in performing all branding, communications and public relationship management related functions

d) Providing assistance in development and continuous monitoring and review of organisational policies including branding, communications and public relationship management policies and guidelines, etc.

e) Coordinating with all divisions of UMTA for soliciting all information required for fulfilling all functions of corporate services division

f) Perform all such duties and functions as required by the Governing Board/ CEO time to time.

Reporting

The General Manager – Branding, Communications And Public Relationship Management shall report regularly to the Director – Corporate Services, through verbal and as necessary, written, reports.

Salary and Benefits

The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).

Key Competence

a) Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives.

b) Branding and Public Relationship Management Excellence: This includes deep understanding of branding and public relationship management practices, etc.

Position	General Manager – Branding, Communications and Public Relationship Management

c) Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members.

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) Results Orientation: A commitment to meeting and exceeding standards of excellence.

f) Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.

Qualifications and Experience

a) Post graduate degree in Management / Business Administration / other relevant field

b) At least 10 years of work experience with at least 3 years of experience in Branding and / or Public Relationship Management function of any public / private sector entity.

c) Membership of a relevant professional body.

d) Experience in branding, public relationship management and associated procedures

e) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.

f) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.

g) Proven strategic thinking.

h) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.

i) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.

j) Experience in building and fostering relationships.

Skills and Personal Attributes

a) Demonstrates excellent service excellence and team managerial skills

b) Ensures operational efficiency

c) Demonstrates effective coordination with relevant entities / function within UMTA

d) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.

e) Maintains a good understanding of the work environment and trends, authority's performance, and the political and regulatory climate and identifies potential opportunities, risks and issues before they arise.

f) Actively demonstrates, promotes and models desired organizational behaviours and values.

g) Promotes a climate of innovation, change and adaptation within own area.

h) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.

i) Gathers all relevant information, utilises an analytical and logical approach to problem

Position	General Manager – Branding, Communications and Public Relationship Management
solving, and accurately assesses impact of decisions made. j) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position. k) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. l) Has strong communication skills m) Works reliably under pressure to produce timely, accurate information n) Consults and shares information within a team environment, and cross functionally. o) Provides opportunities for staff to develop new capabilities through designing stretch responsibilities and coaching.	

Support Staff – Transport Planner

Position	**Support Staff – Transport Planner**
Person Specification	
Purpose of the Position a) To be part of the executive team of the authority and being responsible for execution of the responsibilities of the Planning Division of UMTA b) 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 preparation and finalisation of Comprehensive Mobility Plan and other such strategic planning works. c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Planning Division	
Key Responsibilities a) Providing operational assistance in developing principles and policies for sustainable urban transport system for the urban area b) Providing operational assistance in developing and finalisation of Comprehensive Mobility Plan for the urban area c) Providing assistance in finalisation of a detailed MYP for urban transport in conjunction with implementation agencies d) Carry out such other functions and duties that are delegated to the position.	
Reporting The Support Staff shall report regularly to the General Manager – Planning, through verbal and as necessary, written, reports.	
Salary and Benefits The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
Key Competence a) Experience and proven expertise in the relevant sector b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations. c) The support staff should have the ability to effectively analyse and evaluate information and situations and render effective solutions. d) Should be committed to achieving results with high standards of quality and efficiency	
Qualifications and Experience a) Post graduate degree in the Transport Planning / relevant field. b) At least 5 years of work experience with at least 2 years of experience in Transport Planning Function of any public / private sector entity. c) Membership of a relevant professional body. d) Experience in Transport planning, development of transport sector programmes and economic appraisal. **e)** Sound knowledge of transport planning and programming theories and methods.	

Position	Support Staff – Transport Planner
Skills and Personal Attributes a) Demonstrates excellent service excellence b) Ensures operational efficiency c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals. d) Maintains a good understanding of the work environment and trends and key operational requirements form the position e) Actively demonstrates, promotes and models desired organizational behaviours and values. f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. g) Takes responsibility for the position accountability and own actions h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. i) Has highly developed verbal and written communication skills. j) Works reliably under pressure to produce timely, accurate information	

Support Staff – Urban Planner

Position	**Support Staff – Urban Planner**
Person Specification	
Purpose of the Position a) To be part of the executive team of the authority and being responsible for execution of the responsibilities of the Planning Division of UMTA b) 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. c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Planning Division	
Key Responsibilities a) Providing operational assistance in developing principles and policies for sustainable urban transport system for the urban area b) Providing operational assistance from urban planning perspectives in developing and finalisation of Comprehensive Mobility Plan for the urban area c) Providing assistance in ensuring the integration of the urban transport planning with land-use planning d) Providing assistance in finalisation of a detailed MYP for urban transport in conjunction with implementation agencies e) Carry out such other functions and duties that are delegated to the position	
Reporting The Support Staff shall report regularly to the General Manager – Planning, through verbal and as necessary, written, reports.	
Salary and Benefits The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
Key Competence a) Experience and proven expertise in the relevant sector b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations. c) The support staff should have the ability to effectively analyse and evaluate information and situations and render effective solutions. d) Should be committed to achieving results with high standards of quality and efficiency	
Qualifications and Experience a) Post graduate degree in the Urban Planning / relevant field. b) At least 5 years of work experience with at least 2 years of experience in Urban Planning Function of any public / private sector entity.	

Position	Support Staff – Urban Planner
c) Membership of a relevant professional body. d) Experience in Urban planning, development of city development plans, master plans, etc. e) Sound knowledge of urban and transport planning and programming theories and methods.	
Skills and Personal Attributes a) Demonstrates excellent service excellence b) Ensures operational efficiency c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals. d) Maintains a good understanding of the work environment and trends and key operational requirements form the position e) Actively demonstrates, promotes and models desired organizational behaviours and values. f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. g) Takes responsibility for the position accountability and own actions h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. i) Has highly developed verbal and written communication skills. j) Works reliably under pressure to produce timely, accurate information	

Support Staff – Civil Engineer

Position	**Support Staff – Civil Engineer**
Person Specification	
Purpose of the Position a) To be part of the executive team of the authority and being responsible for execution of the responsibilities of the Engineering Division of UMTA. b) To provide operational support to the General Manager Engineering on all matters related to civil engineering involving technical / engineering inputs, developing standards and guidelines on technical aspects of urban transport, etc. c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Planning Division	
Key Responsibilities a) Providing operational assistance in preparing standards and guidelines specific to transport engineering or as deemed necessary time to time. b) Providing all necessary civil engineering related inputs including on standards and guidelines for urban transport infrastructure c) Providing operational assistance in giving technical input to other divisions d) Providing assistance in achieving effective coordination with all relevant implementing agencies and supervising in project implementation, if required e) Assistance in providing technical inputs in development and operation of integrated, facilities and systems. f) Assistance in providing value-added expertise in engineering discipline and project leadership. g) Assistance in providing execution oversight for important research, development, and evaluation efforts. h) Carry out such other functions and duties that are delegated to the position or as deemed necessary by the Director Engineering / CEO/ Governing Board.	
Reporting The Support Staff shall report regularly to the General Manager – Engineering, through verbal and as necessary, written, reports.	
Salary and Benefits The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
Key Competence a) Experience and proven expertise in the relevant sector b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations. c) The support staff should have the ability to effectively analyse and evaluate information and situations and render effective solutions. d) Should be committed to achieving results with high standards of quality and efficiency	

Position	Support Staff – Civil Engineer
Qualifications and Experience a) Graduate degree in the Civil Engineering / relevant field. b) At least 5 years of work experience with at least 2 years of experience in Civil Engineering Function of any public sector entity. c) Membership of a relevant professional body. d) Experience in development of infrastructure projects, such experience in urban transport sector would be preferable e) Sound knowledge of urban and transport planning and programming theories and methods.	
Skills and Personal Attributes a) Demonstrates excellent service excellence b) Ensures operational efficiency c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals. d) Maintains a good understanding of the work environment and trends and key operational requirements form the position e) Actively demonstrates, promotes and models desired organizational behaviours and values. f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. g) Takes responsibility for the position accountability and own actions h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. i) Has highly developed verbal and written communication skills. j) Works reliably under pressure to produce timely, accurate information	

Support Staff – Mechanical Engineer

Position	**Support Staff – Mechanical Engineer**
Person Specification	
Purpose of the Position a) To be part of the executive team of the authority and being responsible for execution of the responsibilities of the Engineering Division of UMTA b) To provide operational support to the General Manager Engineering on all matters related to mechanical engineering involving technical / engineering inputs, developing standards and guidelines on technical aspects of urban transport, etc. c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Planning Division	
Key Responsibilities a) Providing operational assistance in preparing standards and guidelines specific to transport engineering or as deemed necessary time to time. b) Providing all necessary mechanical engineering related inputs including on standards and guidelines for urban transport infrastructure, for example on rolling stock, other machinery, etc. c) Providing operational assistance in giving technical input to other divisions d) Providing assistance in achieving effective coordination with all relevant implementing agencies and supervising in project implementation, if required e) Assistance in providing technical inputs in development and operation of integrated, facilities and systems. f) Assistance in providing value-added expertise in engineering discipline and project leadership. g) Assistance in providing execution oversight for important research, development, and evaluation efforts. h) Carry out such other functions and duties that are delegated to the position or as deemed necessary by the Director Engineering / CEO/ Governing Board.	
Reporting The Support Staff shall report regularly to the General Manager – Engineering, through verbal and as necessary, written, reports.	
Salary and Benefits The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
Key Competence a) Experience and proven expertise in the relevant sector b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations. c) The support staff should have the ability to effectively analyse and evaluate information and situations and render effective solutions. d) Should be committed to achieving results with high standards of quality and efficiency	

Position	Support Staff – Mechanical Engineer
Qualifications and Experience a) Graduate degree in the Mechanical Engineering / relevant field. b) At least 5 years of work experience with at least 2 years of experience in Mechanical Engineering Function of any public sector entity. c) Membership of a relevant professional body. d) Experience in development of infrastructure projects, such experience in urban transport sector would be preferable e) Sound knowledge of urban and transport planning and programming theories and methods.	
Skills and Personal Attributes a) Demonstrates excellent service excellence b) Ensures operational efficiency c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals. d) Maintains a good understanding of the work environment and trends and key operational requirements form the position e) Actively demonstrates, promotes and models desired organizational behaviours and values. f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. g) Takes responsibility for the position accountability and own actions h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. i) Has highly developed verbal and written communication skills. j) Works reliably under pressure to produce timely, accurate information	

Support Staff – Integrated Facilities Development

Position	Support Staff – Integrated Facilities Development
Person Specification	
Purpose of the Position a) 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 b) 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. c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Public Transport Management Division	
Key Responsibilities a) Providing operational assistance in developing plan and strategy for integration of all public transport modes to ensure development of sustainable integrated transport system for the urban area. b) Providing operational assistance in planning, strategizing and overseeing the implementation of projects for integration of public transport in the urban area c) Providing operational assistance in ensuring effective implementation of integrated transport infrastructure projects within specific timelines, budgets and quality levels. d) Providing operational assistance in promoting development of integrated multi-modal public transport systems for the urban area e) Coordinate with the other divisions of UMTA for integrated holistic development of transport system within the urban area. f) Carry out such other functions and duties that are delegated to the position or as deemed necessary by the CEO/ Governing Board.	
Reporting The Support Staff shall report regularly to the General Manager –Integrated Facilities Development Management, through verbal and as necessary, written, reports.	
Salary and Benefits The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
Key Competence a) Experience and proven expertise in the relevant sector b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations. c) The support staff should have the ability to effectively analyse and evaluate information and situations and render effective solutions. d) Should be committed to achieving results with high standards of quality and efficiency	
Qualifications and Experience a) Post graduate degree in the Transport Planning / Transport Engineering / Infrastructure	

Position	Support Staff – Integrated Facilities Development
Planning / Civil Engineering / relevant field. b) At least 5 years of work experience with at least 2 years of experience in Public Transport Infrastructure Development function of any public / private sector entity. c) Membership of a relevant professional body. d) Experience in planning / strategy formulation / implementation of public transport projects	
Skills and Personal Attributes a) Demonstrates excellent service excellence b) Ensures operational efficiency c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals. d) Maintains a good understanding of the work environment and trends and key operational requirements form the position e) Actively demonstrates, promotes and models desired organizational behaviours and values. f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. g) Takes responsibility for the position accountability and own actions h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. i) Has highly developed verbal and written communication skills. j) Works reliably under pressure to produce timely, accurate information	

Support Staff – Integrated Public Transport Operations

Position	**Support Staff – Integrated Public Transport Operations**

Person Specification

Purpose of the Position

a) 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

b) 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.

a) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Public Transport Management Division

Key Responsibilities

a) 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.

b) 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

c) Ensuring efficiency in operation and management of integrated transport facilities and systems.

d) 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

e) Providing operational assistance in planning, strategizing and implementing/coordinating for implementing all related regulatory functions including:

- 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

f) Providing operational assistance in promoting development of integrated multi-modal public transport systems for the urban area

g) Carry out such other functions and duties that are delegated to the position

Reporting

The Support Staff shall report regularly to the General Manager – Integrated Public Transport Operations, through verbal and as necessary, written, reports.

Salary and Benefits

The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).

Key Competence

a) Experience and proven expertise in the relevant sector

Position	Support Staff – Integrated Public Transport Operations
b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations. c) The support staff should have the ability to effectively analyse and evaluate information and situations and render effective solutions. d) Should be committed to achieving results with high standards of quality and efficiency	
Qualifications and Experience a) Post graduate degree in the Transport Planning / Transport Engineering / Operations Management / relevant field. b) At least 5 years of work experience with at least 2 years of experience in Public Transport Operations function of any public / private sector entity. c) Membership of a relevant professional body. d) Experience in planning / operations of public transport projects e) Experience in planning operation of public transport facilities and systems	
Skills and Personal Attributes a) Demonstrates excellent service excellence b) Ensures operational efficiency c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals. d) Maintains a good understanding of the work environment and trends and key operational requirements form the position e) Actively demonstrates, promotes and models desired organizational behaviours and values. f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. g) Takes responsibility for the position accountability and own actions h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. i) Has highly developed verbal and written communication skills. j) Works reliably under pressure to produce timely, accurate information	

Support Staff – Transport Researcher

Position	Support Staff – Transport Researcher
Person Specification	
Purpose of the Position a) 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 b) To provide operational support to the General Manager Policy and Research on all matters related to carrying out research activities for the overall development of the urban transport sector. c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Policy and Research Division	
Key Responsibilities a) Providing operational assistance in carrying out the research, studies, education and awareness activities about good practices in urban transport b) Providing operational assistance carrying out research and analysis to provide strategic inputs in development of policy, standards and guidelines for overall development of urban transport c) Coordinating with IT staff for ensuring the maintenance of updated database with information relating to urban transport, including details of projects, services, funding, and public transport safety, etc. d) Providing operational assistance in carrying out research and analysis to provide strategic inputs for developing and managing performance indicators for urban transport e) Providing operational assistance in monitoring and advising on public transport safety f) Providing operational assistance in carrying out research and analysis to provide strategic inputs to identify, analyse and recommend innovative and improved practices, technology and processes for overall improvement of urban transport g) Carry out such other functions and duties that are delegated to the position.	
Reporting The Support Staff shall report regularly to the General Manager – Policy and Research, through verbal and as necessary, written, reports.	
Salary and Benefits The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
Key Competence a) Experience and proven expertise in the relevant sector b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations. c) The support staff should have the ability to effectively analyse and evaluate information and situations and render effective solutions. d) Should be committed to achieving results with high standards of quality and efficiency	

Position	Support Staff – Transport Researcher
Qualifications and Experience a) Post graduate degree in the relevant field. b) At least 5 years of work experience with at least 2 years of experience in Research and Analysis function of any public / private sector entity c) Urban Transport sector experience is preferable d) Membership of a relevant professional body	
Skills and Personal Attributes a) Demonstrates excellent service excellence b) Ensures operational efficiency c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals. d) Maintains a good understanding of the work environment and trends and key operational requirements form the position e) Actively demonstrates, promotes and models desired organizational behaviours and values. f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. g) Takes responsibility for the position accountability and own actions h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. i) Has highly developed verbal and written communication skills. j) Works reliably under pressure to produce timely, accurate information	

Support Staff – Policy Expert

Position	**Support Staff – Policy Expert**
Person Specification	
Purpose of the Position a) 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 b) 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. c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Policy and Research Division	
Key Responsibilities a) Providing operational assistance in carrying out the all required activities for development / update / input in development of policies, standards and guidelines for development of urban transport sector. b) Providing operational assistance in developing strategic options for consideration in development of policies, guidelines and standards. c) Providing operational assistance in review and analysis of existing policies and finding gaps if any required to be addressed. d) Review of international best practices and finding ways to adapt / adopt the same in Indian context e) Carry out such other functions and duties that are delegated to the position.	
Reporting The Support Staff shall report regularly to the General Manager – Policy and Research, through verbal and as necessary, written, reports.	
Salary and Benefits The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
Key Competence a) Experience and proven expertise in the relevant sector b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations. c) The support staff should have the ability to effectively analyse and evaluate information and situations and render effective solutions. d) Should be committed to achieving results with high standards of quality and efficiency	
Qualifications and Experience a) Post graduate degree in the Public Policy / Arts (Public Policy) relevant field. b) At least 5 years of work experience with at least 2 years of experience in Policy function of any public / private sector entity c) Urban Transport sector experience is preferable	

Position	Support Staff – Policy Expert
d) Membership of a relevant professional body	
Skills and Personal Attributes a) Demonstrates excellent service excellence b) Ensures operational efficiency c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals. d) Maintains a good understanding of the work environment and trends and key operational requirements form the position e) Actively demonstrates, promotes and models desired organizational behaviours and values. f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. g) Takes responsibility for the position accountability and own actions h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. i) Has highly developed verbal and written communication skills. j) Works reliably under pressure to produce timely, accurate information	

Support Staff – Human Resources

Position	Support Staff – Human Resources
Person Specification	
Purpose of the Position a) To be part of the executive team of the authority and being responsible for execution of part of the responsibilities of the Corporate Services Division of UMTA b) To provide operational support to the General Manager – Internal Corporate Services on all matters related to human resources for the authority in order to ensure smooth functioning of the UMTA. c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Corporate Services Division	
Key Responsibilities a) Providing operational assistance in preparing HR policies for UMTA b) Providing operational assistance in performing all HR related functions c) Providing assistance in development and continuous monitoring and review of recruitment, employment, separation, etc. forming part of human resources policies. d) Providing assistance in managing the HR function so that UMTA recruits, retains and develops highly skilled and motivated staff e) Providing assistance in reviewing, developing and recommending appropriate employment conditions and remuneration structures, and leads any industrial relations negotiations f) Coordinating with all divisions of UMTA for soliciting all information required for fulfilling all functions of corporate services division g) Perform all such duties and functions as required by the Governing Board/ CEO time to time.	
Reporting The Support Staff shall report regularly to the General Manager – Internal Corporate Services, through verbal and as necessary, written, reports.	
Salary and Benefits The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
Key Competence a) Experience and proven expertise in the relevant sector b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations. c) The support staff should have the ability to effectively analyse and evaluate information and situations and render effective solutions. d) Should be committed to achieving results with high standards of quality and efficiency	
Qualifications and Experience a) Post graduate degree in the Human Resources / other relevant field	

Position	Support Staff – Human Resources
b) At least 5 years of work experience with at least 2 years of experience in Human Resources Function of any public sector entity. c) Membership of a relevant professional body. d) Experience in human resources and associated procedures	
Skills and Personal Attributes a) Demonstrates excellent service excellence b) Ensures operational efficiency c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals. d) Maintains a good understanding of the work environment and trends and key operational requirements form the position e) Actively demonstrates, promotes and models desired organizational behaviours and values. f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. g) Takes responsibility for the position accountability and own actions h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. i) Has highly developed verbal and written communication skills. j) Works reliably under pressure to produce timely, accurate information	

Support Staff – Administration

Position	Support Staff – Administration
Person Specification	
Purpose of the Position a) To be part of the executive team of the authority and being responsible for execution of part of the responsibilities of the Corporate Services Division of UMTA b) To provide operational support to the General Manager – Internal Corporate Services on all matters related to administration for the authority in order to ensure smooth functioning of the UMTA. c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Corporate Services Division	
Key Responsibilities a) Providing operational assistance in preparing administration policies for UMTA b) Providing operational assistance in performing all administration related functions c) Providing operational assistance in 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 d) Providing operational assistance in procuring all required office works, goods and services including all stationary, utilities, IT networks, electronic devices, office equipment, etc. e) Providing operational assistance in development and continuous monitoring and review of organisational policies including administrative policies, procurement, etc. f) Providing assistance in monitoring expenditure and identifies opportunities for cost reduction g) Providing assistance in developing procurement procedures to be used for activities funded by the Board. h) Coordinating with all divisions of UMTA for soliciting all information required for fulfilling all functions of corporate services division i) Perform all such duties and functions as required for the position.	
Reporting The Support Staff shall report regularly to the General Manager – Internal Corporate Services, through verbal and as necessary, written, reports.	
Salary and Benefits The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
Key Competence a) Experience and proven expertise in the relevant sector b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations. c) The support staff should have the ability to effectively analyse and evaluate information and situations and render effective solutions.	

Position	Support Staff – Administration
d) Should be committed to achieving results with high standards of quality and efficiency	
Qualifications and Experience a) Post graduate degree in the Business Administration / other relevant field b) At least 5 years of work experience with at least 2 years of experience in Corporate Administration Function of any public sector entity. c) Membership of a relevant professional body. d) Experience in administration and associated procedures	
Skills and Personal Attributes a) Demonstrates excellent service excellence b) Ensures operational efficiency c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals. d) Maintains a good understanding of the work environment and trends and key operational requirements form the position e) Actively demonstrates, promotes and models desired organizational behaviours and values. f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. g) Takes responsibility for the position accountability and own actions h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. i) Has highly developed verbal and written communication skills. j) Works reliably under pressure to produce timely, accurate information	

Support Staff – Information Technology

Position	Support Staff – Information Technology
Person Specification	
Purpose of the Position a) To be part of the executive team of the authority and being responsible for execution of part of the responsibilities of the Corporate Services Division of UMTA b) To provide operational support to the General Manager – Internal Corporate Services on all matters related to IT for the authority in order to ensure smooth functioning of the UMTA. c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Corporate Services Division	
Key Responsibilities a) Providing operational assistance in preparing IT policies for UMTA b) Providing operational assistance in performing all IT related functions c) Providing operational assistance in procuring all required IT infrastructure including IT networks, IT services, updated technologies, etc. d) Providing operational assistance in development and continuous monitoring and review of IT policies, etc. e) Providing continuous support to all divisions of UMTA for ensuring uninterrupted IT services f) Managing proper checks and balances on services available to staff and preventing misuse of facilities and services g) Providing assistance in monitoring expenditure and identifies opportunities for cost reduction h) Coordinating with all divisions of UMTA for soliciting all information required for fulfilling all functions of corporate services division i) Perform all such duties and functions as required for the position.	
Reporting The Support Staff shall report regularly to the General Manager – Internal Corporate Services, through verbal and as necessary, written, reports.	
Salary and Benefits The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
Key Competence a) Experience and proven expertise in the relevant sector b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations. c) The support staff should have the ability to effectively analyse and evaluate information and situations and render effective solutions. d) Should be committed to achieving results with high standards of quality and efficiency	

Position	Support Staff – Information Technology
Qualifications and Experience a) Graduate degree in the Information Technology / other relevant field b) At least 5 years of work experience with at least 2 years of experience in IT Function of any public sector entity. c) Membership of a relevant professional body. d) Experience in administration and associated procedures	
Skills and Personal Attributes a) Demonstrates excellent service excellence b) Ensures operational efficiency c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals. d) Maintains a good understanding of the work environment and trends and key operational requirements form the position e) Actively demonstrates, promotes and models desired organizational behaviours and values. f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. g) Takes responsibility for the position accountability and own actions h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. i) Has highly developed verbal and written communication skills. j) Works reliably under pressure to produce timely, accurate information	

Support Staff – Branding, Communications and Public Relationship Management

Position	**Support Staff – Branding, Communications and Public Relationship Management**
Person Specification	
Purpose of the Position a) To be part of the executive team of the authority and being responsible for execution of part of the responsibilities of the Corporate Services Division of UMTA by assisting the General Manger - Branding, Communications and Public Relationship Management in carrying out his functions b) To provide strategic and operational support to the General Manger - Branding, Communications and Public Relationship Management on all matters related to branding, communications and public relationship management for the authority. **c)** To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Corporate Services Division	
Key Responsibilities a) Providing operational assistance in preparing branding, communications and public relationship management policies for UMTA b) Providing operational assistance in ensuring effective branding of UMTA including its vision, mission and goals, the need and benefits of UMTA c) Providing operational assistance in performing all branding, communications and public relationship management related functions d) Providing operational assistance in development and continuous monitoring and review of organisational policies including branding, communications and public relationship management policies and guidelines, etc. e) Coordinating with all divisions of UMTA for soliciting all information required for fulfilling all functions of corporate services division f) Perform all such duties and functions as required for the position.	
Reporting The Support Staff shall report regularly to the General Manager – Branding, Communications And Public Relationship Management, through verbal and as necessary, written, reports.	
Salary and Benefits The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
Key Competence a) Experience and proven expertise in the relevant sector b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations. c) The support staff should have the ability to effectively analyse and evaluate information and situations and render effective solutions. d) Should be committed to achieving results with high standards of quality and efficiency	
Qualifications and Experience	

Position	Support Staff – Branding, Communications and Public Relationship Management
a) Post graduate degree in Management / Business Administration / other relevant field b) At least 5 years of work experience with at least 2 years of experience in Urban Planning Function of any public / private sector entity. c) Membership of a relevant professional body. d) Experience in branding, public relationship management and associated procedures	
Skills and Personal Attributes a) Demonstrates excellent service excellence b) Ensures operational efficiency c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals. d) Maintains a good understanding of the work environment and trends and key operational requirements form the position e) Actively demonstrates, promotes and models desired organizational behaviours and values. f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made. g) Takes responsibility for the position accountability and own actions h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents. i) Has highly developed verbal and written communication skills. j) Works reliably under pressure to produce timely, accurate information	

ANNEXURE IV –NOTE FOR GOVERNMENT OF TAMIL NADU (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 Tamil Nadu

[Department of Legal Affairs]

Tiruchirappalli

Note for the State Government

Subject: Establishment of Unified Metropolitan Transport Authority and Urban Transport Fund in Tiruchirappalli – 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 Tiruchirappalli Urban Mobility 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.

© 2016 Deloitte Touche Tohmatsu India LLP

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 Metropolitan 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 Metropolitan 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,
Tiruchirappalli.

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.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

None of DTTILLP, Deloitte Touche Tohmatsu Limited, its member firms, or its and their affiliates shall be responsible for any loss whatsoever sustained by any person who relies on this material."

©2016 Deloitte Touche Tohmatsu India LLP. Member of Deloitte Touche Tohmatsu India LLP.