



**MINISTRY OF URBAN DEVELOPMENT  
GOVERNMENT OF INDIA**

**FINAL OPERATIONS DOCUMENT FOR  
UNIFIED METROPOLITAN TRANSPORT AUTHORITY IN BHOPAL**



**DEVELOPING OPERATIONS DOCUMENT FOR  
UNIFIED METROPOLITAN TRANSPORT AUTHORITY  
(UMTA) AND URBAN TRANSPORT FUND (UTF)  
PC1B 1**

**APRIL 2016**





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



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

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## LIST OF ABBREVIATIONS

AA	Alternative Analysis
BCLL	Bhopal City Link Limited
BDA	Bhopal Development Authority
BMC	Bhopal Municipal Corporation
BRT	Bus Rapid Transit
CAG	Comptroller and Auditor General
CEO	Chief Executive Officer
COO	Chief Operating Officer
CFI	Consolidated Fund of India
CMP	Comprehensive Mobility Plan
CPSE	Central Public Sector Enterprises
CPWD	Central Public Works Department
CRF	Central Road Fund
DPR	Detailed Project Report
ERP	Electronic Road Pricing
FMD	Fund Management Division
GAAP	Generally Accepted Accounting Principles
GoI	Government of India
ICAI	Institute of Chartered Accountants of India
IFI	International Financial Institution
IFRS	International Financial Reporting Standards
INR	Indian Rupee
ITS	Intelligent Transport Systems
JnNURM	Jawaharlal Nehru National Urban Renewal Mission
LAMATA	Lagos Metropolitan Area Transport Authority
LTA	Land Transport Authority
MBTA	Massachusetts Bay Transportation Authority
MCDA	Multi Criteria Decision Analysis
MPRDCL	Madhya Pradesh Road Development Corporation Ltd.
MPPWD	Madhya Pradesh Public Works Department
MoU	Memorandum of Understanding
MoUD	Ministry of Urban Development
MP	Madhya Pradesh
MRTS	Mass Rapid Transit System
MYP	Multi-Year Programme
NHAI	National Highways Authority of India
NIF	National Investment Fund

NREGS	National Rural Employment Guarantee Scheme
NUTP	National Urban Transport Policy
PPP	Public Private Partnership
PSB	Public Sector Bank
RGGVY	Rajiv Gandhi Gramin Vidyutikaran Yojana
DUTF	Dedicated Urban Transport Fund
SPV	Special Purpose Vehicle
SSS	Single Source Selection
STA	State Transport Authority
STIF	Transport Syndicate of the Ile de France
STU	State Transport Undertaking
S-UMTA	State-level Unified Metropolitan Transport Authority
TDM	Transport Demand Management
TfL	Transport for London
TMP	Transport Master Plan
ULB	Urban Local Body
UMTA	Unified Metropolitan Transport Authority
UTF	Urban Transport Fund
VfM	Value for Money



# 1. INTRODUCTION

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## 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 is also a key factor in urban economic growth. Bhopal, much like other emerging million-plus cities in India, has experienced a surge in travel demand in the last few decades. This has been a result of burgeoning population, high concentration of employment activities in Bhopal, rising income levels, increased preference towards and 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 the people to employment, services, education and other opportunities, which may cause problems of social exclusions and the urban transport system being biased against non-motorized users. Currently, Bhopal 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 demand side problem of expanding pressure on the urban transport system is amplified by structural inadequacies in the governance and legislative mechanisms on the supply side. In Bhopal, 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 priorities are at times, conflicting. There exist overlaps and gaps in the functions of these agencies. Multiple laws both at the Central and State Government levels affect the efficiency of urban transport systems. Besides, in India, there is no comprehensive law that covers all aspects of urban transport. Thus, the problem at the legislative level is two-fold i.e. structural overlap and structural gap that manifests itself in the current fragmented institutional setup.

Both these factors - the surging demand for urban transport in the face of capacity constraints, and inadequate planning and coordination among urban transport agencies – require an agency to undertake holistic planning of urban transport in Bhopal, with the objective of providing safe, sustainable and seamless mobility to its population. This chapter describes the key rationale for setting up UMTA in Bhopal. It highlights various laws and agencies involved in providing urban transport and aligned services in Bhopal. It also explains 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 which currently exist in the ambit of urban transport system in Bhopal. These problems have led the Central Government to prescribe the evolution of the concept of UMTA and UTF under National Urban Transport Policy 2006. The rationale and benefits for 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 the Constitution. Therefore, in the city of Bhopal, 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 and a lack of understanding and coordination on various issues related to urban transport. Overlapping laws also create conflicts related to their interpretation and often leave certain functions ambiguously defined, leading to functional gaps and lacunae in service provision. This existing fragmentation of responsibilities and powers is hindering the development of a robust, integrated and sustainable urban transport system in Bhopal.

Currently, several agencies at the city level of Bhopal are involved in the management of various components of urban transport. These include Bhopal Municipal Corporation, Bhopal Development Authority, Capital Project Administration, Bhopal City Link Ltd., etc. It has been observed that there is limited coordination among these agencies in dealing with urban transport in a holistic manner. For example, Bhopal Traffic Police, Madhya Pradesh State Road Transport Corporation, Indian Railways, Bhopal Municipal Corporation, Bhopal Development Authority, Madhya Pradesh Housing and Infrastructure Development Board, State Planning Commission, Finance Department Government of Madhya Pradesh, 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 Bhopal is governed by several laws at the central and state levels

As discussed above a variety of laws that directly affect the functioning of urban transport in Bhopal exist at the central and state level. 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 Madhya Pradesh State Legislature. Exhibit 1 highlights the laws related to urban transport in Bhopal.

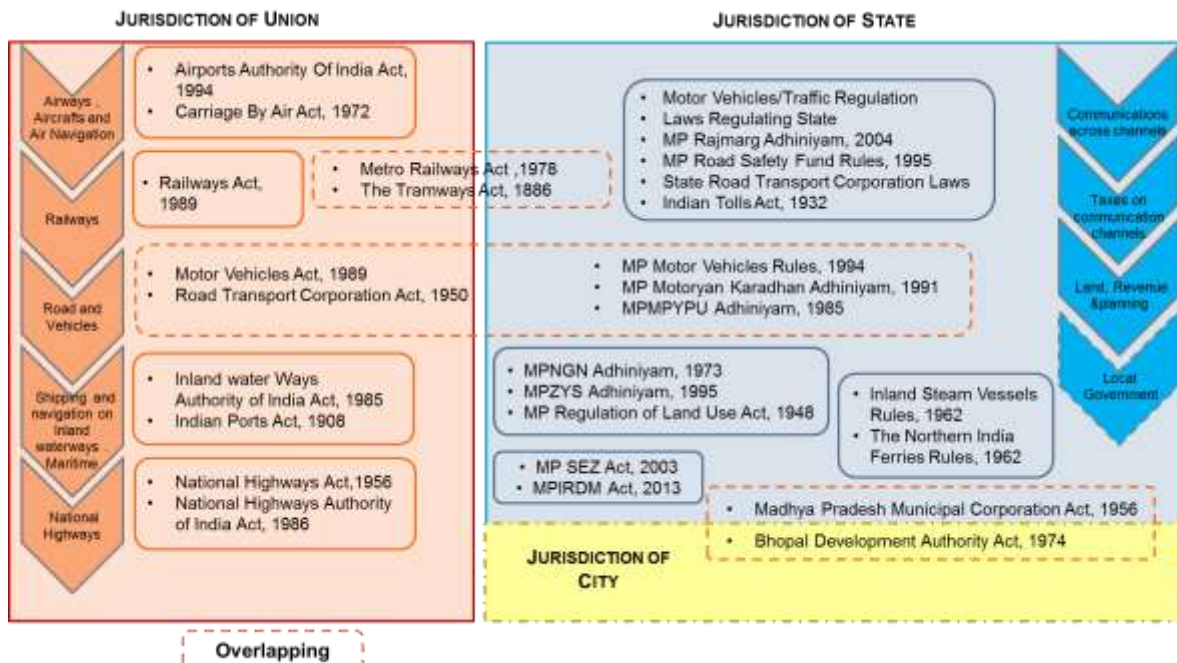
**Exhibit 1 Laws related to urban transport in Bhopal**

Legislations pertaining to Urban Transport applicable in the city of Bhopal	
List of State Acts	List of Central Acts
1. Madhya Pradesh Special Economic Zone (Special Provisions) Act, 2003	1. Indian Railway Act, 1989
2. The Madhya Pradesh Municipal Corporation (MPMC) Act, 1956	2. National Highway Authority of India Act, 1988
3. The Madhya Pradesh Nagar Tatha Gram Nivesh (MPNGN) Adhiniyam, 1973	3. The Control of National Highway (Land and Traffic) Act, 2002
4. The Madhya Pradesh Investment Region Development and Management (MPIRDM) Act, 2013	4. The National Highways (Collection of fees by Any Person for the Use of Section of National Highways/Permanent Bridge/Temporary Bridge on national Highways) Rules, 1997
5. The Madhya Pradesh Zila Yojana Samiti (MPZYS) Adhiniyam, 1995	
6. The Madhya Pradesh Road Safety Fund Rules, 1995	
7. The Madhya Pradesh Rajmarg Adhiniyam, 2004	
8. The Madhya Pradesh Regulation of Uses of Land Act, 1948	
9. The Madhya Pradesh Vilasita, Manoranjan, Amod Evam Vigyapan Kar Adhiniyam, 2011	
10. The Madhya Pradesh Motor Vehicles Rules, 1994	
11. The Madhya Pradesh Motoryan Karadhan Adhiniyam, 1991 read with the Madhya Pradesh Motoryan Karadhan Rules, 1991	
12. The Madhya Pradesh Motor Parivahan Yano Par Pathkar Ka Udgrahan Adhiniyam, 1985 read with the Madhya Pradesh Motor Parivahan Yano Par Pathkar Ka Udgrahan Rules, 1985	
13. The Indian Tolls (Madhya Pradesh Amendment) Act, 1932	
14. Inland Steam Vessels (M.P.) Rules, 1962	
15. The Northern India Ferries (M. P.) Rules, 1962	

**1.2.2 No single law to cover urban transport comprehensively**

Currently in Bhopal, there is no single law that comprehensively covers the requirements of the 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

**Exhibit 2 Institutional Gaps and Overlaps in Urban Transport**



responsible for providing both 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 State Government, and still others may be legislated by either Central or State Government. This overlap of the key laws governing urban transport in Bhopal is presented in Exhibit 2.

### 1.2.3 Multiple laws lead to the creation of multiple agencies

The plethora of laws governing urban transport in Bhopal 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. Bhopal Development Authority
2. Bhopal Municipal Corporation
3. Transport Department
4. Traffic Police
5. Bhopal City Link Limited
6. Madhya Pradesh Road Development Corporation Limited
7. Directorate of Town and Country Planning
8. Madhya Pradesh Housing and Infrastructure Development Board
9. Indian Railways
10. Capital Project Administration
11. Madhya Pradesh Public Works Department
12. Bhopal Metro (Proposed)

It is evident that there exist multiple agencies which play various functions in planning, implementation, operation and management of urban transport facilities in Bhopal. These agencies run parallel to the legislations that enforce and regulate urban transport. This has created a structure of operation and governance which is highly fragmented. The 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 is a need for an agency or a mechanism which facilitates the integrated planning of an 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 conflicting 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, roads and development of an area that lie within the jurisdiction of the state. Hence, there is a potential conflict and overlap among various agencies such as municipalities and development authorities over urban transport issues.

### 3. Limited accountability

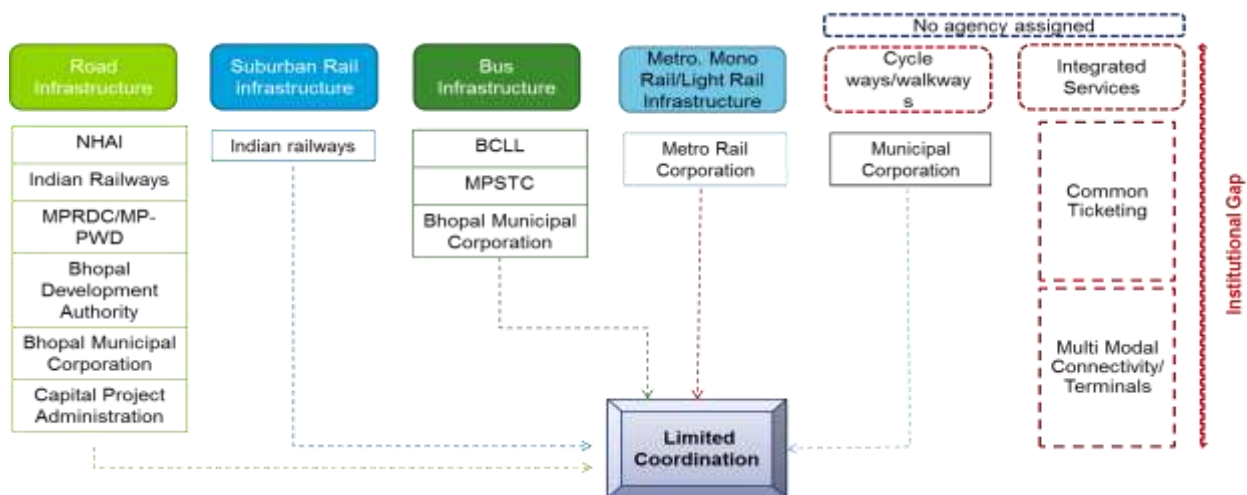
Accountability is reduced when responsibilities are ambiguously defined and agendas are overlapping. Certain agencies may overlook performing certain responsibilities which are not clearly allocated or there is an overlapping of functions across agencies. In such instances, there is limited functional coordination among 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 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 presents a mapping of urban transport infrastructure to the respective agencies responsible for its provision in Bhopal. It demonstrates that the responsibility of providing infrastructure for non-motorized vehicles and integrated services remains unassigned in the present.

**Exhibit 3 Departments performing different urban transport functions in Bhopal**



## 1.3 OVERLAPPING OF FUNCTIONS AMONG AGENCIES

The structure of distributed jurisdiction for various aspects of urban transport between Bhopal and Madhya Pradesh as well as among various Central Government ministries and departments has

led to an overlapping of functions among various agencies. As shown above, multiple agencies such as Bhopal Development Authority, Bhopal Municipal Corporation, Police Department, Transport Department, etc. 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 Bhopal:

### **1. Planning**

In Bhopal, planning activities related to the transport sector fall under various laws. Bhopal Municipal Corporation under the Madhya Pradesh Municipal Corporation Act, 1956 is entrusted with the function of urban planning including town planning. This overlaps with the function of the Directorate of Town and Country Planning.

Route planning for buses is done by agencies operating transport services such as Madhya Pradesh Transport Department, Madhya Pradesh State Road Transport Corporation and Regional Transport Authorities, etc. Madhya Pradesh State Road Transport Corporation decides the routes on which it operates services on the basis of public pressure rather than based on a scientific assessment of demand. It tends to merely agree with the routes applied for by the operators. There is no systematic exercise to design an integrated network of public transport routes and services.

### **2. Policy formulation**

The Constitution of India and various urban reform initiatives advocate parking policy and advertisement policy which 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 Bhopal, fee, toll, taxes, cess and parking charges come under the ambit of the Madhya Pradesh Municipal Corporation Act, Madhya Pradesh Rajmarg Act, Madhya Pradesh Pathkar Act, Madhya Pradesh Motor Vehicle Rules and Madhya Pradesh Tolls Act.

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 among various agencies at the central and state levels, 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 several agencies such as BDA, BMC, NHAI, etc.



### 3. Project Implementation

There is lack of coordination among agencies related to land development. 66% of the roads are managed by BMC<sup>1</sup>. Other agencies involved in construction and maintenance of the city roads are BDA, PWD and Capital Projects Administration.

Agencies such as BDA, BMC, PWD, Madhya Pradesh Housing and Infrastructure Development Board are responsible for the construction and maintenance of roads, flyovers and other infrastructure projects within the city of Bhopal. Intercity roads/highways are constructed and maintained by State Highway Authority under Madhya Pradesh Rajmarg Act and National Highways Authority of India under NHAI Act. Parking infrastructure is not an exclusive subject assigned to any one authority or agency but to various authorities like BDA, BMC and Housing Board, 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 Bhopal at present. Some of these functions have been highlighted below:

1. There exists no single agency with the legal responsibility for preparation of a Comprehensive Mobility Plan that includes planning for mass rapid transit, para-transit, non-motorized transport, pedestrian facilities and road network and associated facilities. No agency has the responsibility for integration of land-use planning and urban transport planning. Besides, no agency is responsible for preparing an integrated Multi-Year Programme (MYP) on urban transport initiatives.
2. 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.
3. 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.
4. Regulation of bus services is done by Madhya Pradesh State Road 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.
5. City and state level authorities are generally 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

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<sup>1</sup>Source: Bhopal Comprehensive Development Plan

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.

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

Thus, certain aspects of urban transport such as integrated land-use and urban transport planning, multi-modal integration of passenger services, tariff setting and financing are not adequately covered in any of the existing central or state acts. Overlapping in the working of different agencies, lack of proper coordination and lack of dissemination of relevant data and information amongst different agencies are serious hindrances in the prevailing urban transport system of Bhopal. 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 Madhya Pradesh and city level authorities, 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.

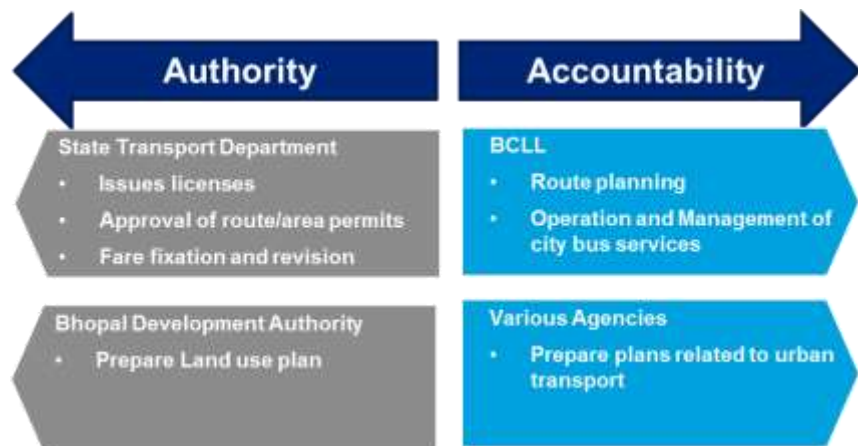
## 1.5 RATIONALIZATION OF FUNCTIONS - AUTHORITY ↔ ACCOUNTABILITY

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 Bhopal have been exemplified below:

- Currently, BCLL, which is an SPV under BMC, is responsible for ensuring smooth operation of city buses in Bhopal. However, BCLL does not have the requisite authority required for this responsibility. It is the State Transport Department which issues licenses and route permits to various vehicles. It may be the case that the State Transport 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 BCLL may be held responsible. It is clear that in such a situation, the State Transport Department is responsible for disrupting operations of city buses on that particular route.

Exhibit 4 Authority and Accountability

- The State Transport Department also has the authority to approve and revise fares for buses that are proposed by private bus operators in Bhopal. In the event of a diesel price hike or when the cost of operating buses increases, the operators may propose an upward revision in fares. However, the State



Transport Department, in the process of taking an informed decision, may delay the approval of the revision, causing the bus operators to incur losses during that time; unless they reduce the number and/or frequency of buses under operation. This may again disrupt smooth functioning of buses to the public, for which BCLL would be held responsible.

- In Bhopal, the responsibility of preparing the land-use plan lies with BDA. However, BDA is not accountable for preparing plans related to urban transport. In such a scenario, BDA is not held accountable for any failure in urban transport planning. Therefore, it is imperative to assign transport planning to a separate agency to ensure that 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 Bhopal. Exhibit 4 depicts the accountability and authority of each agency.

## 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 regulatory setup.

### 1.6.1 National Urban Transport Policy

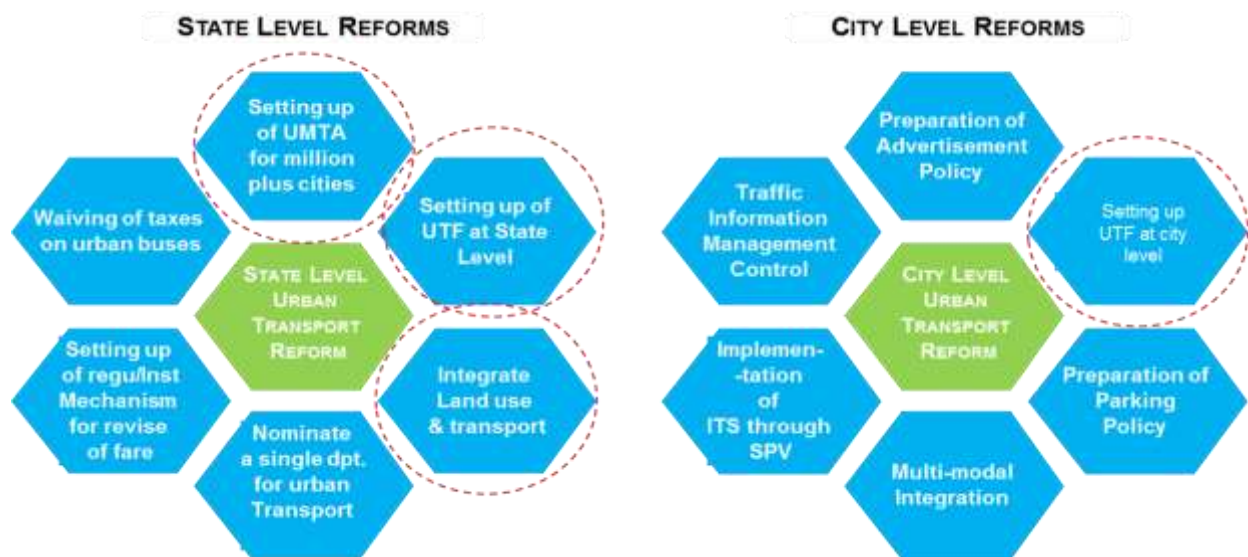
In order to address urban transport challenges, the Government of India through the Ministry of Urban Development (MoUD) released National Urban Transport Policy (NUTP) 2006 with the objective of providing easily accessible, safe, affordable, quick, comfortable, reliable and sustainable mobility for all. The policy seeks to reduce travel demand by encouraging better integration of land-use and transport planning. It encourages equitable allocation of road space, greater use of public transport and non-motorized vehicles, improved transport infrastructure and pricing, integration of public transport systems and promotion of cleaner technologies.

In order to facilitate its objectives, NUTP, inter-alia, recommends the creation of Unified Metropolitan Transport Authority (UMTA) in all cities with a million or more inhabitants to enable more coordinated planning and implementation of urban transport projects and integrated management of urban transport systems and service delivery. NUTP envisages UMTA to be an umbrella body which regulates the overall performance of the public transport system and ensures that the transport system of a city is comprehensive.

### 1.6.2 Urban transport reform

The city is the prime beneficiary of an improved urban transport system. Moreover, 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 74<sup>th</sup> Constitutional Amendment encourages states to devolve powers to cities which enable them to take care of their own needs. 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 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 that 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 JnNURM. Some of the key state and city level reforms are presented in Exhibit 5 below.

Exhibit 5 State and city level urban transport reform



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

The benefits of UMTA include integrated planning and management of urban transport, multi-modal integration of transport services, efficient fare structures and promotion of optimal and

sustainable transport systems backed by research studies and awareness. These benefits are discussed below.

### 1.7.1 Facilitates integrated planning and management of urban transport

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

UMTA is envisaged to be a unified agency that directs planning, operations and monitoring of various transport modes in an area. This would ensure that decisions about transport systems include future planning of urban development. These decisions will have spill-over effect on other development agenda, with a key objective of urban mobility to be planned in a holistic and integrated manner. Measures of integration that UMTA is expected to provide are demonstrated in Exhibit 6 below.

**Exhibit 6 Measures of integration to be provided by UMTA**

Integration	Description
<b>Physical Integration</b>	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.
<b>Network Integration</b>	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.
<b>Fare Integration</b>	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.
<b>Information Integration</b>	Information Technologies (IT) and Intelligent Transport Systems (ITS) can play an important role 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.
<b>Geographical Integration</b>	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



Integration	Description
	geographical integration by including the entire Urban Mobility Area in its jurisdiction and planning purview.
<b>Institutional Integration</b>	The Governing Committee 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.

### 1.7.2 Facilitates multi-modal integration of transport services

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

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

### 1.7.3 Facilitate efficient fare structures

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

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



provision of subsidies. UMTA is expected to set up regulatory/ institutional mechanisms to periodically revise fares of all public and intermediate public transport systems.

#### **1.7.4 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 STATE-LEVEL UMTA IN MADHYA PRADESH**

Presently, a draft executive order has been proposed for the state of Madhya Pradesh to be served by a state-level UMTA called S-UMTC (State Unified Metropolitan Transport Council), which shall be established under the chairmanship of the Chief Minister of Madhya Pradesh. City level UMTA called C-UMTC (City Unified Metropolitan Transport Council) has also been envisaged post establishment of Metropolitan Planning Committees in the cities of Madhya Pradesh.

In line with the efforts to establish Unified Metropolitan Transport Council (UMTC), the present proposition, based on extensive stakeholder discussions with Government of Madhya Pradesh and Bhopal representatives – is also to establish state and city level UMTA as a separate statutory authority under its own legislation. Therefore, Bhopal UMTA and UTF shall be spearheaded by a state level UMTA and UTF for Madhya Pradesh. The latter would be headed by the Chief Minister and comprise political and bureaucratic heads of various state level departments. The overall objective would be to set the direction and vision for urban transport in the state, which would guide the operations of the city level UMTA. The state level authority would mainly be responsible for policy formulation related to urban transport across the state, providing resources to city level UMTA and facilitating coordination among various agencies to enable smooth operationalization of city level UMTA.

The overall functions, powers and structure of the city and state level UMTA for Madhya Pradesh have been provided in the UMTA Bill for Madhya Pradesh in Annexure I.

### **1.9 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 cities 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 Bhopal in the establishment process of UMTA, by development of operations documents and guidelines to act as handbooks for Bhopal in setting up of UMTA and Urban Transport Fund (UTF)<sup>2</sup>.

## 1.10 APPLICATION OF THE OPERATIONS DOCUMENT

This operations document is developed by MoUD as a guidance document for the city of Bhopal to establish UMTA and UTF. The objective of the document is to provide operational guidelines and procedures which comply with the provisions of the UMTA Act and the rules framed under it. Besides, the operations document also details out laws of the Government of Madhya Pradesh which may be applicable for setting up, operating and managing UMTA. The UMTA Bill for Madhya Pradesh is provided in Annexure I.

## 1.11 LIMITATIONS OF THE OPERATIONS DOCUMENT

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

It is also important to note that this operations document does not contain the details of the processes and procedures to be undertaken for setting up state-level UMTA, and only relates to the city-level UMTA in Bhopal. For the purposes of setting up the state-level authority, the generic documents for setting up UMTA and UTF, published by MoUD, may be referred to.

## 1.12 LAYOUT OF THE OPERATIONS DOCUMENT

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

Pre-operationalization part highlights guidelines about the key activities to be undertaken to finalise the structure of the city level UMTA in line with the provisions of the UMTA Bill. Operationalization part offers guidelines for commissioning activities which are required to be undertaken to mobilise the UMTA staff, including the selection of a Chief Executive Officer and

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<sup>2</sup> Please refer to Urban Transport Fund operations document

Chief Operating Officer of UMTA and a Secretariat. This part also outlines the steps required to operationalise various functions envisaged under UMTA.

**Chapter 1** provides an introduction to this operations document involving the need for UMTA in Bhopal, and discusses the benefits of UMTA and the purpose, applicability and layout of this operations document.

**Chapter 2** highlights the role and responsibilities of the state level UMTA in establishing UMTA for Bhopal.

**Chapter 3** provides guidelines for finalisation of structure of UMTA including geographical coverage, Governing and Executive Committee structures, institutional arrangements, organizational structure and functions.

**Chapter 4** deals with aspects relating to operationalization of UMTA. This covers guidelines for engagement of consultant for handholding support, appointment of CEO and COO of UMTA, mobilization of UMTA Governing/ Executive Committee, organizational chart, delegation of powers, etc.

**Chapter 5** 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, regulation and conducting research studies, etc.

**Chapter 6** describes broad procedures and guidelines to be followed to carry out day-to-day administrative and human resource matters of UMTA's Governing and Executive Committees and the Secretariat. The policies and procedures on these matters comply with the legislative provisions of the UMTA Act.

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

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## 2. ROLE OF STATE AUTHORITY IN ESTABLISHING UMTA FOR BHOPAL

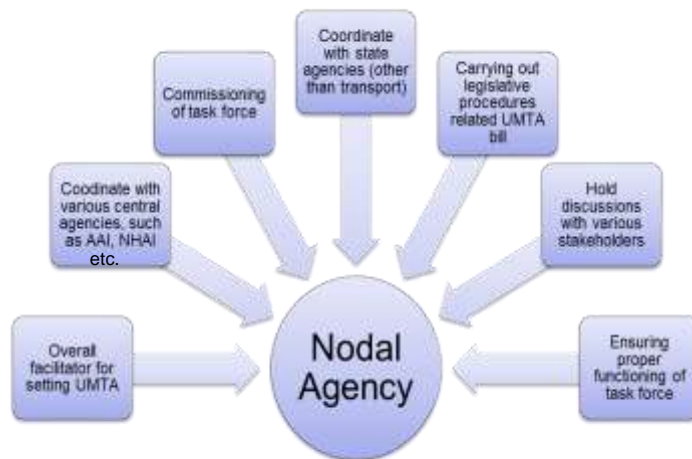
### 2.1 INTRODUCTION

This chapter highlights the functions to be undertaken by the state level UMTA (henceforth called State Authority) in facilitating the establishment of UMTA and UTF in Bhopal Urban Mobility Area, as notified by the Government of Madhya Pradesh. The State Authority shall act as a Nodal Agency and facilitator for setting up of UMTA and UTF in Bhopal. To achieve this, the State Authority shall establish a Task Force for supervising the establishment of UMTA and UTF and undertaking its pre-operationalization activities. These activities will include supervising the establishment of UMTA in Bhopal, drafting regulations for the City Authority, facilitating the appointment of CEO and COO of Bhopal UMTA, etc. The role and responsibilities of the State Authority and Task Force are also provided in this chapter.

### 2.2 FUNCTIONS OF STATE AUTHORITY IN ESTABLISHING UMTA FOR BHOPAL

The functions of the State Authority, with respect to the establishment of Bhopal UMTA, have been described in Exhibit 7 below:

**Exhibit 7 Functions of the Nodal Agency**



- The State Authority’s most important role shall be to perform functions as assigned by the Government of Madhya Pradesh, including facilitation process for establishment of UMTA in Bhopal. In other words, it will be an administrative department functioning under the Government of Madhya Pradesh to operationalize UMTA in Bhopal. The State Authority shall provide the ground for any advice required by the agencies envisaged to be associated with Bhopal UMTA. It will also ensure that the procedure laid down by the legislature is followed and there is no hampering of

the day-to-day functioning of various agencies concerned or connected with UMTA in Bhopal.

- The State Authority shall act as a bridge between various city, state and national level agencies that would be represented in Bhopal UMTA. As there are multiple agencies involved, the State Authority will act as a common point and help in carrying out tasks more efficiently.
- Another significant function that is to be performed by the State Authority is to set up a Task Force for carrying out pre-operationalization tasks. This would facilitate the process

of preparation of regulations pertaining to Bhopal in the UMTA Bill, and assistance in setting up the UMTA Secretariat. The State Authority may choose to assign individuals out of its own staff to be part of the Task Force. Alternatively, it may request other state or city level representatives to be part of the Task Force.

- There are several agencies at the state level apart from the key agencies that are involved in planning and implementation of projects. The State Authority shall facilitate the coordination among them.
- The State Authority shall help in carrying out various legislative procedures that will precede the establishment of UMTA in Bhopal It will also review the tasks being performed by the Task Force.
- The State Authority shall also be responsible for holding discussions and seminars with stakeholders to update them about the progress and take suggestions from them.

## 2.3 ESTABLISHMENT OF TASK FORCE

UMTA in Bhopal is envisaged to be a coordinating agency, bringing under its purview multiple institutions currently dealing with various aspects of urban transport, including regulatory and governance aspects. The Task Force, once constituted by the State Authority, shall be responsible for providing it with handholding support in carrying out the pre-operationalization activities for UMTA and UTF in Bhopal.

In the process of setting up of UMTA, the Task Force is meant to be an independent body, not influenced by any particular stakeholder of the urban transport sector. The Task Force is also expected to be dedicated only towards the establishment of UMTA and UTF in Bhopal. This necessitates the constitution of a specialized unit which proficiently undertakes all planning and management required for the process of setting up of UMTA and UTF.

### 2.3.1 Functions and powers of Task Force

The key responsibilities of the Task Force are described below:

#### Finalization of the UMTA structure

- The Task Force shall be required to prepare the draft UMTA structure for Bhopal in terms of its geographical coverage, composition of Governing/ Executive Committee, specifications of functions, organisational structure, etc. for consideration of Government of Madhya Pradesh. The next chapter contains the proposed structure of UMTA with regard to each of these aspects, which have been finalized in discussion with local, state and national level agencies involved in the urban transport system of Bhopal. The Task Force shall finalize the structure after a thorough review of the existing urban transport system to assist the State Authority in implementation of the UMTA Act.
- It may further facilitate consultations for soliciting inputs of relevant stakeholders, before finalizing the structure and functions of Bhopal UMTA. It may organize stakeholder consultations with relevant agencies at 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, non-government organizations and citizen representatives.

### **Assistance in drafting rules and regulations framed under the UMTA Bill**

- The Task Force shall be required to undertake all activities on behalf of Government of Madhya Pradesh and the State Authority in drafting rules and regulations under the Madhya Pradesh UMTA Bill. For this purpose, it shall act as an interface between the various agencies involved in urban transport in Bhopal and in the state of Madhya Pradesh. In this regard, it is expected to work alongside the state's legal department and provide it with all necessary support.

### **Assistance in organizing initial Governing Committee meetings**

- The Task Force shall assist in the preparation of invitation letters/notices to Committee members for participation in initial UMTA meetings. It shall also assist in organising initial meetings of UMTA, with a view of identifying and finalizing the vision, mission and goals of Bhopal UMTA in line with those set by the State Authority. The Task Force shall identify any further course of action required for operationalising UMTA.

### **Setting up of UMTA Secretariat**

- The Task Force shall assist the UMTA Governing Committee in appointing a Chief Executive Officer and Chief Operating Officer. The Task Force shall further assist in appointment of the divisional heads and assist them in recruiting the staff for UMTA. It shall also make the necessary logistical and administrative provisions for 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 4.

Other than the key functions highlighted above, the Task Force shall, at all times, coordinate with the State Authority and other agencies involved the urban transport system of Bhopal. It shall provide all the required support to the State Authority on matters related to setting up and operationalization of UMTA. Further, the Task Force shall make itself fully aware of all factors affecting transport in Bhopal and shall be equipped with all information required for finalization of Bhopal UMTA.

## **2.4 CONCLUSION**

This chapter discussed the responsibilities of the State Authority in establishing UMTA for Bhopal. These include performing functions allocated by the State Government in facilitation of UMTA, facilitate coordination among various agencies pertinent to UMTA, assistance in carrying out necessary legislative procedures, etc. Post this, the process of establishment of the Task Force was discussed. The Task Force shall be a focused group within the State Authority, designed for establishing Bhopal UMTA. The next chapter discusses some of the major options available to UMTA for finalizing its geographical coverage, institutional arrangements and organizational structure.

## 3. FINALISATION OF UMTA'S FUNCTIONS AND STRUCTURE

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### 3.1 INTRODUCTION

The institutional framework and governance structure for urban transport are crucial links 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 facilitate other agencies. Therefore, deciding the structure of UMTA will have a major role in ensuring its operational effectiveness.

This chapter discusses the UMTA structure for Bhopal and includes propositions for the following aspects:

- Geographical coverage;
- UMTA committee structure;
- Functions;
- Institutional arrangements; and
- Organizational structure.

### 3.2 GEOGRAPHICAL COVERAGE

The first and foremost aspect in deciding the UMTA structure is its geographical coverage. Since UMTA is envisaged to be central to Bhopal's urban transport system, its geographical coverage should include the entire Bhopal Urban Agglomeration<sup>3</sup>, allowing all residents of the urban area to benefit from development of Bhopal's urban transport system.

In light of this, it is recommended that the geographical coverage of UMTA i.e. the "Urban Mobility Area" should be clearly defined in the UMTA Act or in the rules and regulations framed under it. It is further recommended that the geographical coverage for UMTA should either coincide with or be a superset of the planning area considered in preparation of land-use plan/master plan for Bhopal. This would enable smooth integration of land-use plan and Comprehensive Mobility Plan, which is envisaged to be a major function to be carried out by UMTA.

Besides, expanding population and city boundaries due to rapid urbanization point towards a need to update the geographical coverage of UMTA in a timely manner, so as to incorporate the mushrooming towns in the periphery of the metropolitan area. There is also a need to connect remote villages in the vicinity of the city with transport services. Thus, it is recommended that flexibility should be maintained in extending the geographical coverage of UMTA.

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<sup>3</sup> The Census, 2011 defines Bhopal UA to include Bhopal (Municipal Corporation) and Kolar (Municipality) with a population of 1,883,381.

### 3.3 UMTA GOVERNING COMMITTEE AND EXECUTIVE COMMITTEE

Bhopal UMTA is envisaged to have a two-tier Committee structure, namely the Governing Committee and Executive Committee, which would be independent decision-making bodies with representation from relevant city and state level transport agencies. This structure of these Committees at the city level would mirror the Governing Board and Executive Board at the state level. The Task Force, which would be set up to initiate UMTA and UTF, is expected to nominate the members of the Governing and Executive Committees. The UMTA Governing Committee shall form the core decision-making management of UMTA in Bhopal. It would report to the Governing Board or Executive Board at the state level. Meanwhile, the Executive Committee would implement all decisions undertaken by the Governing Committee, in consonance with the decisions undertaken by the State Authority.

The composition of the Governing and Executive Committees 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 UMTA shall, by its very nature, be representative of organisations that are being coordinated by UMTA. It shall contain city and state level government representatives from all such agencies that perform urban transport functions, as well 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 of stakeholder representation on UMTA Committees 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 and Executive Committee of UMTA shall have the following functions:

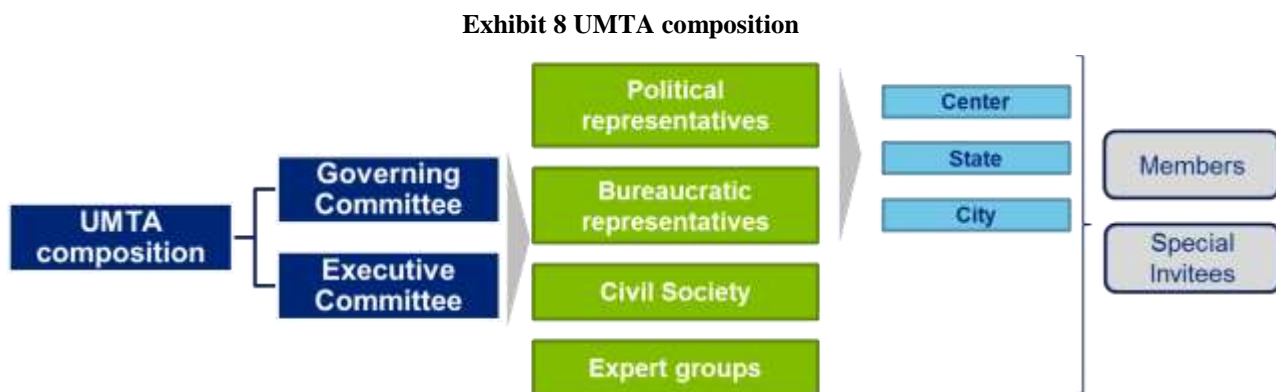
Governing Committee	Executive Committee
<ul style="list-style-type: none"> <li>• Approve all plans, schemes, etc. prepared by Executive Committee</li> <li>• Prepare multi-year Transport Investment Program to meet objectives laid down by CMP</li> <li>• Implementation of decisions of the State Authority</li> <li>• Prepare measures and publish service level benchmarks to act as performance indicators for urban transport services in Bhopal</li> <li>• Promote technology based solutions for transport</li> <li>• Manage city level Urban Transport Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare and ensure implementation of various plans, schemes, programmes including Comprehensive Mobility Plan (CMP)</li> <li>• Implementation of decisions of the Governing Committee</li> <li>• Submission of proposals related to public transport and traffic related plans to Bhopal to city/state</li> <li>• Perform all functions delegated by Governing Committee</li> <li>• Provide assistance to Governing Committee in undertaking any of its functions</li> </ul>

Governing Committee	Executive Committee
<ul style="list-style-type: none"> <li>Facilitate coordination among various city level agencies concerned</li> <li>Monitor and supervise works of Executive Committee</li> </ul>	

### 3.3.1 Selection of UMTA Committee Structure

An UMTA Committee structure has been proposed taking into consideration the suggestions made by various local, state and national level urban transport representatives. The composition of the proposed Committees has been presented in Exhibit 8. The Task Force is expected to finalize the proposed structure of the UMTA Committee.

UMTA Committees shall 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 Bhopal. In this context, UMTA Committees should comprise both government and non-government representatives. These may include members from the administrative services as well as elected representatives. Among the non-government stakeholders, representation should be derived from various civil societies as well as expert groups to assist in and undertake research and development activities. Exhibit 9 displays the proposed composition of the Governing and Executive Committee of Bhopal UMTA.



**Exhibit 9 Composition of Governing and Executive Committee proposed for Bhopal UMTA**

Position	Composition of Governing Committee of Bhopal UMTA		
<b>Chairperson</b>	Divisional Commissioner and Mayor		
<b>Members</b>	<ul style="list-style-type: none"> <li>▪ Inspector General of Police</li> <li>▪ Collector</li> <li>▪ Senior-most officer of Police in city</li> <li>▪ Commissioner, Municipal Corporation (Member Secretary)</li> <li>▪ Representation from Urban Development and Environment Department</li> </ul>	<p><b>Special Invitees</b> (shall be invited by the Committee, as and when deemed necessary)</p>	<ul style="list-style-type: none"> <li>▪ Commissioner/ Deputy Commissioner – Housing Board</li> <li>▪ Commissioner/ Additional Commissioner/ Director –Department of Public Relations</li> <li>▪ Commissioner/ Additional Commissioner/ Joint Commissioner - Town and Country Planning</li> <li>▪ Managing Director – M.P.Madhya Kshetra Vidyut Vitran Co.</li> <li>▪ Chief Officer, Development Authority</li> <li>▪ Deputy Commissioner – Transport Department</li> <li>▪ Senior Representation from Railways</li> <li>▪ General Manager/ Representation from Bharat Sanchar Nigam Limited</li> <li>▪ Representative from Defense Ministry/Armed Forces</li> <li>▪ Airport Manager/ Nominee</li> <li>▪ Project Manager – NHAI</li> <li>▪ Divisional GM State Highway Authority/ Madhya Pradesh State Road Development Corporation</li> <li>▪ Superintendent Engineer, Public Works Department</li> <li>▪ Superintendent Engineer, Capital Project Administration</li> <li>▪ 2-3 Specialists from Public Transport</li> <li>▪ Civil Society</li> </ul>

Position	Composition of Executive Committee of Bhopal UMTA		
<b>Chairperson</b>	Collector and Commissioner, Municipal Corporation		
<b>Members</b>	<ul style="list-style-type: none"> <li>▪ CEO, SPV for Transport Corporation(Member Secretary)</li> <li>▪ Additional/ Deputy Superintendent of Police (Traffic)</li> <li>▪ Regional Transport Officer</li> <li>▪ District Officer, Department of Public Relations</li> </ul>	<p><b>Special Invitees</b></p>	<ul style="list-style-type: none"> <li>▪ 2-3 Experts from Public Transport</li> </ul>

Role of Chairperson, Members and Special Invitees:

- 1. Chairperson:** The Chairperson shall be de jure head of UMTA. It is proposed that the Chairperson of the UMTA Governing Committee be the Divisional Commissioner and Mayor and that of the Executive Committee be the Collector and Municipal Commissioner of Bhopal. It is also recommended that the Chairperson should be given the option of nominating persons to chair meetings and act on his/her behalf. Further, the Chairperson shall exercise his/her deciding vote on decision matters pertaining to UMTA, only in the event of a tie between votes of other members.
- 2. Members:** These shall comprise officers from various departments of Government of Madhya Pradesh as well as ULBs in Bhopal with a direct bearing on the urban transport activities within Bhopal. Various departmental heads and senior level officers have been proposed as members. UMTA members shall take 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 a consensus, and in case no consensus is reached, the decisions shall be taken by majority.
- 3. Special Invitee:** These shall comprise officers from national level departments such as Indian Railways, Airports Authority of India, NHAI, etc. which have an indirect bearing on the urban transport system in Bhopal. This category also includes public transport experts and representatives from the civil society. These individuals may be invited to be a part of the Governing/Executive Committee on the request of the Chairperson, as and when deemed necessary for specific meetings. That is to say, they may be invited only when the subject matter and agenda of the meeting hold potential concern and interest to their respective departments. Special invitees are not envisaged to have voting rights, however, reasons for their dissent, if any, shall be recorded.

### 3.4 ORGANIZATIONAL STRUCTURE

The organizational structure of an authority reflects the division of responsibilities among its units that work in coordination to accomplish its overall objectives. Generally, while designing the organizational structure of an authority, specific individual units which handle one or more of the major and distinct responsibilities of that authority are identified. Additionally, some support units should be identified that enable 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 requirements, etc.

#### 3.4.1 Organizational Structure for Bhopal UMTA

The major functions of UMTA shall include:

- Transport planning



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

It emerged during stakeholder discussions that since all of these functions are crucial and distinct, individual units may need to be put in place to carry out each of the 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 of the authority is to keep the authority lean and suitably outsource some of the activities to specialized entities. In this regard, options for outsourcing could include UTF management, accounting, information and communications, etc. Further, consultants could be employed for distinct activities such as preparation of Comprehensive Mobility Plan, development of standards and guidelines, review of proposals and audit of implementation, preparation of contracts, preparation and delivery of awareness campaigns and conducting research.

Because of the high level of responsibility, UMTA will need to attract highly experienced, capable and professional staff for performing its functions in an effective and efficient manner. In order to meet this objective, it is suggested that UMTA should opt for a mix of deputised and permanent staff.

UMTA staff will need to work closely with several other agencies including State and Central Government departments as well as local agencies. In order to meet its staffing requirements, the Governing and Executive Committees could depute a proportion of their total staff from existing departments and the State Authority. This would facilitate quick staffing, as the deputed staff would have some level of familiarity with the procedures and processes of an authority due to similar experience. Besides, UMTA could recruit employees from the open market for permanent positions. This option would ensure that fresh and precise talent is acquired to work in UMTA on a full-time basis. It is, therefore, recommended that the UMTA Committees recruit 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.

### 3.5 FUNCTIONS OF UMTA

The functions assigned to UMTA shall dictate all other aspects of its structural design. The finalization of functions that Bhopal UMTA has been assigned is the generated outcome of analysis of the functional gaps and overlaps in the urban transport system of Bhopal, and the overall situation in terms of planning, coordination and integration of different modes, etc.

The functions of Bhopal UMTA can be broadly categorized into the following groups: policy making, planning for infrastructure and services, regulatory functions, operation of public transport modes and construction and maintenance of infrastructure. Among these functions, strategic

policy making is a prerogative of the Central Government and Government of Madhya Pradesh. NUTP offers an example of such a policy drawn at the Centre, which incentivises various cities and states to improve and develop their transport systems, by providing requisite direction and resources. Apart from this, Bhopal UMTA is expected to undertake planning and regulatory functions, to ensure that a well-coordinated urban transport system exists in Bhopal.<sup>4</sup> The following section discusses the various functions of UMTA which have been finalized after taking feedback and suggestions from stakeholders in Bhopal. For a complete list of functions, please refer to the Madhya Pradesh UMTA Bill in Annexure I. Exhibit 10 identifies and highlights the functions of UMTA's counterparts across the world.

### Exhibit 10 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:

<sup>4</sup> Refer to Section 3.5.2 for core and additional functions of UMTA

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	

### 3.5.1 Finalisation of UMTA's functions

For UMTA to be an effective authority and to ensure that it plays a constructive role in integrated planning, coordination, operation and provision of urban transport in Bhopal, its role and responsibilities need to be clearly defined. The guidelines for key urban transport functions to be performed by Bhopal UMTA are depicted in Exhibit 11.

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

#### i. Inputs into policy formulation

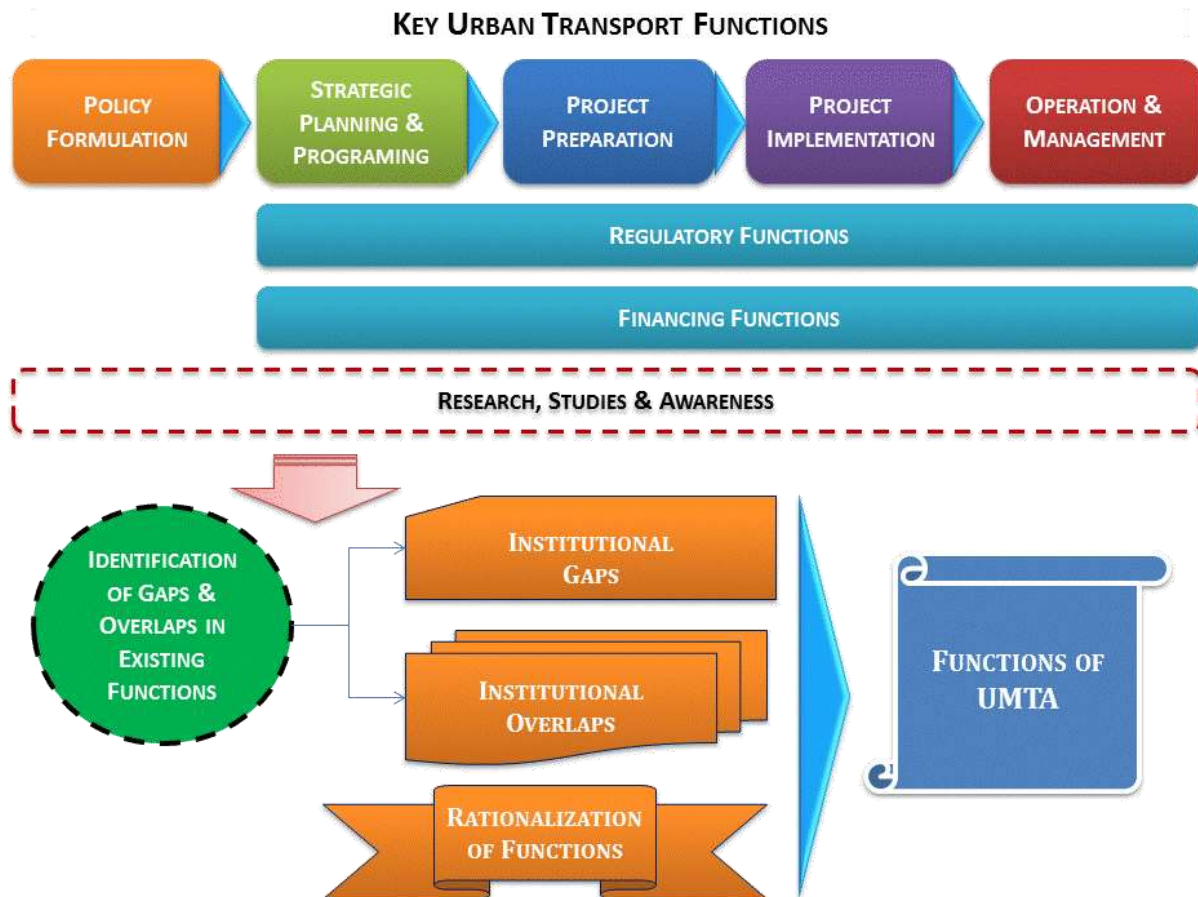
While it is envisaged that the State Authority will primarily be responsible for formulating policies for urban transport in the state as a whole, Bhopal UMTA should provide inputs to the Central Government and Government of Madhya Pradesh/ State Authority in developing strategies for unlocking existing bottlenecks and modernising Bhopal's transport system. UMTA being a local-level government body, would have in-depth knowledge about the precise nature of urban transport challenges that exist at the ground level. These may range from infrastructural inadequacies to institutional and governance bottlenecks. UMTA would be in an appropriate position to advise the Government of Madhya Pradesh on Bhopal's current and future urban transport needs. It may also advise on the mechanisms of addressing these challenges.

#### ii. Strategic planning

The urban planning functions in Bhopal are assigned to various agencies including BDA, BMC and other ULBs and state level departments. However, the scope of most of these agencies is limited to land-use planning. In Bhopal, the land-use plan prepared by BDA, contains a transport component, which includes aspects related to transport infrastructure provision. However, there is no planning undertaken for urban transport operations. Preparation of a Comprehensive Mobility Plan which includes planning for mass rapid transit, para-transit and non-motorised transport, as well as the road and highway network and associated facilities is of equal importance, from the perspective of transport. 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 Bhopal. In this context, UMTA should undertake planning functions that set the direction for Bhopal’s long-term transport planning, providing a framework for transport policy and investment decisions to respond to key challenges.

**Exhibit 11 Guidelines for key urban transport functions to be performed by UMTA**



**iii. Project preparation and approval**

To ensure that all modes of transport are adequately provided for, UMTA should be assigned the function and power to approve funding for all urban transport initiatives in Bhopal 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 by 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 to CMP.

It should be made mandatory for proposals by implementing agencies to obtain no objection clearance and consents from UMTA. UMTA should expedite this by issuing ‘Certificates of Approvals’ for projects drawn by implementing agencies which are in consonance with Comprehensive Mobility Plan. This would ensure compliance with strategies, plans,

programmes, standards and guidelines. It is particularly important for UMTA to review and approve projects for which it provides funding, either in whole or in part, so that it can be assured of gaining value from putting in its resources. Project approvals will be based on compliance with the CMP and other guidelines and standards prepared by higher authorities.

#### **iv. Ensuring project implementation**

UMTA would be responsible for ensuring effective implementation of plans and projects related to urban transport in the Urban Mobility Area. Accordingly, it would be vested with powers for giving directions to urban transport agencies for implementation of any urban transport project or operation of an existing urban transport system.

#### **v. Overseeing operation and management**

Overseeing the operation of urban transport infrastructure and facilities is 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 should be made responsible for overseeing/regulating the operation of integrated facilities and systems for public transport in Bhopal. This should include the latter, as described under Project Implementation.

#### **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' construction or condition, enforcement of traffic laws and management of traffic. These functions are generally carried out by a number of departments within the Government of Madhya Pradesh. There are benefits to be realized from rationalising some of these functions and enabling UMTA to issue licenses/permits/fitness certificate for public transport vehicles. This would give UMTA some degree of responsibility for matters that solely occur within its area of jurisdiction.

#### **vii. Funding**

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

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

- Resource mobilization
- Treasury Management
- Utilisation / Disbursements of funds
- Funds Management
- Monitoring of UMTA fund utilisation

### viii. Research studies and awareness

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

The methodology and detailed guidelines for carrying out each of the above mentioned functions has been discussed in chapter 5 "Operationalization of Functions". The Urban Transport Fund operations document provides guidelines on various aspects related to setting up and operationalization of such UTF for Bhopal to carry out all functions relating to funding.

### 3.5.2 Options for implementation of UMTA's functions

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

In this regard the Governing UMTA committees may exercise any of the following options:

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

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

In **Option III – All the Urban Transport Functions** mentioned above with possible functions should 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 12:

**Exhibit 12 Options for UMTA Functions**

<b>FUNCTION</b>	<b>Option I</b>	<b>Option II</b>	<b>Option III</b>
<b>POLICY FORMULATION</b>			
Assist and advise government on urban transport matters	Yes	Yes	Yes
Prepare and administer urban transport policies, strategies, standards and guidelines	Yes	Yes	Yes
<b>STRATEGIC PLANNING</b>			
Prepare a multi-modal Comprehensive Mobility Plan integrated with land-use	Yes	Yes	Yes
Prepare an Alternative Analysis Report	Yes	Yes	Yes
Prepare a detailed Transport Investment Programme for urban transport	Yes	Yes	Yes
Monitor and audit compliance with the above plans	Yes	Yes	Yes
<b>PROJECT PREPARATION AND APPROVAL</b>			
Approve urban transport projects and activities		Yes	Yes
<b>ENSURING PROJECT IMPLEMENTATION</b>			
Promote development of integrated facilities and systems for urban transport		Yes	Yes
<b>OPERATION AND MANAGEMENT</b>			
Oversee operation of integrated facilities and systems for urban transport		Yes	Yes
<b>REGULATION</b>			
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
<b>FUNDING</b>			
Fund public transport services for mobility and integrated public transport		Yes	Yes
Fund, or arrange / recommend / approve funding for urban transport		Yes	Yes
Monitor and audit use of UMTA funding		Yes	Yes
<b>RESEARCH STUDIES AND AWARENESS</b>			
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, education and awareness		Yes	Yes
<b>OTHER</b>			
Build and maintain major infrastructure (stations, interchanges, roads etc.)			Yes
Operate buses, trains and other forms of public transport			Yes
License and register vehicles and drivers			
Inspect vehicles' construction and condition			

FUNCTION	Option I	Option II	Option III
Enforce traffic laws and manage traffic			

Functions that need to be rationalized

The Governing Committee 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 Bhopal should opt for option III, where all urban transport functions are assigned to UMTA.

### 3.6 CONCLUSION

This chapter discussed several aspects pertinent to UMTA structure in Bhopal, which would be the first activity that the Task Force would be required to perform. These aspects relate to geographical coverage of UMTA, mobilization of Governing and Executive Committees, defining the organizational structure, describing the functions of UMTA and giving options for phasing of UMTA functions. The next chapter describes the guidelines for activities to be carried out during the operationalization of UMTA.

## **PART II - OPERATIONALIZATION OF UMTA**

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## 4. OPERATIONALIZATION OF UMTA

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### 4.1 INTRODUCTION

UMTA's operationalization activities shall commence upon the completion of pre-operationalization activities and the issuance of Government of Madhya Pradesh's notification on creation of UMTA for Bhopal.

This chapter briefly outlines the process of operationalization of UMTA, which would be taken up by the Task Force, with description of various aspects such as the engagement of consultant for handholding support, setting up of UMTA Committees, appointment of the CEO and COO and other key professionals, structure of the organization, functions of various divisions, delegation of powers, etc. Hence, various sub-sections have been explained sequentially for a clear understanding of the methods and procedures of UMTA's operationalization. The basic objective of this chapter is to provide guidance for setting up a fully functional Bhopal UMTA.

### 4.2 ENGAGEMENT OF CONSULTANTS FOR HANDHOLDING SUPPORT

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

#### 4.2.1 Engagement of consultant and Finalisation of Terms of Reference

In order to ease the process, Ministry of Urban Development (MoUD) has developed a list of empanelled consultants who will be available for providing handholding support for setting up UMTA and UTF. This list has been given in Annexure II. This is intended to save time as well as cost of the Task Force for procurement of consultants. Should the Task Force choose to appoint a consultant other than the empanelled consultants, the detailed Terms of Reference (ToR) for engagement of consultants have been attached in Annexure III for reference. However, the list of activities detailed out in the ToR is only indicative in nature and may be modified by the Task Force as per its requirements.

#### 4.2.2 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. 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 Madhya Pradesh. The list of empanelled consultants is available with MoUD and the Task Force shall have the option to invite tenders from empanelled firms and accelerate the procurement process.

### 4.3 SETTING UP OF THE UMTA GOVERNING AND EXECUTIVE COMMITTEES

The consultant appointed for providing handholding assistance shall assist the Task Force in setting up of UMTA's Committees. The structure and composition of the UMTA's Committees

have already been discussed in chapter 3. The consultant should assist in preparing invitation letters/ notices to mobilize the Committee members for carrying out initial meetings and preparing strategies for operationalization of UMTA.

#### **4.3.1 Organizing initial Committee meetings**

Once the Governing and Executive Committee of UMTA come into existence, the first step towards mobilisation shall be organising UMTA Committee meetings. The Task Force, with the help of consultant, shall be responsible for drafting and circulating a note on the details of the first UMTA meeting among each of the Committee 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 UMTA Committee meetings may include the following:

- A discrete vision/ mission and goal statement for Bhopal UMTA
- Discussions on the detailed organizational structure of UMTA
- Discussions of appointment of CEO, COO and Secretariat of UMTA
- Discussions on the powers and functions delegated to the members
- Plan of action to be taken up in order to achieve the vision for Bhopal Urban Mobility Area

### **4.4 APPOINTMENT OF CHIEF EXECUTIVE OFFICER**

After mobilisation of the Committees, the Chief Executive Officer (CEO) of UMTA shall be appointed by the UMTA Governing Committee in consultation with the Task Force. The CEO shall be chosen from among the Chairperson and members of the Executive Committee, in discussion with the State Authority. The CEO shall have the command over the UMTA Secretariat and shall be held accountable for all the operations of UMTA. It shall be his/her responsibility to carry out the directives of the Governing Committee.

#### **4.4.1 Role and responsibilities of CEO**

The CEO shall act as an interface between the Governing and Executive Committees and the UMTA Secretariat. He/she shall integrate the decisions taken by the committees with the day-to-day operations of UMTA. Once UMTA gets operationalised, the CEO shall be responsible for monitoring the activities of UMTA and reporting them to the Governing and Executive Committees. The CEO shall submit periodic progress reports in a format agreed upon by the UMTA Committee time to time.

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

- Operationalization of UMTA
- Facilitating the appointment of COO and other key professionals and support staff as decided in the operations document or as deemed necessary

- Facilitating coordination between Governing and Executive Committees
- Overseeing and monitoring the operationalization process of UMTA
- Facilitating Governing and Executive Committee meetings
- Coordinating between the Governing Committee and COO for implementation of UMTA's functions
- Evaluating and analysing the progress of the Authority's functioning
- Advising and assisting the Governing Committee members on various functions of UMTA

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

## 4.5 APPOINTMENT OF CHIEF OPERATING OFFICER

The consultant appointed for providing handholding support shall assist the CEO, Task Force and the UMTA Executive Committee in selection and appointment of the Chief Operating Officer (COO). The process and terms of appointment of the COO along with role and responsibilities are highlighted below.

### 4.5.1 Appointment process and terms

The COO would be the senior officer in-charge of the operation of the UMTA Secretariat. The COO shall be appointed from the open market by Government of Madhya Pradesh/ Governing Committee or nominated on deputation basis. The COO shall be appointed in accordance with the procedures set out in Chapter 6. The team constituted for interview for the position of COO shall include at least three members from the Governing and Executive Committees. For the purposes of appointing a COO, the Committees may also invite a suitably qualified specialist. The professional selected for the post of COO 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 COO shall be informed two months prior to the end of his/her term.

### 4.5.2 Role and responsibilities of COO

The COO shall act as the interface between CEO and the UMTA Secretariat. The COO shall be responsible for all day-to-day activities of UMTA in accordance with the policies approved by the Committees and delegations given by the CEO. The COO shall initially facilitate the operationalization of UMTA including recruitment of staff, setting up of various divisions envisaged under UMTA, with the help of handholding consultant and under the guidance of the CEO. Once UMTA gets operationalised, the COO shall be responsible for the functions of UMTA and presentation of periodic progress reports to the UMTA Committees. These progress reports shall be submitted to the CEO for his/her review.

The role and responsibilities of the COO of UMTA are recommended as below:

- Day-to-day operations of UMTA
- Overseeing and monitoring the activities of various consultants appointed by UMTA
- Overseeing and monitoring the activities of various divisional experts appointed within UMTA



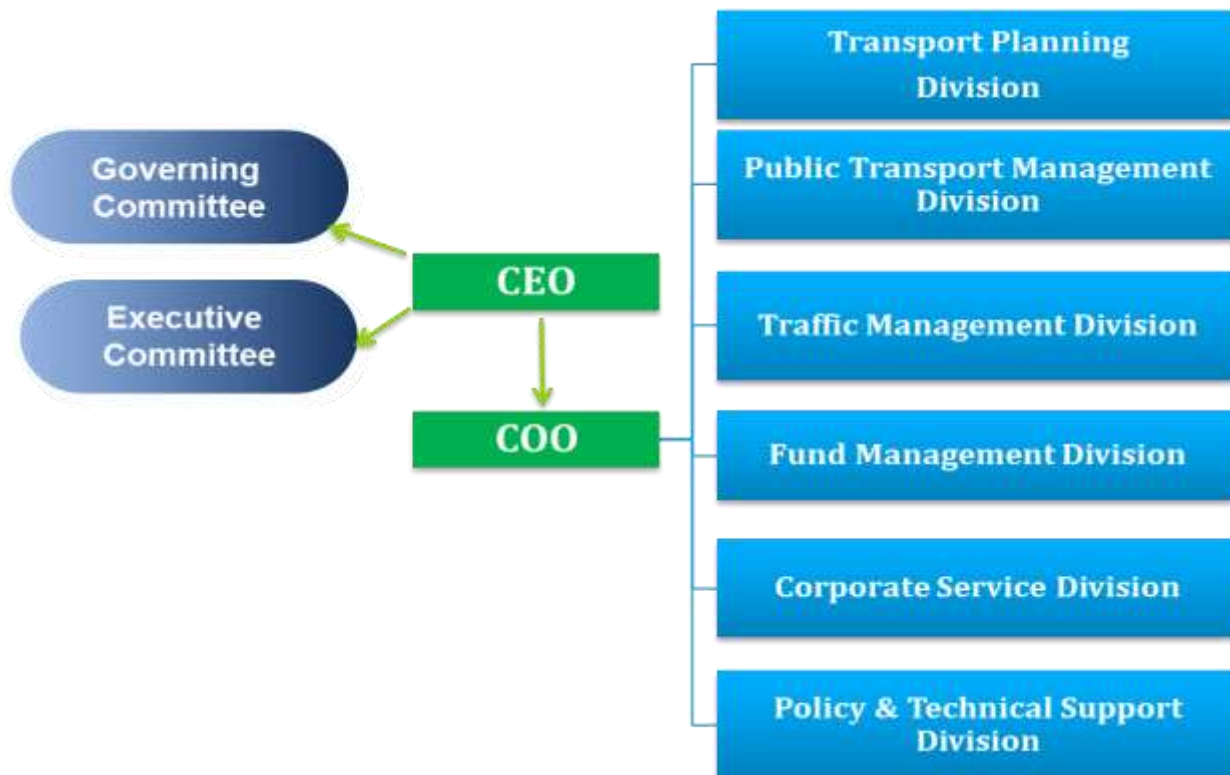
- Conducting and scheduling internal UMTA meetings
- Facilitating coordination with the CEO in transforming the decisions of the Committees into actionable outcomes
- Reporting progress of UMTA’s functioning
- Delegating and administering all technical functions of UMTA
- Ensuring smooth functioning of UMTA
- Any other role as delegated by the CEO

A detailed profile of the COO has been provided as template in Annexure IV.

#### 4.6 DEVELOPMENT OF ORGANISATION

The Governing and Executive Committees of Bhopal UMTA shall be assisted by a full-fledged Secretariat. This cell will be administratively managed by the COO, who in turn will report to the CEO of UMTA. In order to perform the various functions envisaged for 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. Exhibit 13 depicts the organisational chart of UMTA.

**Exhibit 13 Organisational Chart of UMTA**



The role and responsibilities of each of the divisions are highlighted in the following sections.

#### 4.6.1 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 Comprehensive Mobility Plan (CMP), along with other related plans, schemes and programmes for sustainable urban transport in Bhopal. The CMP shall be updated in coordination with BDA. The Transport Planning Division of UMTA shall have the following responsibilities:
- To comprehend a vision for Bhopal Urban Mobility Area's transport system from the planning perspective
  - To formulate policies for a sustainable urban transport system within Bhopal Urban Mobility Area
  - To prepare Comprehensive Mobility Plan for Bhopal Urban Mobility Area
  - To conduct Alternative Analysis on the basis of the proposed outcomes of the CMP
  - To regularly coordinate with the Urban Development Department/ Directorate of Town and Country Planning of Madhya Pradesh and oversee the integration of CMP with land-use plan of Bhopal
  - To oversee preparation of MYPs for urban transport by various implementation agencies
  - To coordinate with all relevant implementing agencies and monitor compliance with the CMP and the Transport Investment Programme
  - To estimate and prioritize short, medium and long term plans
  - To coordinate with other divisions of UMTA for integrated and holistic development of the transport system within Bhopal Urban Mobility Area
  - To assist and advise Government of Madhya Pradesh on matters relating to urban transport, in consultation with the other divisions
  - To perform all such other functions as may be allocated by the CEO and COO time to time
- B. **Public Transport Management Division:** The functions related to public transport related 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 ensure an integrated public transport system shall 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 Bhopal Urban Mobility Area
  - 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 Bhopal Urban Mobility Area in consonance the land-use pattern

- Coordinate with all relevant implementing agencies and supervise project implementation
- Contract public transport
- Issue licenses/permits/fitness certificates for public transport services
- Advise on monitoring and regulation of fees and charges for urban transport services
- Promote development of integrated multi-modal public transport systems for Bhopal
- Implementation of integrated ticketing system for public transport modes
- Perform all such other functions as may be allocated by the CEO/ COO 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.

**Traffic Management Division:** The Traffic Management Division shall have five key objectives to: improve highway safety, improve the efficiency of city roads, provide timely and accurate real-time traffic information, facilitate cooperative public and private partnerships that integrate transportation services, and provide customer services directly to the public on the operation of the transportation system. It also envisaged that this division undertake route rationalization.

One of the most important functions of Bhopal UMTA shall be to coordinate with the various implementing agencies and create a seamless transport management system for Bhopal 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
- Implementation of other ITS applications

C. **Fund Management Division:** This division shall manage all the financial matters including management of the UTF, preparation of financial plan, preparation of budget and accounts, etc. It 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:

- Fund public transport services so as to provide seamless mobility and an integrated public transport system
- Fund / arrange / recommend / approve funding for urban transport infrastructure in whole or in part, in consultation with the Transport Planning Division
- Management of UTF
- 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
  - Perform all such other functions as may be allocated by the CEO/ COO time to time
- D. **Corporate Service Division:** This division will be responsible for providing administrative and human resource support to all divisions of UMTA. Key services of this division shall be to:
- Prepare human resource and administrative policies
  - Perform administrative and human resource related functions
  - Perform information technology, communications related functions
  - Preparation of annual plans and reports
  - Perform all such other functions as may be allocated by the CEO/ COO time to time
- E. **Policy and Technical Support Division:** This division shall conduct research and studies to facilitate all other divisions and other urban transport agencies in Bhopal to take appropriate decisions. It shall also provide technical input to all the divisions and shall prepare technical standards and guidelines. This division shall also maintain a 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:
- Provide policy assistance to Government of India, Government of Madhya Pradesh/State Authority and local agencies in Bhopal in the form of analytical inputs to prepare national/state/local level urban transport policies, standards and guidelines
  - Conduct research studies and awareness about good practices in urban transport
  - Maintain records related to urban transport, including details of projects, services and funding
  - Develop, monitor and report performance indicators for urban transport
  - Monitor and advise on public transport safety
  - Conduct research on innovative and sustainable transport solutions and their applicability in Bhopal at large
  - Prepare standards and guidelines specific to transport engineering or as deemed necessary time to time
  - Provide technical input to other divisions
  - Coordinate with relevant implementing agencies and supervise project implementation, if required

- Oversee development and operation of urban transport systems and facilities
- Review and ensure project implementation timelines
- Supervise and monitor the implementation of projects (by consultants or otherwise) at regular intervals
- Set up of a knowledge management centre for collation of information on urban transportation;
- Undertake capacity building activities for UMTA staff
- Perform all such other functions as may be allocated by the CEO/COO time to time

## 4.7 UMTA SECRETARIAT

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

- Provide technical input to the Governing and Executive Committees, whenever required, in undertaking strategic decisions;
- Implement the decisions of by the Governing and Executive Committees;
- 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 Committees;
- Organize and keep records of meetings conducted by the Committees.

### 4.7.1 Organisation Staffing

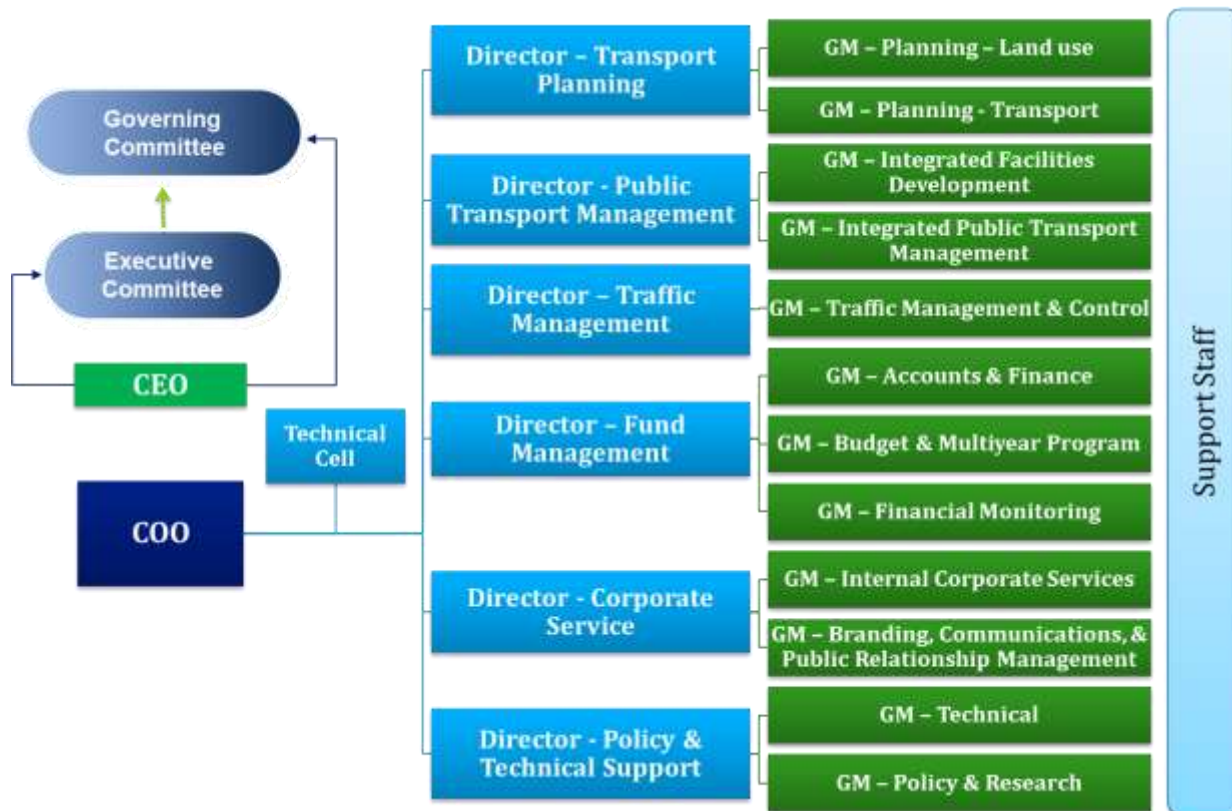
Each of the above mentioned divisions shall be headed by a Director. The Directors shall report to the COO and CEO and shall be responsible for ensuring that all matters of the Governing Committee are managed in a systematic, orderly and timely manner, in accordance with the policies and procedures agreed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

The chart in Exhibit 14 provides the details of the staff in each division of UMTA. 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 Annexure IV to this operations document.

Apart from key professionals outlined in the organizational chart, support staff shall also be appointed for smooth functioning of the Authority. Some aspects of UMTA's activities, such as UTF management, accounting, information technology and communications may be outsourced

to service providers. Consultants may be employed for distinct activities such as preparation of the Comprehensive Mobility Plan, development of standards and guidelines, review of proposals and audit of implementation, preparation of contracts, preparation and delivery of awareness campaigns and conducting research. Based on the policy adopted by UMTA in carrying out these activities, by either outsourcing or implementing them through in-house staff, the actual number and layers of staff should be finalized.

**Exhibit 14 Organisation staffing within UMTA**



#### 4.8 APPOINTMENT OF SECRETARIAT

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

It is suggested that the staff of UMTA should 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 various state departments/State Authority or local departments. This would allow UMTA to be staffed quickly and the staff to be repatriated to their parent department, if they are found unsuitable or in case their services are no longer required. Also, the staff on deputation



may be given the option of being permanently absorbed in UMTA, after assessing their performance for a period of two to three years. The recruitment processes to be followed are provided in Chapter 6.

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 UMTA.

## 4.9 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 Committee may, by order, delegate any of its powers or duties under the Act or any rule made under it to the Executive Committee, the CEO, to one or more than one of the officers employed in its Secretariat or to any sub-committee of the Governing Committee. Delegation of powers may be broadly categorised into two parts:

- Functional delegation
- Financial delegation

### 4.9.1 Delegation of Functional Powers to CEO

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

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

### 4.9.2 Delegation of Financial Powers to CEO

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

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

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

The delegation of powers to the technical cell members have been provided in the subsequent section.

#### 4.9.3 Delegation of Powers to technical cell members

This section outlines the functional and financial powers delegated to officials in the executive office, which will comprise the COO, the divisional directors, general managers and support staff of UMTA. Exhibit 15 below outlines the powers recommended to be delegated to officials in the Authority.

**Exhibit 15 Delegation of Powers and Functions within UMTA**

Designation	Functional Powers	Financial Powers
<b>Chief Executive Officer</b>	Reports to the Governing Committee Line management for all staff	Up to Rs. 30 crore for approved expenses within the annual budget
<b>Chief Operating Officer</b>	Reports to the Chief Executive Officer	Up to Rs. 10 crore for approved expenses within the annual budget.
<b>Director</b>	Reports to the Chief Operating Officer	Up to Rs. 1 crore for approved expenses within the annual budget.
<b>General Manager</b>	Reports to the Director	Up to Rs. 20 lakhs for approved expenses within the annual budget.
<b>Support Staff (At the level of Manager)</b>	Reports to the GM	Up to Rs. 10,000 for approved expenses within the annual budget.

The details of the role and responsibilities of the executive officials have been outlined for reference as templates in Annexure IV.

#### 4.9.4 Management of Delegations

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

The original instruments containing the delegations authorised by the Governing Committee shall be retained in written form by the Director Finance.

Both the Director Finance and General Manager Accounts and Finance should obtain and maintain specimen signatures of the financial authorizing senior officials of UMTA at all times.

All new contracts and any renewal of existing contracts to be signed by the Governing/Executive Committee 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 COO. 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 Executive Committee.

## 4.10 CONCLUSION

This chapter described the process of operationalization of Bhopal UMTA, with description of various aspects such as the engagement of consultant for handholding support, setting up of Committees of UMTA, procedures for appointment of the CEO, COO 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 Bhopal UMTA.

## 5. OPERATIONALIZATION OF FUNCTIONS

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### 5.1 INTRODUCTION

The basic objective behind formation of an umbrella organization like UMTA in Bhopal is to address the existing institutional gaps and overlaps in transport planning and management.

In this context, this chapter outlines the 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.

### 5.2 POLICIES, PROGRAMMES, STANDARDS AND GUIDELINES

There exist various policy issues concerning urban transport in Bhopal. Some of them relate to balancing the supply and demand of various transport services, type of mode shares, 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 levels of government (central/ state/ local) depending upon which level is better equipped to handle the related financial and technical issues.

Further, policy decisions pertaining to land-use in Bhopal, which are undertaken by BDA and Town and Country Planning Department have huge implications on urban transport. For example, parts of the city that are compact and congested 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, large stretches and open spaces of the city 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 instances, policies may give preference to TOD.

Considering the fact that UMTA of Bhopal shall be closely involved in overseeing the local urban transport needs, it would 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 State Authority on urban transport matters which would include providing analytical inputs, recommendations, advice and assistance on urban transport policy, standards and guidelines.
- Provide inputs to BDA, BMC and other ULBs for developing urban transport policies, strategies, standards and guidelines for the Urban Mobility Area in accordance with national and state level policies, standards and guidelines.

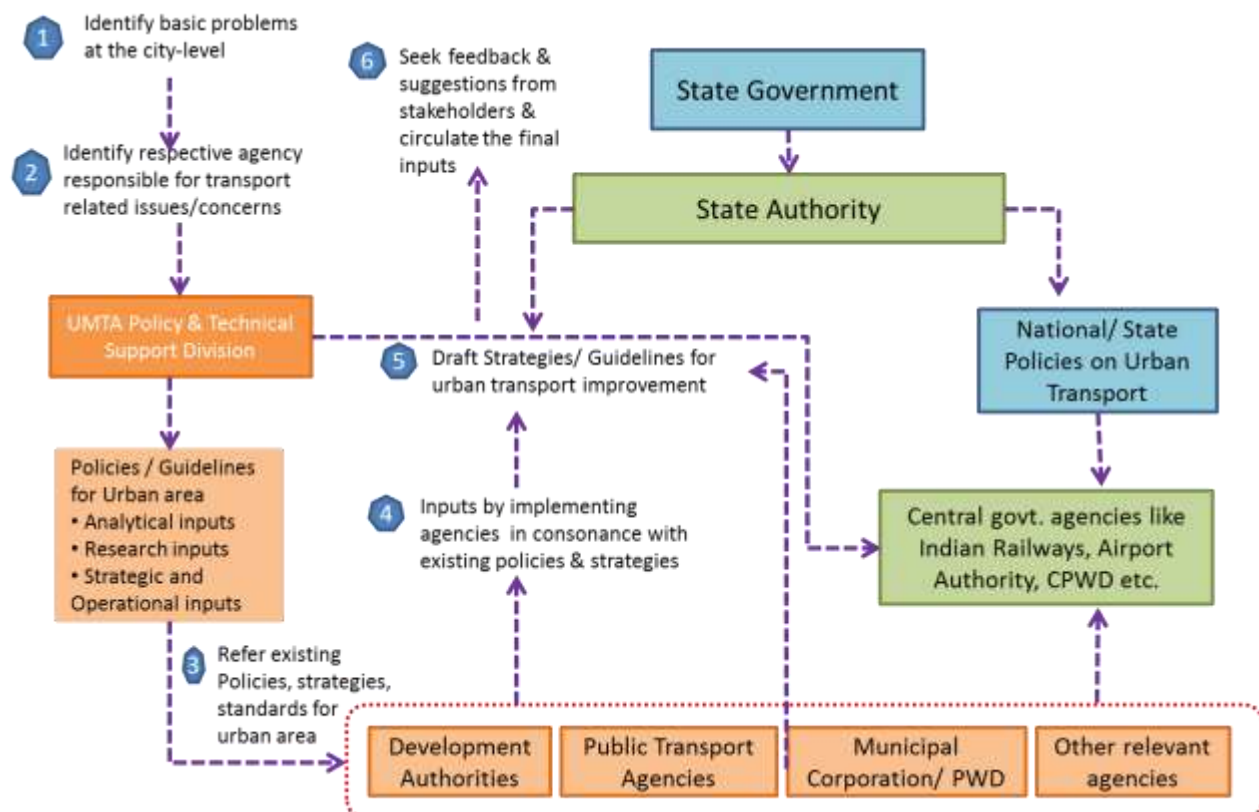
UMTA, through its Policy and Technical Support Division, would carry out the activities required to implement these functions.

### 5.2.1 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 Madhya Pradesh, State Authority and ULBs in Bhopal for preparation of urban transport policy for Bhopal 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 Bhopal, it can provide relevant analytical inputs through its own analysis and experience. For example, it could provide inputs on costs incurred in management of parking infrastructure, revenue potential from infrastructure used for advertising, etc.
- ✓ **Research inputs:** UMTA shall carry out any research exercise that it has undertaken by itself or has been requested by Government of Madhya Pradesh or any central level agency for the preparation of urban transport related policies, standards and guidelines. E.g. UMTA may provide research inputs on traffic management related issues, use of information technology in urban transport, etc.

**Exhibit 16 Process flow chart for providing inputs to urban transport policy, standards and guidelines**



- ✓ **Strategic and operational inputs:** UMTA may also provide strategic inputs in overall improvement of urban transport in Bhopal Urban Mobility Area. For example, For example, it may provide inputs on applicability and feasibility of congestion charges scheme. Further, UMTA may provide inputs on identifying innovative sources of funding for urban transport.

The process flow chart for carrying out these functions is presented in Exhibit 16.

Hence, as per the above depicted flow chart, UMTA's Policy and Technical Support Division shall be responsible for preparation of Urban transport policies and standards for Bhopal Urban Mobility Area as deemed necessary by Government of Madhya Pradesh time to time. The steps involved in carrying out the activities 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 diagnose the problem correctly and distinguish the repercussions of the problem from the actual problem. For example, in case a certain stretch of Bhopal faces heavy congestion, it 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 true 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.

**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 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:** UMTA should refer to any existing policies and guidelines that have been prepared by the Central Government and Government of Madhya Pradesh. 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 adaptation / adoption of existing policies, standards and guidelines.

**Step 6:** 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 7:** 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 for monitoring its propositions, wherever applicable. This could be used by any level 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 8:** 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 refers to the document - “A Guide to Policy Development”, Office of the Auditor General, Manitoba, 2003 – for carrying out the above mentioned function.

### 5.2.2 Service Level Benchmarking

Service level benchmarking in the context of urban transport, is a process of comparing performance levels against set targets or best practice cases. It helps in identifying the existing gaps and challenges in urban transport systems. Benchmarking is well recognized as a crucial mechanism for introducing accountability in service delivery. It can help a city in identifying performance gaps and facilitating improvements, through continuous sharing of information and best practices, ultimately resulting in better service delivery.

To measure the performance of urban transport parameters over time in Bhopal, it is important that the performance levels are monitored against set benchmarks. In this context, MoUD has initiated an exercise to define service level benchmarks, for the following areas of intervention:

- Public transport
- Pedestrian infrastructure facilities
- Non-motorized transport facilities
- Use of ITS
- Travel speed along major corridors
- Road safety
- Availability of parking facilities
- Pollution levels
- Land-use and transport integration

Exhibit 17 Process of service level benchmarking



- Financial sustainability of public transport

In the context of Bhopal, the role of UMTA would be to monitor the performance on parameters highlighted by MoUD. These performance measurements, once estimated by UMTA, shall be reported to Government of Madhya Pradesh, which will then undertake steps for disseminating the data. For UMTA to precisely measure the performance in relation to the set benchmarks, it would have to adopt clear definitions and methodologies to eliminate any bias in measurement and reporting.

The output expected from UMTA in this context would be periodic performance reports on the service level benchmarks. The periodicity of these reports shall be finalized by the Governing Committee at the time of finalization of functions of UMTA. The following guiding principles would be useful for initiating performance reporting:

- To begin with, data formats and processes defined for performance measurement should be kept simple.
- The chairperson of UMTA shall take the lead in making the service level benchmarking operational
- UMTA staff should be provided training and orientation on service level benchmarking to enable them discharge their respective responsibilities.

For the SLBs defined by MoUD refer to “Service Level Benchmarks for Urban Transport at a Glance”<sup>5</sup>. Exhibit 17 highlights the process of service level benchmarking.

### 5.3 COMPREHENSIVE MOBILITY PLAN

One of the prime functions of UMTA as identified in Chapter 3 is the preparation of a Comprehensive Mobility Plan (CMP) for Bhopal Urban Mobility Area. The CMP shall act as a macro-level plan and a vision statement, which determines the direction in which the transport system of Bhopal 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 to meet the mobility needs of the urban area. It shall aim at developing sustainable urban transport strategies for providing a safe, secure, efficient, reliable and seamlessly connected urban transport system that supports and enhances economic, social and environmental stability. Hence, as identified in Chapter 3, the preparation of a Comprehensive Mobility Plan is one of the prime functions of UMTA. Exhibit 18 discusses the case study of Transport Master Plan for Colorado.

Conventional transportation plans often focus more on improving vehicular movement, without paying much attention to the overall concept of accessibility and mobility of people and goods. They majorly emphasize on infrastructure development such as building road networks and flyovers as a way to improve mobility of vehicles, without factoring in the welfare of non-motorized commuters and pedestrians. CMP shall differ from conventional transport plans on at least two counts:

- a. It shall adopt a scientific approach to understanding the mobility needs of people, and

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<sup>5</sup> Refer - <http://jnnurm.nic.in/wp-content/uploads/2010/12/SLB-Urban-Transport.pdf>

optimizing networks designs so as to better utilize the available infrastructure and improve public infrastructure.

- b. It shall aim at integrating land-use and transport planning. Since land-use planning influences travel patterns, CMP shall scrutinize the land-use patterns from the perspective of developing urban transport. For example, in achieving transit oriented development (TOD) and reducing reliance on private vehicles, the CMP shall integrate commercial and residential areas development with mass transit development.

#### **Exhibit 18 Case Study-Boulder, Colorado**

##### **Boulder's Transport Master Plan, Colorado**

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

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

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

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

The following sections highlight some of the broad guidelines and components of CMP, which shall act as guidelines in preparing CMP<sup>6</sup>. In the context of Bhopal, the Comprehensive Transport Study or the CTS exists with a horizon period of 2011-2041. UMTA may adopt the CTS as the base document for preparing the CMP and integrate it with the master-plan. A case study on the transport master plan of Colorado is presented in Exhibit 18.

### **5.3.1 Guidelines to development of a CMP**

The successful development of a CMP would require collaboration among various levels of

<sup>6</sup> For detailed guidelines, refer to CMP Revised Toolkit, 2014

government and relevant urban transport stakeholders. It should give consideration to all modes of transport in Bhopal and focus on their interconnectivity. The key steps to be followed during preparation of CMP would include the following:

### **Step 1: Understanding the city**

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

- Spatial distribution of population
- Population growth rates
- Population density
- Sex ratio
- Literacy level
- Employment structure
- Economic profile of Bhopal Urban Mobility Area

### **Step 2: Identifying issues and challenges**

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

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

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

- Traffic volume count survey
- Origin-destination survey (household O-D, roadside O-D)
- Turning movement survey at intersection
- Occupancy survey
- On and off-street parking survey
- Road network inventory survey
- Passenger terminal inventory survey
- Speed flow survey
- Bus Transport: Boarding/ Alighting survey
- Bus passenger user survey
- Other Public Transport Modes: Boarding/ Alighting survey
- Other Public Transport Modes: User survey
- Intermediate Public Transport: User survey

- Intermediate Public Transport: Operator Survey
- Goods Focal Point – Entry exit survey
- Goods Focal Point – Parking survey
- Goods Focal Point – Vehicle operator survey
- Establishment survey
- Work place survey
- Floating vehicle population survey
- Home interview survey

### **Step 3: Outlining a vision for CMP**

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

Examples of the CMP vision can be:

- Seamless inter-modal transfer and single travel experience to the commuter by connecting various transportation modes including non-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 quality of life with minimal environmental impact.
- To achieve a sustainable transport system in the city, that achieves and balances social, economic and environmental objectives.

### **Step 4: Set objectives and strategic targets**

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

### **Step 5: Integration with Land-Use Plan**

It is imperative that the CMP be integrated with the existing land-use plan of the city for minimizing the gap in travel demand and supply. In the process of integration, the CMP shall review the future land-use patterns from the mobility optimization point of view and shall select a preferred pattern of land-use and transport integration if necessary. In view of this, section 5.3.2 provides the guidelines for integrating land-use plan and CMP.

### **Step 6: Predicting future scenarios**

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

### **Step 7: Ascertaining future funding provisions**

Prior to developing strategies for urban transport which meet the predicted desirable scenarios, it is important to ascertain funding sources to fund the potential propositions. Even though it is true that funding sources vary time to time, depending on the economy of Bhopal, the political agenda, etc. an attempt should be made to predict the funding provisions that will be available in the short, medium and long term, so as to set a fund estimate in the process of planning. This process would involve seeking inputs from the Finance and Transport Departments of Madhya Pradesh 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 important to explore the potential viability for private sector partnerships, especially where there are clearly-identifiable benefits which can be attributed to the private sector.

### **Step 8: Designing mobility improvement strategies**

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

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



- Disabled-friendly transport plan
- Low emission plan

Each strategy should involve multiple actions that 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 prioritised into short, medium and long term, to guide implementation. Therefore, the planning process should involve cost - benefit analysis of each strategy and action to assess its positives and negatives. The economic analysis and prioritisation framework has been discussed in subsequent sections.

### Step 10: Developing an implementation programme

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

- Implementation strategy of the selected plan
  - Short term plan
  - Medium term plan
  - Long term plan
- Corridors for MRTS (rail and road)
- Redevelopment of existing urban areas
- Local area plans
- Street redevelopment programme

#### Key Outputs of the CMP

- Develop a short term action plan (0-5 years horizon) for addressing critical traffic issues within Bhopal Urban Mobility Area.
- Collection/ update of household, land-use, and travel demand data.
- Formulation of transport strategy for Bhopal Urban Mobility Area.
- Formulation of proposals for transit-oriented development and integration of all public transport systems within Bhopal Urban Mobility Area.
- Identification of a phased programme of transport investments proposals.
- Formulation of proposals for future expansion of public transport systems.
- 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 Executive and Governing Committees for approval. All necessary comments/suggestions provided by the Governing Committee should be incorporated in the final CMP report before submission to the State Authority for its consideration and Government of Madhya Pradesh for its approval.

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

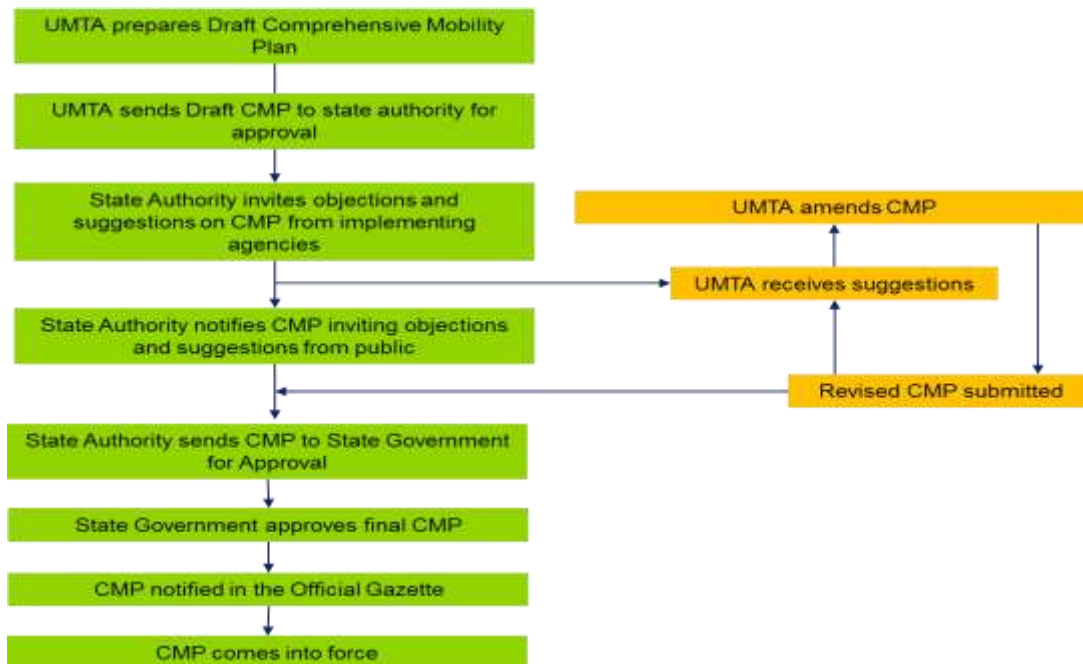
- Are the vision and objectives set earlier in the CMP still relevant, given the dynamic social and economic environment of the city?
- What have been the results and outcomes of the CMP? Were these outcomes originally intended?
- Has the CMP fulfilled expectations of all concerned stakeholders?
- How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

### Step 12: Reviewing Outcomes Post CMP Preparation

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

During the process of CMP preparation, UMTA should solicit suggestions and feedback from the implementing agencies and relevant stakeholders and discuss them at length internally with its

**Exhibit 19 Process of CMP Approval**



divisional heads. CMP shall be prepared after considering each of these comments and suggestions.

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

preparation.

### Responsibility for CMP preparation/revision

UMTA shall be solely responsible for the preparation of Comprehensive Mobility Plan for the area under its jurisdiction. Considering the volume of work involved in preparing a CMP, UMTA may hire a consultant for successfully carrying out the task. In case UMTA decides to adopt the existing CTS 2011 as the base document for preparation of CMP, then for any required revision/update/modification of the same, UMTA may either appoint a consultant or deploy its own staff for the same. Also, since UMTA shall be solely responsible for the document, it should closely coordinate with the consultants during the process of CMP preparation.

The detailed tasks and survey information for preparation of CMP to be undertaken by Bhopal UMTA may be referred from the Revised CMP toolkit issued by MoUD, GoI. 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.

### Planning Horizon

The CMP is a macro-level strategic document that proposes investments in the transport sector with long term impact on climate change and other issues. Since CMP 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 Bhopal has an intrinsic relationship with its land-use pattern, the planning horizon of CMP should be synchronized with that of the land-use plan, so that planning and implementation of both the plans may be carried out in a coordinated manner.

### Revision Horizon

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

#### 5.3.2 Relationship between Land-Use Plan and CMP

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

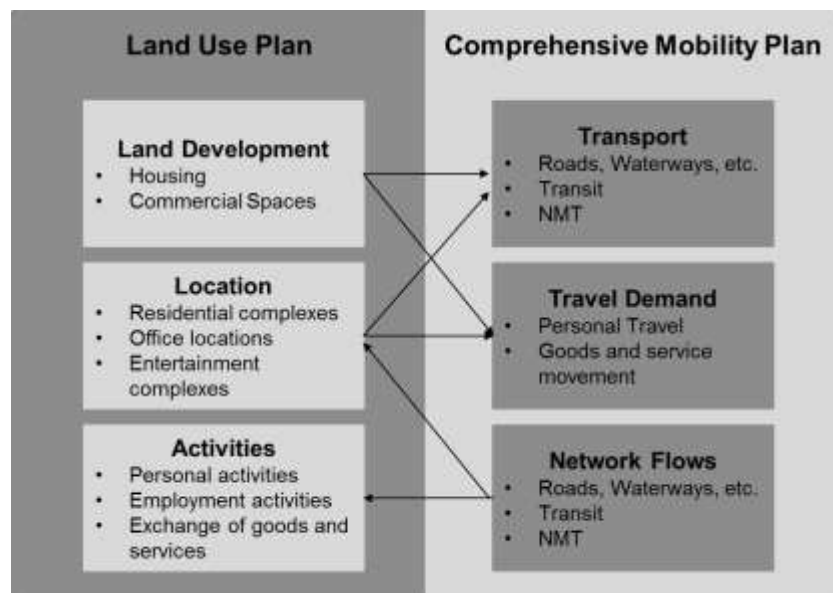
It is important to understand that there exists a direct two-way relationship between land-use and transport planning.

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

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

Given the profound relationship between land-use 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. 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 Bhopal from the mobility optimization point of view and select a suitable pattern of land-use and transport integration. Exhibit 20 depicts the relationship between the land-use plan and CMP.

**Exhibit 20 Relationship between land-use plan and CMP**



### Guidelines to integration of Land-Use Plan and CMP

The process of integrating land-use and transport plans may be undertaken after assessment of the current transport scenario, prediction of the likely future scenarios, but before the formulation of urban transport strategies. The following are guidelines for undertaking integration of CMP with the land-use plan<sup>7</sup>:

#### Step 1: Deploy persons to initiate the process of integration

UMTA may hire a consultant or form a committee of its own staff, responsible for integrating the CMP of Bhopal Urban Mobility Area with its land-use plan, since the jurisdiction of UMTA may

<sup>7</sup> 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.

extend outside the delineated boundary of Bhopal Urban Mobility Area.<sup>8</sup>

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

The next step shall be to review and assess in detail all previous plans pertaining to land-use of Bhopal Urban Mobility Area<sup>9</sup>. Assessments of land-use changes are necessary for three main reasons:

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

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

### **Step 3: Establish assumptions for the future**

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

### **Step 4: Estimate Bhopal Urban Mobility Area's population and employment growth**

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

### **Step 5: Identify land with potential for development**

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

### **Step 6: Assign population and employment to specific locations**

This step shall use land availability, cost of development, and the attractiveness of various areas to estimate the amount and type of growth that will occur in each area. This stage may require

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<sup>8</sup> 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).

<sup>9</sup> In places where UMTA's jurisdiction extends over more than one ULB, the land-use plans for each of these urban areas need to be considered and integrated in the CMP preparation process.

expert interviews and discussions, statistical trend analysis and integrated transportation and land-use models.

**Exhibit 21 Process flow chart of integration of Land –use plan and Comprehensive Mobility Plan**

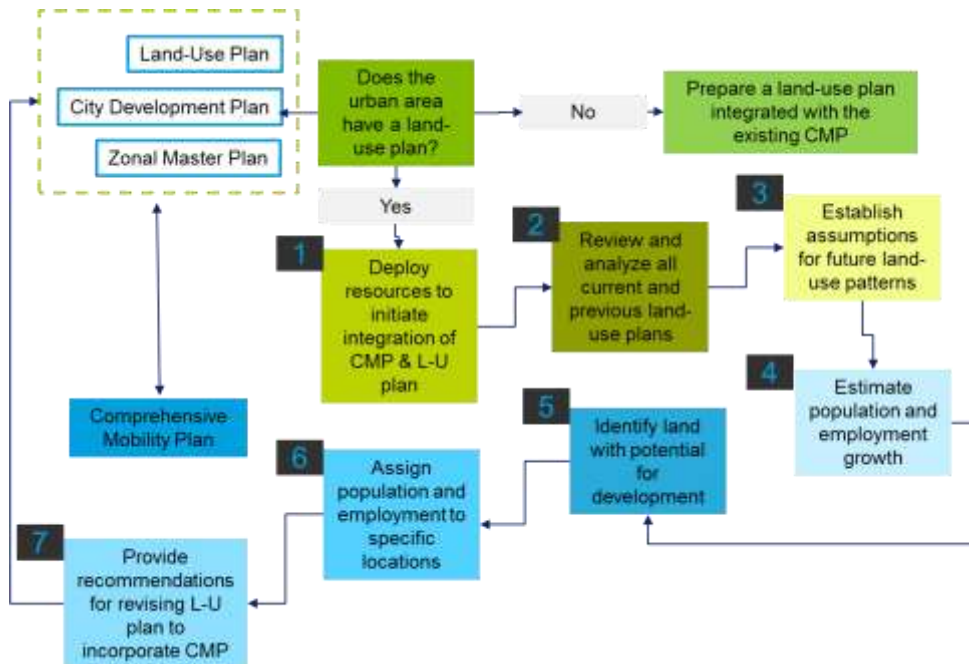


Exhibit 21 displays the integration of land-use plan and CMP.

**Step 7: Provide recommendations for revising Land-Use Plan to incorporate the CMP**

UMTA should also provide recommendations on revisions/preparation of Bhopal’s land-use plan, in order to incorporate the component of transport planning undertaken in the CMP. The recommendations should essentially strive to achieve the following:

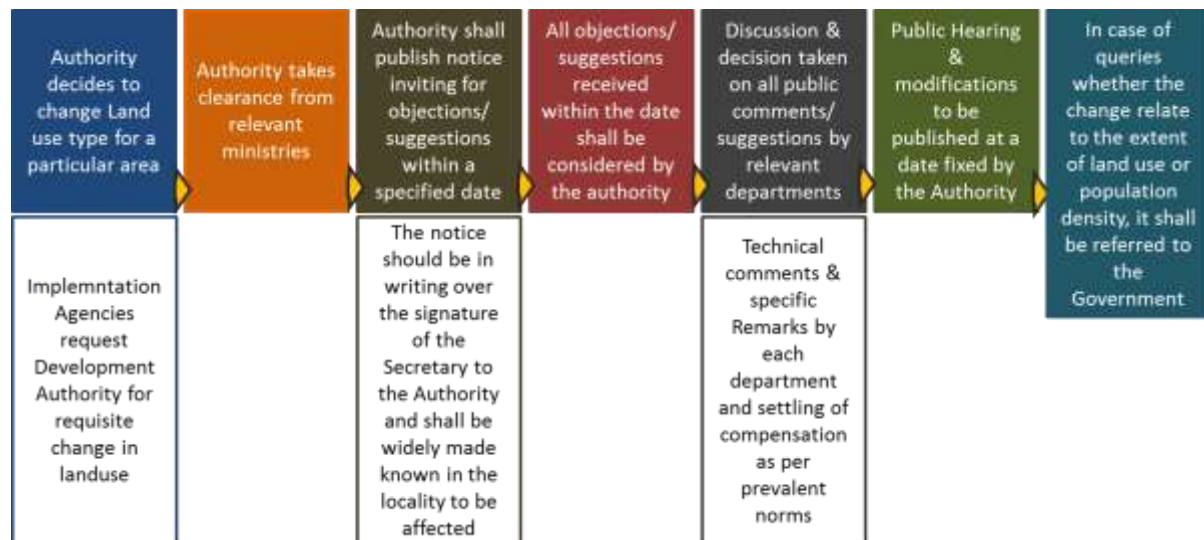
- Functional cohesion of land-use and transport structure in the Urban Mobility Area. While planning for the city of Bhopal, it needs to be ensured that all the areas are properly accessible and well - connected.
- The land-use plan should ensure that the transport network, existing as well as proposed,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

Consideration of these aspects while preparation of the land-use plan are of prime importance and should be taken up as prime responsibilities of the Directorate of Town and Country Planning and BDA. Government of Madhya Pradesh should be sensitized about the importance of these incorporations in the process of land-use plan preparation. The procedure for change in land-use plan shall be based on the Act prescribed by the ULB. 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. The broad procedure undertaken for modification of land-use plan from that



specified in the Master/Development Plan to be undertaken by the BDA, is provided in Exhibit 22 below:

**Exhibit 22 Process flow chart of modifying land-use plan**



**Exhibit 23 Case Study- Singapore**

**Land-use and transport integration in Singapore**

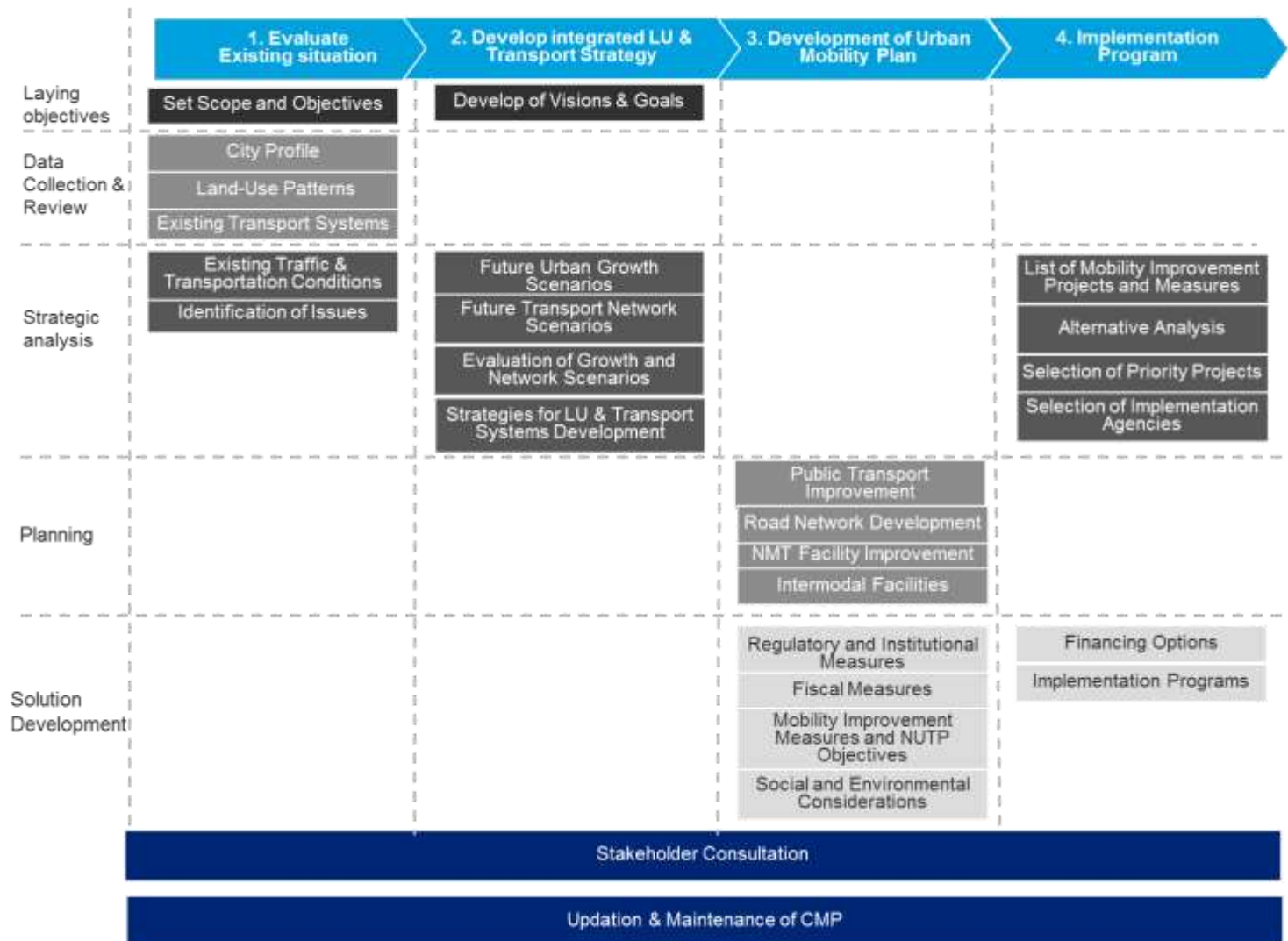
Land-use and transport planning in Singapore is facilitated by two agencies: Urban Redevelopment Authority (URA) and Land Transport Authority (LTA), respectively. URA prepares long term strategic plans, known as **Concept Plans**, which represent a successful example of integrated strategic planning.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

The Concept Plan is not a statutory plan, but provides the framework for the preparation (also by the URA) of statutory land-use plans – known as Development Guide Plans (DGPs), which together form what is known as the Master Plan. Further, the Concept Plans incorporate transport policies and the major transport infrastructure networks and facilities, and provide the framework for the formulation and implementation of more detailed transport strategies, policies and programmes by the LTA in support of the Concept Plans. The Concept Plans, therefore, cover aspirations that the community wants to achieve, and confronts major strategic trade-offs and dilemmas. The DGP and the Transport Plans (TPs) take the Concept Plans as a starting point and provide the details of how the aspirations are to be achieved. The operational plans, which are further detailed plans prepared by implementing agencies (Housing and Development Board and Jurong Town Corporation) then bring the Concept Plans to fruition. It can be argued that the relative absence of departmental silos and use of cross-agency committees make a great contribution to integration of government policy formulation and decision making in Singapore. This can be replicated for the Indian case, given the will of technical staff and leadership.

Exhibit 23 discusses the case of land-use and transport integration in Singapore, while Exhibit 24 illustrates the CMP preparation process.

Exhibit 24 Preparation of Comprehensive Mobility Plan

### CMP PREPARATION PROCESS



### 5.3.3 Stakeholder Consultation

In order to make the preparation of CMP an inclusive process, it is important to involve key stakeholders including various beneficiary groups at the time of preparation, to achieve a shared understanding of the future urban transport system in Bhopal. Therefore, continuous consultations with the identified stakeholders shall be an important task in CMP preparation, implementation and review stages. Exhibit 25 discusses the process of stakeholder consultations in Singapore. The key stakeholders in CMP preparation process shall include the following:

- i. Government bodies like state-level UMTA, BMC, BDA, Public Works Department, Capital Projects Administration, Traffic Police, Madhya Pradesh Transport Department, etc.
- ii. Central Government agencies like NHAI, Indian Railways, etc.
- iii. Elected representatives from Bhopal (Mayor), Madhya Pradesh (Members of Legislative Assembly, Transport Minister)
- iv. Experts in the field of transport from academic institutes and research bodies and consultants or practitioners in the field.
- v. Non-government organisations / civil society organisations
- vi. Operators like auto rickshaw unions, private bus operators or informal operators
- vii. Organized user and beneficiary representative groups

It is important to work with key stakeholders identified above individually and collectively, as they have extensive ground experience of working in Bhopal 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 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 Executive Committee. Following are the key guiding principles for stakeholder consultations<sup>10</sup>:

- Policy-making should be inclusive and should take into account the views of stakeholders. Public officers should see inherent value in stakeholder feedback.
- The outcome of consultations should not be pre-determined.
- Consultations should involve a fair representation of all stakeholders who are affected, interested and/or can contribute to the policy development process.
- Modes of consultation should be carefully selected to reach out to the relevant stakeholders and gather the appropriate types of information.



<sup>10</sup> Refer to Public Consultation Toolkit, Ministry of the Information, Communications and the Arts (MICA), Singapore, 2010

- The consultation process should be conducted in a transparent, consistent, structured and timely manner. Sufficient time should be given to those being consulted to understand and respond to an issue.
- Consultation material should provide sufficient background information that is clear and easily understandable by participants.
- The scope and parameters of the consultation should be clear to the participants to set the right expectations. Participants should be provided with a clear understanding of how their inputs will be sought and managed.
- UMTA should be responsive and follow through with stakeholders on how their feedback was considered and the extent of its impact on the policy in a constructive manner
- UMTA should ensure that the consultation process is mutually respectful, non-discriminatory and equitable, regardless of gender, race, age, educational levels or religious beliefs.

#### Exhibit 25 Case Study- Master Plan Consultations, Singapore

##### Public Consultations for URA Master Plan 2008

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

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

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

#### 5.3.4 Economic analysis and project prioritization

The CMP of Bhopal Urban Mobility Area would comprise a number of strategies which would be broken down into projects that would drive investment plans for Bhopal'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 projects with such long gestation periods and high investment levels. 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/ foot-over-bridges/ road signage/ cycle tracks/ ramps, etc.
- Traffic management
- Improving parking facilities
- Constructing terminals integrating different modes

### Framework for Economic Analysis

In order to understand the feasibility and viability of each project, its costs, benefits and impacts need to be ascertained. Benefits and Impacts associated with a project can be compared with a scenario where the project is not undertaken. The benefits can then be assessed as follows:

- The savings in vehicle operating cost and maintenance cost due to a more efficient transport network that has resulted because of the project. The project 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. shall be computed. These costs shall 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 monetised using the price used for carbon credits.

Once costs and benefits have been computed, indicators such as economic internal rate of return, net present value, and benefits to costs ratio can be estimated, and projects may be compared across these parameters.

### Sensitivity Analysis

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

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

### Framework for Project Prioritization



Prioritisation of projects for improvement of the transport scenario in Bhopal is one of the most important aspects in successful project implementation. The project prioritization process as part of the CMP, shall enable greater planning efficiency. The project prioritization may be done by applying weightages to various parameters as decided by the UMTA Governing/Executive Committee<sup>11</sup>. Prioritising transport projects may be a difficult task since many sustainable transport projects may have equal priority and hence, their planning may be phased out based on short, medium and long term planning.

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

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

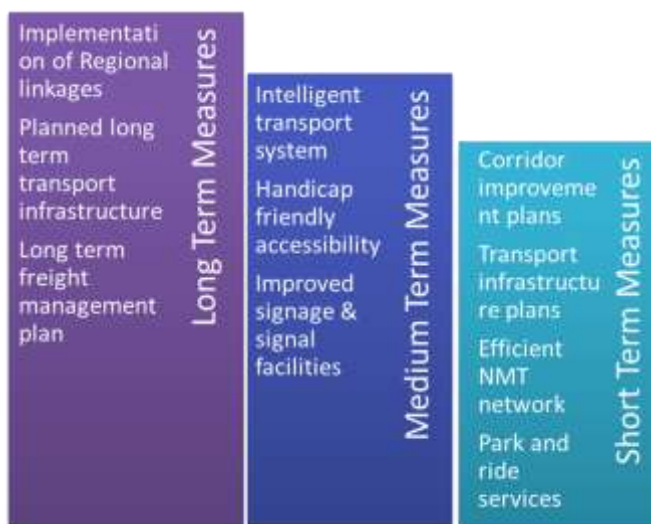
**Framework for project prioritization**

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.
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 26 Prioritisation Guidelines: long, medium and short term**

Exhibit 26 emphasises the prioritisation guidelines on a long, medium and short term basis. The prioritisation of projects may be categorised over different time frames based on the following criteria:

- Short-term projects should be based on area level traffic circulation plans, improving the safety and accessibility of pedestrians, cyclists and public transport users, implementing traffic signals etc.



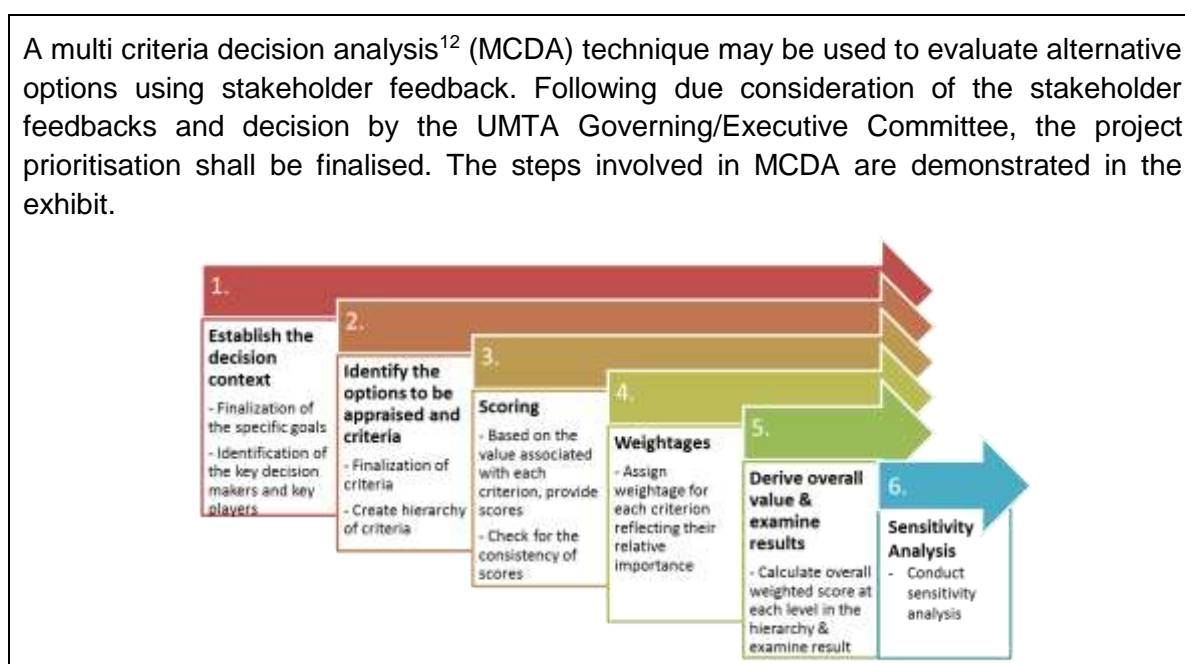
<sup>11</sup> Refer to Preparing a Comprehensive Mobility Plan – A Toolkit, MoUD, 2014 for guidelines to setting criteria to project prioritization.



- Medium-term projects may involve implementation of corridor level cycle tracks, mass transit corridor, public transport fleet improvement, parking policy development. The medium term measures may largely aim at improving the public transport and NMT modal shares.
- Long-term projects include implementing city level networks for walking and cycling, mass transit networks, parking regulation measures, pricing strategies and other such measures aimed at improving the overall road network to provide adequate accessibility for existing developed areas and to meet the overall vision of the CMP for Bhopal.

A tentative project prioritisation plan along with the CMP shall be proposed to be discussed with all key stakeholders for their feedbacks and suggestions. Exhibit 27 highlights the project prioritisation plan following MCDA technique.

**Exhibit 27 Project Prioritisation Plan following MCDA**



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 MRTS is best suited. This has been explained in the following section.

### 5.4 ALTERNATIVE ANALYSIS

Following the planning for sustainable mobility options for Bhopal Urban Mobility Area, the next major process is Alternative Analysis. Among various strategies proposed, the CMP of Bhopal 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. The CMP will also spell out all transport alternatives for the proposed corridor(s).

<sup>12</sup> eprints.lse.ac.uk

Alternative Analysis (AA) shall evaluate the alternatives for the identified corridor and suggest 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 defined criteria and select the alternative best suited for the corridor. Therefore, during AA, the priority corridor identified in the comprehensive planning is studied in detail, focussing on the effects of alternative solutions on the corridor’s transportation problems. The alternatives shall be analysed in detail based on the following basic criteria:

- Overall benefits and public well-being achieved due to the project
- Effective cost involved in project implementation
- Impact caused by each alternative and its expense
- 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 key stakeholders and implementing agencies. The report shall be cleared only after the approval of the final alternative by the UMTA Governing Committee.

Based on the AA report, the Transport Investment Programme 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 28 gives a gist of the various steps involved in the process of AA.

**Exhibit 28 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 <sup>13</sup>
	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

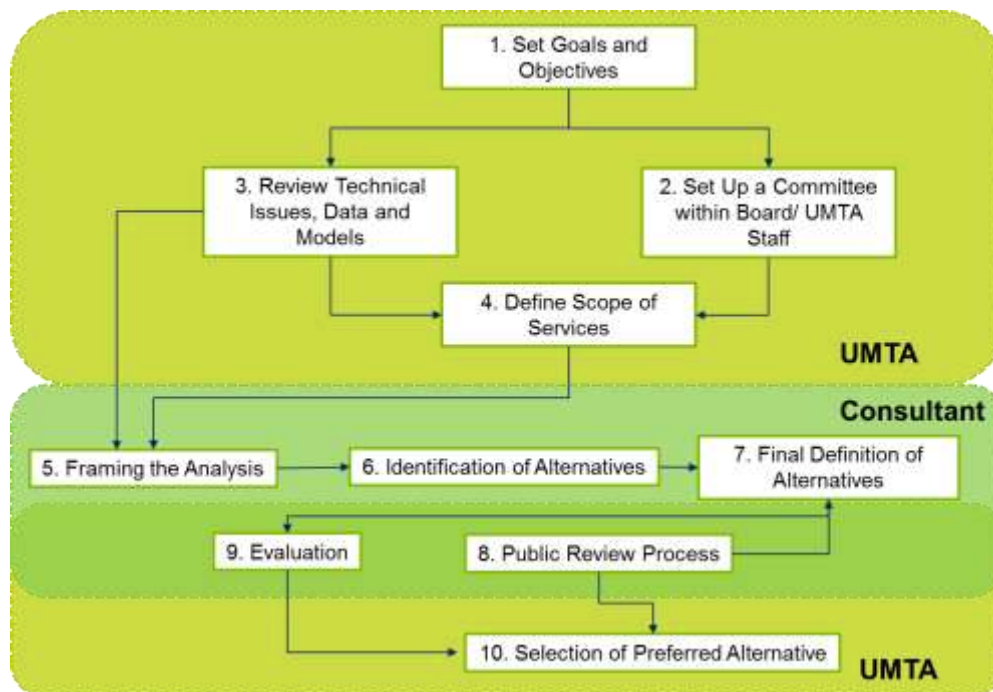
<sup>13</sup> The final responsibilities of any task assigned to the consultant remains with UMTA.

	Decide rating scale	Consultant
	Existing and future needs analysis	Consultant
	Analysis of strengths, weakness, opportunity and threats	Consultant
Step 6 – Identification of alternatives	Plan and design Standards. E.g. Indian Roads Congress Design Standards, Guidelines and Codes, etc.	Consultant
	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, 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 agencies, which would lead the selected project to the project sanction stage. Exhibit 29 depicts the process flow for Alternative Analysis, while exhibit 30 discusses the case study of Oklahoma.

**Exhibit 29 Process flow chart for Alternative Analysis**



**Exhibit 30 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 (Indian National Council of Governments), which is a voluntary association of local and tribal governments in the Tulsa metropolitan area in northeast Oklahoma, conducted a study in the year 2000, to identify and analyse the various alternative transportation modes and select the one that meets the requirement. The existing and future conditions of the city were also examined to set a base for the analysis of alternatives.

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

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

## 5.5 TRANSPORT INVESTMENT PROGRAMME

It is imperative that strategic planning undertaken during preparation of 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 Bhopal 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 Bhopal Urban Mobility Area would draw 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 for Bhopal Urban Mobility Area. The Transport Investment Programme shall be a detailed five – year programme for financing the projects proposed in CMP, based on inputs from the MYPs.

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

The MYP would primarily make use of technical costing and planning tools to generate a budget request for a transport sector investment, in line with the projects proposed within



CMP. It is suggested that MYP should include yearly expenditure estimates and the intended source of funding. Post approval of MYP, UMTA would issue a Certificate of Approval (CoA) to the implementing agency, for a particular project proposed in its MYP, which could be furthered to 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 minimum time period of five years and broken into short term (1 to 3 years) and medium term (3 to 5 years) for better monitoring and implementation of various projects. This should be developed in consonance with the Comprehensive Mobility Plan. It is recommended to be updated every 2 years or as decided by the UMTA Governing Committee time to time.

Further, once the MYP has been approved, it can be detailed out in the form of annual action plans by the implementing agencies, which will carry the exact roadmap of activities to be performed by that agency during a particular year.

**5.5.1 Guidelines and procedures for preparation of Transport Investment Programme**

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

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

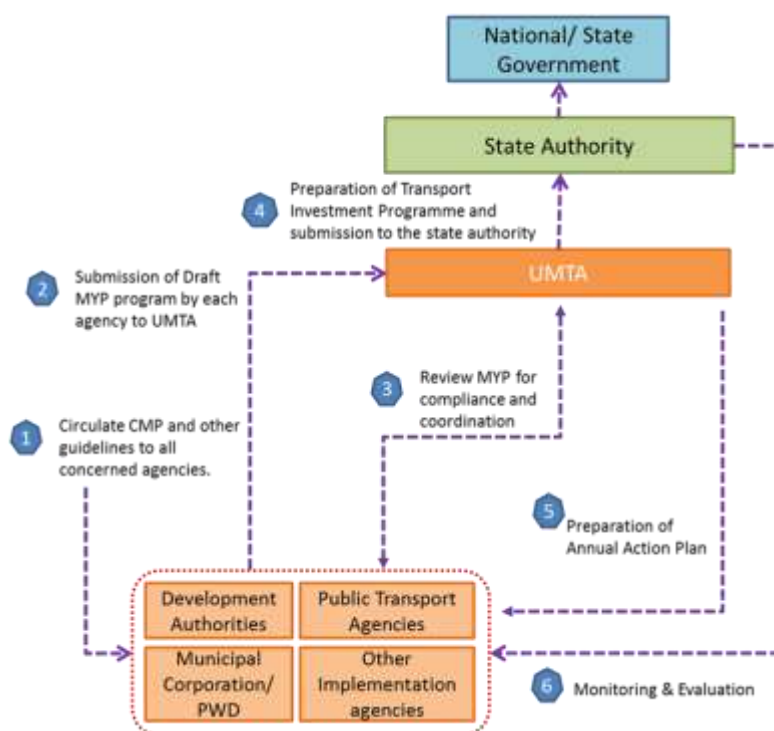
The UMTA shall circulate the finalised CMP and other guidelines to all concerned agencies. The concerned agencies shall refer to these documents and make themselves aware of the finalised objectives and strategies envisaged for development of Bhopal’s urban transport system over the planning period.

**Step 2: Development of draft Multi-Year Programme 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 UMTA for ensuring compliance. The implementing agencies should draw MYPs to include the following:

- Determining key activities to be undertaken by the implementing agency, to achieve the objectives and strategies of the CMP. Example for the case of MYP drawn by Bhopal Metro Rail Corporation.

Exhibit 31 Process flow chart for preparing Transport Investment Programme



**Exhibit 32 Process flow chart for preparing Multi-Year Programme**

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

- 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 major activities proposed, and predicting 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 future fund requirements. The costs can be determined by:
  - Estimating current project costs
  - Predicting future resource requirements
  - Estimating current project financing
  - Predicting future financing levels and patterns over the MYP’s time horizon
  - Estimating financing gaps by comparing resource needs with available financing

Exhibit 31 displays the process flow chart required for preparing the Transport Investment Programme and Exhibit 32 depicts the process flow chart required for preparing MYP.

**Step 3: Review of MYPs for compliance**

The primary function of UMTA is to ensure coordinated development of overall urban transport in Bhopal. In this regard, UMTA shall review the MYPs submitted by all implementing agencies with the 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 are 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 MYPs. Once these suggestions have been incorporated, the MYPs shall be finalized for approval by the UMTA Governing Committee<sup>14</sup>.

#### **Step 4: Consolidating the MYPs into a Transport Investment Programme**

Once the MYPs have been revised, UMTA would prepare a Transport Investment Programme, consolidating the MYPs of various implementing agencies and submit it to Government of Madhya Pradesh 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 Government of Madhya Pradesh, UMTA shall break down the consolidated 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 an annual action plan for the following year. This process of annual action plan formulation should be repeated every year for the time horizon of the MYP.

#### **Step 6: Monitoring and Evaluation of MYPs**

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 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:

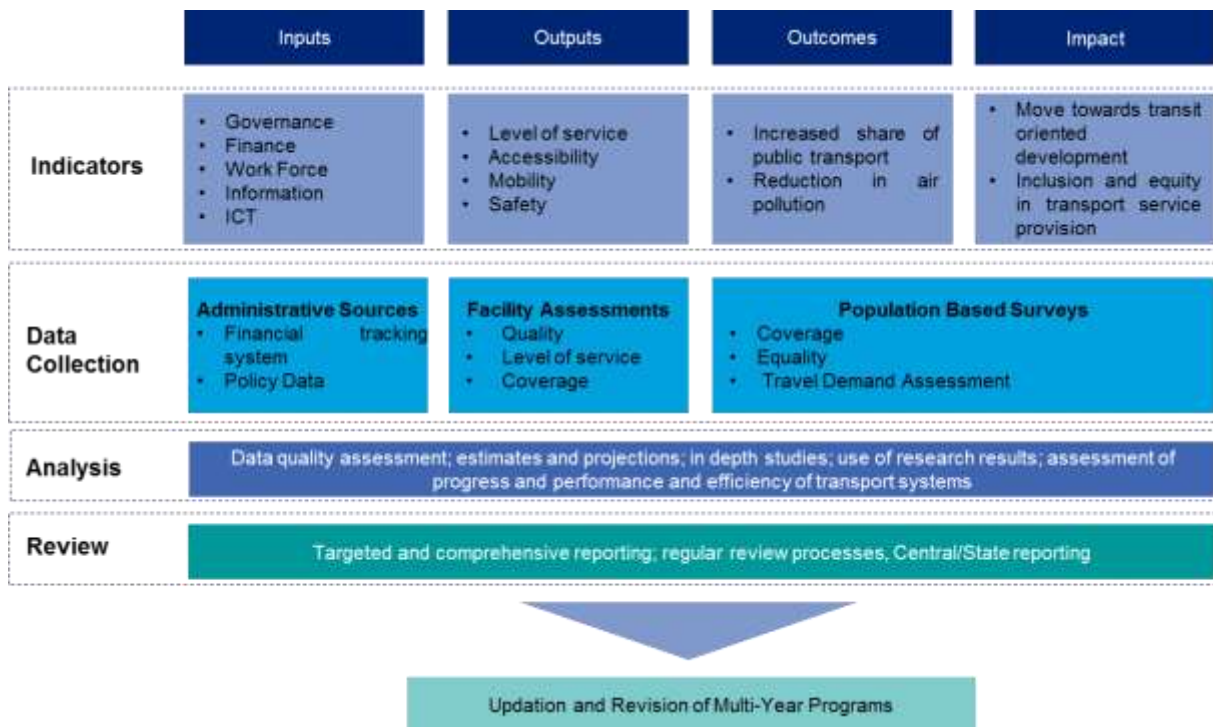
- Ensure selection of specific, measurable, achievable, relevant and time-bound indicators to track performance.
- Plan in advance the data sources for measuring the indicators and the means by which the data will be verified.
- Describe accurate baselines that will enable tracking of progress.
- Define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

Exhibit 33 gives an illustrative monitoring and evaluation framework which UMTA could adopt.

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<sup>14</sup> 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 MYP. UMTA shall be responsible for monitoring the process of land-use change undertaken by the implementation agencies and may time to time facilitate the same as deemed necessary by the UMTA Governing/ Executive Committee.

**Exhibit 33 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.

## 5.6 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 the Urban Mobility Area, it is crucial that all transport modes (by way of infrastructure and services) are connected and work together. Integrated service provision results in a seamless journey that is as door-to-door as possible.

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

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

In planning and development of integrated facilities, UMTA should keep in view 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?

- How good is the walking access to bus/train stations? How can the walking environment be improved?
- How secure are the facilities for cycling to bus and train stations?
- How well do buses connect with one another and with trains in terms of schedules and physical access?
- How does one ensure seamless travel of commuters in buses or trains and from buses to trains and vice versa? What procedures (of security frisking, ticketing, etc.) can be streamlined so as to cause minimum discontinuity for commuters?

### 5.6.1 Guiding principles for Integrated Transport Planning

The guiding principles for integrated transport planning have been demonstrated in Exhibit 34 below.

**Exhibit 34 Guiding principles for integrated transport planning**

Principle	Considerations for UMTA interventions	Potential Outcomes
<b>Providing satisfied commuting experience</b>	<ul style="list-style-type: none"> <li>• Identify ticketing and fare requirements for commuters to introduce integrated ticketing across public transport modes and operators<sup>15</sup></li> <li>• Offer clear and accessible information to commuters for public transport across modes, operators, routes and schedules</li> <li>• Encourage good pedestrian access to public transport services</li> <li>• Consider the needs of all users of the network</li> </ul>	<ul style="list-style-type: none"> <li>• Increased patronage towards public transport services and facilities</li> </ul>
<b>Development of an integrated, seamless public transport network</b>	<ul style="list-style-type: none"> <li>• Plan for a hierarchy of mass, intermediate and local transit services in a network through terminal and interchange point development</li> <li>• Follow consistent timetables and stopping patterns for services</li> <li>• Coordinate convenient transfers between services</li> <li>• Increase network connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• The public transport network is effective and easy to understand and navigate</li> <li>• The public transport network considers the needs of different user groups</li> <li>• Changing between public transport modes is as convenient as possible</li> </ul>
<b>Plan for rehabilitation of existing assets and infrastructure</b>	<ul style="list-style-type: none"> <li>• Provide services making the best use of existing assets and infrastructure</li> <li>• Plan for future asset and infrastructure procurement and development</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate distribution of public transport services across the network</li> <li>• Service provision increases network productivity</li> </ul>

<sup>15</sup>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
		<ul style="list-style-type: none"> <li>Public transport services are integrated with future asset and infrastructure improvements</li> </ul>
<b>Foster continuous improvement</b>	<ul style="list-style-type: none"> <li>Undertake periodic reviews to ensure that services continue to reflect demand expectations</li> </ul>	<ul style="list-style-type: none"> <li>Service planning continues to be efficient and effective</li> </ul>
<b>Ensure safety of commuters and prompt accident mitigation</b>	<ul style="list-style-type: none"> <li>Establish a unified and centralized command and control center for Bhopal Urban Mobility Area enabling quick incident response<sup>16</sup></li> <li>Plan for high quality facilities to ensure customer security, comfort and ease of use</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in fatalities caused during accidents</li> </ul>
<b>Ensure integrated traffic management</b>	<p>A centralized integrated traffic control system should be operated by the implementing agencies in coordination with UMTA. The centralized operation control cell may be responsible for the following activities:</p> <ul style="list-style-type: none"> <li>Using ITS to streamline traffic signal control, enabling prioritisation of public transport and traffic optimisation</li> <li>Satellite tracking of vehicles to give real - time passenger information</li> <li>Automatic number-plate recognition and vehicle detection systems</li> <li>Enabling a visual view of transport system through closed circuit television surveillance<sup>17</sup></li> </ul>	<ul style="list-style-type: none"> <li>Reduced congestion</li> <li>Reduced energy consumption and traffic emissions</li> <li>Increased efficiency of the transport system</li> <li>Improved freight delivery and servicing</li> <li>Enhanced road safety</li> <li>Reduction in parking congestion</li> </ul>

In terms of development of integrated facilities, UMTA's role shall be to promote, develop and regulate the integration process within Bhopal Urban Mobility Area. Bhopal 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.

<sup>16</sup> 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](http://www.ops.fhwa.dot.gov/publications/ics_guide/ics_guide.pdf)

<sup>17</sup> 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](http://ec.europa.eu/transport/themes/its/road/action_plan/doc/2013-urban-its-expert_group-guidelines-on-traffic-management.pdf)



### Exhibit 35 Case Study- London

#### London Oyster Card – Integrated ticketing system

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

The Oyster card was set up under a Private Finance Initiative contract between TfL and TranSys and a consortium of suppliers. The £100 million contract was signed in 1998 for a term of 17 years until 2015 at a total cost of £1.1 billion. There is documented evidence that introduction of Oyster cards has increased the number of users of public transport in London. This has positively affected traffic congestion and therefore, journey times, which in turn has reduced CO<sub>2</sub> emissions and pollution levels.

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

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

#### 5.6.2 Fare Integration

Integration of tariffs and fares is a crucial component of implementing an integrated and comprehensive urban transport system, and a key milestone towards increased access to public transport. The benefits of providing an integrated public transport system may be reduced if passengers require several tickets for their trips, which vary across transport modes and operators. Therefore, efforts should be made for ensuring that public transport systems offer integrated fares and tariffs, which are easy to comprehend and transparent to perceive by passengers.

Fare and tariff integration mainly imply implementation of the following:

- A systematic set of tickets (in the form of passes, individual and group tickets) with similar formats (coupons, magnetic cards, etc.)
- A systematic set of rules for fare calculation, which can be easily understood by passengers
- An appropriate set of validation and control systems

Another important aspect pertinent to fare integration is creation of “favourable” packages for users of public transport. These packages allow users to buy a set of tickets at a discounted price.

In the context of Bhopal, different transport service providers are active for different modes of transport, with all of them setting and collecting their own fares. UMTA shall help facilitate fare

or tariff alliances for the purpose of integrated ticketing, wherein a single ticket can be used for all forms of transport within a defined segment. In line with this, the following are some guiding principles for UMTA in instituting integrated ticketing in Bhopal:

- The introduction of integrated ticketing should be viewed as an opportunity to rethink the current fare policy and to offer alternative fare possibilities to customers.
- Integrated ticketing should be in line with internationally agreed standards.
- It should allow passengers to plan and book their travel through their choice of channel.
- It should give passengers the flexibility of contactless payment and pre-paid travel.
- Efforts should be made to create a linkage between travel information, journey planning, payment and integrated ticketing, including a liaison with compatible mobile phones. This will ensure that the customer experience consistently meets the highest expectation.
- The data generated from integrated ticketing can be further analysed to predict the passenger turnover on various routes and at various instances, which can lead to optimal transport service provision.
- UMTA should also protect the customer's privacy and maintain confidentiality.

## 5.7 ROUTE RATIONALIZATION

UMTA in Bhopal is envisaged to enhance the operational efficiency of bus transport. Route rationalization is an important step in that direction, as it increases both passenger satisfaction as well as financial returns to operators of bus transport.

Irrational route networks are characterized by duplication and overlapping. In such a scenario, certain commercially-viable areas of a city may be served excessively by bus transport, whereas certain others may remain under-served. From the perspective of the passengers, this situation is undesirable as overloaded buses on certain routes co-exist with under-utilized ones on other routes. Further, from the perspective of the operator, the situation is uneconomical as load factor varies between services, and so do earnings per vehicle.

Route rationalization is an exercise to optimize efficiency of bus transport routes. It includes adjusting the bus routes, service frequency and schedules, reducing the number of bus stops, truncation or amalgamation of routes, route cancellation, etc. as appropriate. This rationalization is performed using the analysis of transport lines and passengers routes. It is based on field research, modelling and interpretation of results to make propositions concerning cost reduction and recommendations to increase the availability and quality of transport service. The next section provides guiding principles<sup>18</sup> that could use to undertake the route rationalization process<sup>19</sup>. UMTA may undertake the process using its own staff or by deploying consultancy services.

### 5.7.1 Guidelines for route rationalization process

Rationalization of bus services in specific areas should begin with a close examination of the ridership and operating statistics—specifically productivity, load profiles, span, and frequency by time of day.

A detailed evaluation process of bus services would typically involve extensive collection of

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<sup>18</sup> Transit Cooperative Research Program (TCRP) – Report 111 on Elements Needed to Create High Ridership Transit Systems

<sup>19</sup> Guidelines have also been provided in Module 3 – Guidelines for Bus Service Improvement: Policy & Options, ADB, 2008

ridership data, which could be administered in the form of manual boarding/alighting counts or ride checks, automated passenger counts, etc.

Using schematic maps and available stop-by-stop boarding and alighting data, relatively strong and weak segments of existing routes can be identified. Routes can be classified according to their broad functions, such as line-haul, feeder-distributor and local circulator. In some cases, routes serve multiple functions simultaneously or change their functions during the course of the day, and such nuances need to be recognized.

UMTA may wish to establish a set of principles or guidelines to apply to its routes when considering opportunities to rationalize them and optimize network coverage. An example of the types of principles that could be deployed is as follows:

- Line-haul routes ought to be as direct as possible while still serving areas that generate high numbers of transit trips.
- Line-haul routes should stay on arterials and other major streets to the extent possible.
- One-way travel times for line haul routes should generally be less than 'x' minutes to make schedule adherence easier.
- Circulator routes may follow circuitous routings in order to provide maximum coverage; the area covered by the route should be small, so that total one-way travel time is less than 'y' minutes.
- Circulator routes can penetrate deep into neighbourhoods if small vehicles are used.
- A single route should not attempt to serve too many markets or serve too many functions; routes operate more efficiently and effectively when they have an identifiable focused market and purpose.
- Overlapping routes should be avoided, except in the following circumstances:
  - Two or more line-haul routes with moderate frequency and a common terminus share a common segment beginning at that terminus; in such a case, the schedules should be coordinated to provide an effective headway that is twice as good as the routes individually.
  - A line-haul route with limited-stop service is overlaid on a local service route.
  - The routes sharing the overlapping segment operate at different times of the day or serve different functions and can meet productivity standards.
  - There is only a single feasible roadway connection between two points, or a secondary routing that would generate no ridership.
- Routes should have consistent and understandable patterns at all times of operation.
- Doubling back and retracing steps should be avoided whenever possible.
- Transit centres can increase mobility in suburban areas by facilitating transfers between high-frequency, shorter routes that would replace low-frequency direct routes.

In line with the application of such principles, an area may develop a range of rationalized service strategies, including:

- Splitting long routes;
- Straightening line-haul routes;
- Shifting coverage from line-haul routes to circulator routes;
- Separating overlapping routes onto different streets;
- Removing instances of doubling back;
- Consolidating route patterns (or routes within a line);
- Consolidating service along a segment into one line where service is now split among

- two or more;
- Eliminating very low productivity routes (less than x boarding's per vehicle revenue hour) and reallocating resources elsewhere; and
- Restructuring service around new transit centres (and extending routes to reach new activity centres and to improve overall connectivity).

Route rationalization, therefore, forms an important function of UMTA in Bhopal. It shall facilitate minimization of overlapping and/or duplicative bus routes, thereby offering opportunities for improving efficiency. This in turn, can result in making the bus service less confusing for passengers, and release resources that could be used more productively elsewhere in the city.

## 5.8 REGULATION

In order to undertake regulatory functions in the realm of urban transport, it has been recommended that Bhopal UMTA should facilitate licensing and fare fixation functions for public transport vehicles operating within its jurisdiction as well as regulate fees and charges for other urban transport facilities and services.

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

- **Contract public transport services so as to provide mobility and integrated public transport** - While it is not intended for UMTA to operate public transport services, it should, however, regulate the supply and integration of public transport services, particularly for bus transport. For instance, it may contract bus services, and possibly other public transport services, so as to ensure adequate coverage of these services across Bhopal Urban Mobility Area, and not just on routes that are commercially viable. The selection of operators for provision of bus services may be based on general procurement procedures. However, the specifications of the buses should be in consonance with the Urban Bus Specifications provided by MoUD, GoI. Other public transport services may also be contracted by UMTA in line with the requirements of Bhopal Urban Mobility Area and as deemed necessary by the CEO.
- **Issuing licences (or permits) for public transport vehicles** - UMTA shall also be permitted to issue licenses for the provision to the public transport vehicles. In order to achieve this, the Transport Department may issue the licenses (permits) only in consultation with UMTA. This function is crucial because it allows UMTA to exercise some degree of its decision making power in regulating the number of public transport vehicles operating within Bhopal Urban Mobility Area.
- **Monitor and advise on fees/charges for public transport, parking and other public transport facilities and services and regulate fares for urban bus services** - Fares influence the patronage of public transport services, and hence, adjustment of public transport fares can be used to encourage or discourage the 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 Urban Mobility Area, which may involve charging vehicles, particularly private vehicles, for their use of roads (road pricing, congestion charging, etc.). Such a strategy would operate best with a single agency in control of fixing all relevant fares, fees and charges. In line of this view, UMTA's role shall be to coordinate with various fare- setting agencies in Bhopal, including the state and local level agencies, and make decisions pertaining to fixation of fares and charges within the framework of the overall travel demand management strategy. It has been

suggested that UMTA should be responsible for the following functions within the ambit of monitoring, fixing and regulating fees/charges in Bhopal Urban Mobility Area:

- Fix all relevant fares, fees/charges within Bhopal Urban Mobility Area – This particularly applies to bus transport and 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.
- Suggestions in fare structure for sub-urban rail services – This shall include advising the Indian Railways for fixing the sub-urban railway charges within the overall travel demand management strategy.
- Make decisions on the amount of subsidy required for public transport services –UMTA shall decide 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.

## 5.9 RESEARCH STUDIES AND AWARENESS

One of the main functions of UMTA is conducting research studies and spreading awareness regarding urban transport. Research and development form the core to a successful, well-strategized and updated transport network. Hence, various types of transport policies, guidelines and studies need to be worked out by UMTA. The research function under UMTA is depicted in Exhibit 36 below.

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

1. **Maintain a database relating to urban transport and carry out necessary traffic and transportation surveys to update its database:** To manage its affairs, UMTA will need to maintain database of information on activities for which it is responsible. Depending on the functions assigned to UMTA, the database should contain details of projects, funding, public transport routes and services, licences, etc. The database would help in monitoring and understanding the various traffic and transportation needs in Bhopal Urban Mobility Area. It should act as a centre for technology transfer and also guide the local authorities for all their technical inputs/plans in the field of traffic and transportation. UMTA should maintain database with information on activities for which it is responsible. Depending on the functions assigned to it, such database should contain the following:

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

The maintenance of transport database shall help in the following:

- Facilitate sharing of data across various agencies
- Facilitate coordination of information across agencies
- Minimise duplication of data collection

- Map all transport developments for planning purposes
- Facilitate selected access of information/ reports to the general public
- Provision of data to the Policy and Research Division of UMTA

**Exhibit 36 Research Function within UMTA**

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

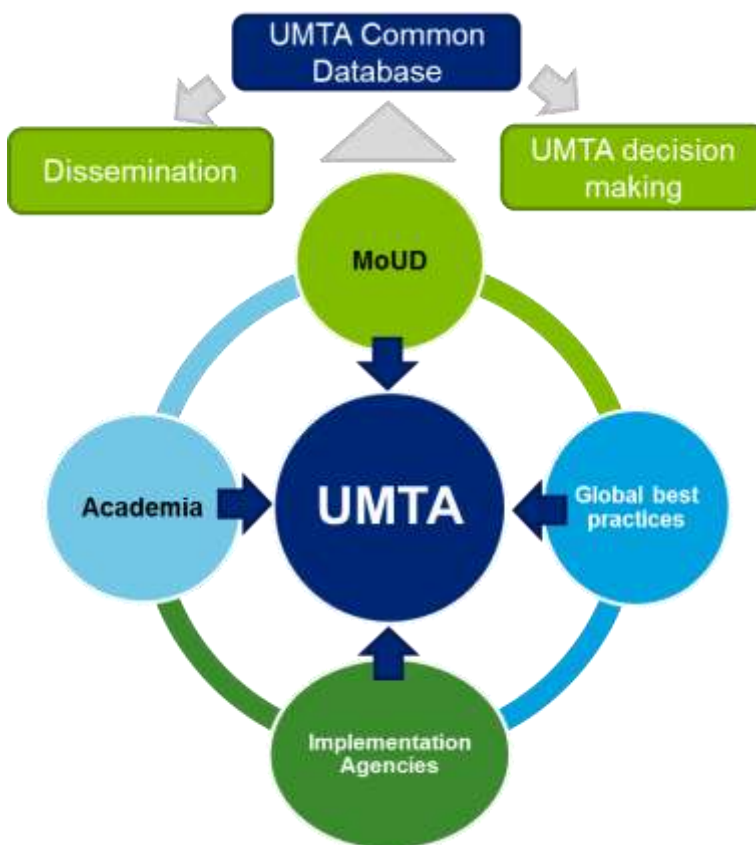
The broad outline of data which is recommended to be collected is provided below:

- 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 city 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.
- 2. 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 should be in line with the service level benchmarks published by MoUD, and will be a measure of UMTA's outputs.



**3. Conduct research studies, education and awareness about good practices in urban transport:** For UMTA to be successful, it needs to conduct research and studies to take informed decisions. These studies could be undertaken by the in-house experts of UMTA or by external consultants. The research and studies should be based on the database built by UMTA. 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 its professionals. The guidelines for the common database of UMTA are presented in Exhibit 37.

Exhibit 37 Common database for UMTA



**4. Develop and maintain transport analysis tools such as demand and network models, GIS, etc.:** UMTA should maintain network datasets that model transportation networks and perform route, closest facility, service area, origin-destination cost matrix, vehicle routing problem and location-allocation network analyses on transportation networks.

### 5.10 CONCLUSION

This chapter outlined the guidelines for carrying out various functions of UMTA, including providing input in policy, standards and guidelines, preparation of comprehensive mobility plan and alternative analysis, MYP preparation, regulation, 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 Committees and Secretariat.

## 6. ADMINISTRATIVE AND RECRUITMENT PROCEDURES

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### 6.1 INTRODUCTION

This chapter describes broad procedures and guidelines to be followed to carry out day-to-day activities of the UMTA Committees 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 Madhya Pradesh.

### 6.2 ADMINISTRATIVE AND OFFICE MANAGEMENT PROCEDURES

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

#### 6.2.1 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 Committee'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

### 6.2.2 Committee Procedures

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

#### Act provisions:

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

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

### **Resignation, Removal, or Suspension of Chairperson or other Members**

The Chairperson or any other member may, by a written notice addressed to Government of Madhya Pradesh, resign his/her office, provided that the Chairperson or the member shall, unless he/she is permitted by Government of Madhya Pradesh to relinquish his/her office sooner, continue to hold office until the expiry of three months from the date of receipt of such notice or until a person duly appointed as his/her successor enters upon his/her office or until the expiry of his/her term of office, whichever is the earliest. Government of Madhya Pradesh may, by order, remove the Chairperson or any other member appointed or nominated by Government of Madhya Pradesh from his/her office if such Chairperson:

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

The Central Government may, by order, remove the member appointed or nominated by 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.

### **6.2.3 Working groups constituted by the Authority (for specific subject matters)**

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

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

#### **6.2.4 Meetings Procedures**

##### **Committee 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 cast 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 Committee 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 Committees / 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 UMTA Committees 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 dispatch of business at a time and place decided by the CEO, but not less than once per quarter. The CEO shall preside over all meetings of the Authority. In the absence of the CEO, the COO shall preside and in the absence of COO, Director Planning or Director Finance may preside.

**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 organizations and agencies listed below (as applicable):

- Directorate of Urban Administration & Development Department, Madhya Pradesh
- Public Transport Operators (City Bus Transport, Metro Rail, Mono Rail, etc.)
- Bhopal Development Authority
- Bhopal Municipal Corporation
- 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 in any standing orders, procedures etc. shall be as the Authority may determine time to time except that such orders, procedures etc. which are incompatible with the purpose and intent of the AGM shall be null and void.

#### **Minutes of the 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 Governing Committee meetings, all members of the Committee, 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 Committee, 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.

## **6.3 RECRUITMENT PROCEDURES AND SERVICE CONDITIONS**

This section records the broad policies and procedures for appointments, conditions of service, 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.

### **6.3.1 Recruitment Responsibilities**

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

- Governing/ Executive Committee – approval of recruitment policies and procedures, conditions of service, and policies for staff training, development and performance assessment
- CEO – appointment of all staff and overview of performance 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.

### **6.3.2 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 CEO and Director - Corporate Service Division.
- Employ temporary / contractual staff to cover seasonal demand, if required.

### **6.3.3 Position descriptions and person specifications**

Before the start of the recruitment process for each division, the COO 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 IV can be used as reference. For future recruitment, the COO 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.

### **6.3.4 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 shortlist of 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 3 Governing Committee members (a selection committee of the Governing Committee can also be established). For other positions, the assessment panel shall include the CEO, the division head and any one Governing Committee 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.

### **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 COO in preparing all the necessary documents such as letter of appointment and the employment contract, etc.

The COO 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.

### **6.3.5 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.

### **6.3.6 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.

### **6.3.7 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 COO 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.

### 6.3.8 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 COO and the Governing Committee.

## 6.4 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 Governing/ Executive Committee. Procurement of goods, services and works in the Urban Mobility Area will typically be guided by the procurement rules prevailing in Madhya Pradesh. 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.

### 6.4.1 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

### 6.4.2 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.

### **6.4.3 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 Madhya Pradesh. 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 Madhya Pradesh guidelines. No penalties are imposed on the consultants, be it a firm or individual, for unsatisfactory performance or delay in completion of the assignment/ services in the agreed time frame. It is hence suggested to do the performance evaluation of the consultant on completion of each assignment and keep the same in view while short-listing them for any future assignment.

### **Single Source Selection:**

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 Governing Committee or prevailing guidelines of the Government of Madhya Pradesh. For hiring of individuals, it is necessary to finalise the job description, qualifications and experience required and terms of engagement. Thereafter an advertisement (if the assignment is complex) may be published in national/ regional newspapers indicating the above details.

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

### **Least Cost Selection:**

This method is 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.

## **6.4.4 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 Governing Committee.

### **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 Madhya Pradesh regulations or regulations as approved by the Governing Committee.

### **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.

#### **6.4.5 Procurement of Goods**

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

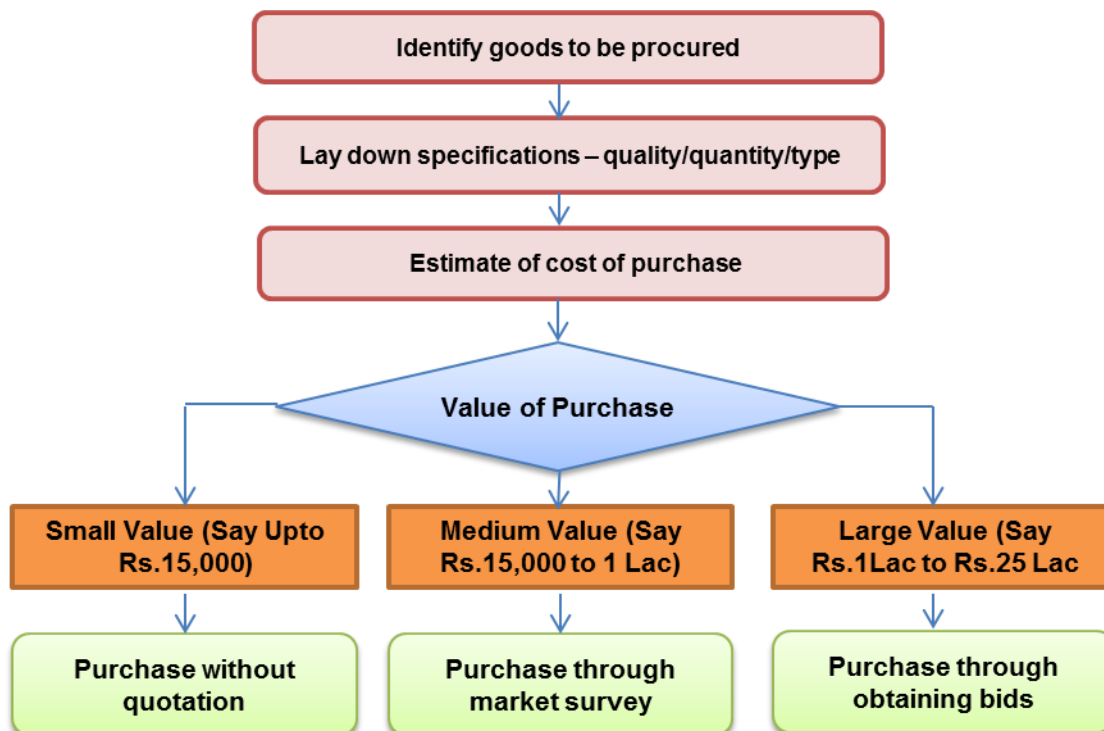
All officials may refer to the guidelines given in this section. However, the procurement of all goods, works and services by UMTA may be carried out in accordance with the provisions of Government of Madhya Pradesh procurement / finance rules.

#### **Guidelines for procurement of goods:**

A process flow chart depicting the procurement of goods is displayed in Exhibit 38. The procurement of goods may fall into following categories:

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

**Exhibit 38 Process flow chart for procurement of goods**



## 6.5 CONCLUSION

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

## **ANNEXURE I - UMTA BILL FOR MADHYA PRADESH**

(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 30<sup>th</sup> April, 2015

*01st May*

To

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

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

Sir/ Madam,

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

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

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

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

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

Contd. on page 2/-,....

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

Yours faithfully,

**Enclosure: As Above.**

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

Copy to:-

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

**ANNEXURE****List of 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	<p><b>Mr. Vishwas Udgirkar, Senior Director</b></p> <p>7<sup>th</sup> Floor, Building 10 Tower B DLF Cyber City Complex, DLF City Phase II (New Delhi / NCR) Gurgaon, Haryana – 122002, India</p> <p>Telephone no: +91 (0124) 679 2000 Mob: +91 98114 18230 Fax: 0124 679 2012 Email ID - <a href="mailto:vudgirkar@deloitte.com">vudgirkar@deloitte.com</a></p>
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	<p>Infrastructure Finance Company Limited (IDFC)</p> <p><b>Ms. Jyoti Gujral, Director</b></p> <p>The Capital Court, 2<sup>nd</sup> Floor, Olof Palme Marg, Munirka, New Delhi - 110 067</p> <p>Tel: +91 11 4331 1000 Fax: 91 11 26713359 Email ID - <a href="mailto:Jyoti@idfc.com">Jyoti@idfc.com</a></p>
3	Ernst and Young Pvt. Ltd in association with SYSTRA MVA Consulting (India) Pvt. Ltd.	3	<p><b>Mr. Abhaya Krishna Agarwal</b></p> <p>Executive Director &amp; National PPP Leader 6<sup>th</sup> Floor, HT House, 18-20 Kasturba Gandhi Marg, New Delhi 110 001</p> <p>Telephone: 011 4363 3060 Mob: +91-9871 6933 42 Email ID- <a href="mailto:abhaya.agarwal@in.ey.com">abhaya.agarwal@in.ey.com</a></p>
4	LEA Associates South Asia Pvt. Ltd. (LASA)	4	<p><b>Mr. Ananda Kishore Das, Chief General Manager,</b></p> <p>B-1/E-27, Mohan Co-operative Industrial Estate, Mathura Road, New Delhi – 110044, India.</p> <p>Tel- +91-11-41678150, 26973950/51/52 Mobile: +91-9810381490 Email: <a href="mailto:anandakdas@lasaindia.com">anandakdas@lasaindia.com</a></p>

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

*RR*



## ANNEXURE III – TOR FOR EMPANELMENT OF CONSULTANT

The Terms of Reference for engagement of consultants shall be prepared with the main aim to provide support services in operationalization and strengthening UMTA and/or UTF of Bhopal Urban Mobility Area. The scope of services would generally include, but not limited to, the either or combination of the following:

### PHASE I: PRE-OPERATIONALIZATION PHASE

**Task 1:** The consultant may be appointed by the state of Madhya Pradesh, if they so desire, for providing support in pre-operationalization activities of UMTA and UTF in a specific urban area. In such cases the consultant shall be required to provide support during finalization of the structure of UMTA, passing of the legislation / government order, circulation of draft legislation / government order for public consultations etc.

**Task 2:** The consultants shall familiarize themselves of the UMTA and / or UTF initiatives that have already taken place in Bhopal Urban Mobility Area including any proposal, draft legislation, government order / notification or any study undertaken for setting up of UMTA and / or UTF for the aforesaid urban area.

The consultant shall also develop an understanding of the public transport in the specific urban area in terms of modes of public transport, agencies involved (directly or indirectly), institutional arrangements of the agencies, functions carried out by different agencies etc. This will help the consultant in understanding the overlapping functions and the functional gaps that exist in the urban transport in the aforesaid urban area.

The learnings from this task will be useful in operationalising UMTA and UTF for the specific urban area.

### PHASE II: OPERATIONALIZATION PHASE

**Task 1: Assistance in organising initial committee meetings:** The consultant shall

- i. Assist in preparation of invitation letters / notices to committee members for participation in UMTA committee meetings
- ii. Assist in organising initial UMTA committee meetings with a view to identify further course of action for operationalising UMTA.
- iii. Assist in setting up of vision, mission and goal statements of UMTA.

**Task 2: Assistance in preparation of operationalization plan:**

In consultation with the CEO and UMTA Governing Committee, the consultant shall assist in development of a task and time based plan for operationalization of UMTA starting with deployment of resources and ending with a fully functioning UMTA.

For carrying out the activities under this task, the consultant should familiarise themselves with the legislation / government order, which has been passed for setting up of UMTA and UTF in the specific urban area.

**Task 3: Preparation of Operations Documents:** The consultant shall use the generic operations documents developed by and available with the Ministry of Urban Development for operationalization of UMTA for reference. In consultation with the CEO of UMTA and the learning gathered from review of urban transport in the specific urban area, the consultant

shall prepare operations documents for UMTA in respect of the aforesaid urban area. This shall involve (but not be limited to) development of guidelines / procedures / process etc. for:

- a. Role, responsibilities, and powers of UMTA
- b. Organizational structure of UMTA
- c. Role and responsibilities of various divisions and positions within the organizational structure of UMTA
- d. Operational and administrative procedures for day-to-day functioning of UMTA
- e. Functional specific procedures such as accounting, HR, marketing, financing procedures (including UTF related functions)
- f. Delegation of powers (financial/ functional, etc.) to carry out different functions of UMTA
- g. Monitoring and evaluation framework for UMTA, etc.

**Task 4:** The consultant shall assist the UMTA Executive Committee and its CEO in finalising the organizational structure of UMTA. This shall be based on the guidelines provided in the legislation / government order and the operation documents prepared for UMTA in the assigned urban area.

**Task 5:** In consultation with UMTA Executive Committee and its CEO, the consultant shall assist in setting up different divisions / departments / cells of UMTA. This shall involve assistance in deployment of Secretariat for UMTA and providing training and capacity building to the recruited staff. This would be covered in following steps:

- ii. Assist in carrying out resource mobilisation by recruitment from open market or by way of deputation for various identified positions in UMTA.
- iii. The consultant shall assist in managing the entire recruitment process including finalisation of selection criteria in terms of educational qualifications and experience requirements etc., issuing recruitment advertisements, inviting applications, shortlisting applicants, conducting selection and interview process etc.
- iv. The consultant shall assist in organising induction programmes for the newly recruited UMTA staff members.
- v. The consultant shall assist in providing training to the newly recruited UMTA staff members covering objectives and rationale, functions, powers etc. of UMTA. The consultant shall also assist in providing trainings on procedures for day-to-day functioning of UMTA

The consultant shall assist in preparation and update of entire training materials including any presentations, documents, guidelines etc. for carrying out the training and capacity building process.

**Task 6: Assistance in development of Business Plan of UMTA:**

- i. Based on the vision, mission and goal statements, assist in defining the objectives, service provision and operating performance targets of UMTA in the next 5 years
- ii. Based on the vision and mission of UMTA, set out a programme for carrying out



- different tasks by UMTA including proposals for increasing functions to be carried out by UMTA, achieving coordination among different agencies, achieving inter-modal integration, integration of transport and land-use plan, proposals for initiating different projects (involving development works, studies etc.) etc. in the next 5 years
- iii. Assist in estimating the short term and long term funding requirements of UMTA, potential funds available to UMTA from different sources and proposals for augmenting the funds based on the long term requirements in the next 5 years.
  - iv. Assist in preparation of annual budget/reports of UMTA including estimation of expenditures of UMTA and identifying funding deficit / surplus in the next 5 years.
  - v. Assist in developing detailed communication and marketing plan covering the strategies for media relations, government relations, public outreach and all related marketing communications related to UMTA in the next 5 years.

Tasks 5 and 6 may be carried out in parallel.

### **PHASE III: IMPLEMENTATION SUPPORT PHASE**

#### **Task 1: Handholding support to UMTA –**

The consultant shall provide assistance for a period of minimum [18] months (or such other period as would be specified in the RFP document issued by the state / city for availing the consultancy services) and provide handholding support until such period. Post operationalization of UMTA, the consultant shall provide handholding support for the remaining period of the consultancy.

The handholding support shall involve following activities:

- i. Provide all required handholding support in carrying out functions of UMTA as per the legislation / government order for UMTA and UTF of Bhopal Urban Mobility Area.
- ii. Provide procurement related support for procurement of works / services / goods required for operationalization of functions of UMTA, such as preparation of master plan, fund raising and fund management including treasury functions, audit functions related to funds etc. during the period of engagement of the consultant.
- iii. The consultant shall assist in carrying out communication and marketing activities to ensure that there is sufficient awareness among the public regarding UMTA and its requirement, objectives, functions etc. The consultant shall develop a strategy for carrying out such communication and marketing activities and this may, inter-alia, include distributing press releases, organising press conferences, media briefings, interviews, advertising, featured stories, news reports, promotional videos, public interactions etc.

#### **Task 2: Monitoring and Evaluation**

- i. Assistance in developing a monitoring and evaluation framework for assessing the performance of UMTA over a period of time. This framework shall be helpful for UMTA to undertake a monitoring and evaluation exercise at regular periods
- ii. Assist in undertaking initial assessment of performance of UMTA over the period of time the consultant has been engaged for providing handholding support

### Task 3: Transition

During this task, the consultant shall pass on the learning gathered for operationalization of UMTA and equip UMTA to carry out its activities independently.

This task shall cover following:

- i. Organizing training / capacity building of UMTA's organizational staff to reiterate the office management procedures, procurement procedures, administration procedures, recruitment and retirement procedures, accounting procedures, and work processes/procedures etc. to be followed in discharging UMTA's functions, spelling out the work flow charts, delegation of powers etc. and clarify any doubts / concerns of the participants.
- ii. Transfer and describe the purpose, usefulness and content of all documents / other materials prepared during course of the assignment to UMTA.

The Scope of Services provided above may only be considered as guidelines for development of the TOR.

## ANNEXURE IV - UMTA STAFF SPECIFICATIONS

### Chief Operating Officer

<b>Position</b>	<b>Chief Operating Officer</b>
<b>Position Description</b>	
<b>Reports to</b>	Executive Committee
<p><b>Purpose of the Position</b></p> <ul style="list-style-type: none"> <li>a) To administer the affairs of the Authority and ensure smooth functioning.</li> <li>b) To execute the decisions and directives of the Chief Executive Officer (CEO).</li> <li>c) Exercise the powers and discharge the duties delegated by the CEO.</li> <li>d) To recruit and manage the professionals in the Executive Office along with performance assessments.</li> <li>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 CEO.</li> <li>f) To provide effective leadership by modelling the way and keeping the organisational values alive and well.</li> </ul>	
<p><b>Key Responsibilities</b></p> <p><b>Start Up Responsibilities</b></p> <ul style="list-style-type: none"> <li>a) Manage and lead the executive office with a planned vision for the city transport</li> <li>b) Planned development of the city's transportation network based on integrated, sustainable, multimodal transport modes</li> <li>c) Ensure the finalisation of the operational procedures for the Executive and Governing Committees and Secretariat, within three months from the date of establishment of UMTA, and submit these to the CEO.</li> <li>d) Develop a vision and corresponding action plan within eight months of the establishment of the Governing Committee, as delegated by the CEO.</li> <li>e) Obtain approval of delegations from the CEO.</li> <li>f) Obtain CEO approval on the Operational Plan prepared by the consultants.</li> <li>g) Carry out and administer appointments of other key professionals and support staff as decided in the operations document or as deemed necessary</li> <li>h) Ensure that the values, behaviour and culture of the people in the Authority are aligned with the mission of the Governing/Executive Committee and its strategic priorities.</li> <li>i) Obtain CEO approval of agreements with the implementing agencies and revenue collection agencies.</li> </ul> <p><b>Ongoing Responsibilities</b></p> <ul style="list-style-type: none"> <li>a) To coordinate with the CEO and Secretariat for implementation of transport functions for the selected jurisdiction</li> <li>b) Evaluate and analyse the progress of the Authority's functioning process</li> <li>c) Advise and assist the CEO on project prioritization and speed up the project implementation process</li> </ul>	

Position	Chief Operating Officer
<p><b>Other Responsibilities</b></p> <ul style="list-style-type: none"> <li>a) Arrange committee meetings and visits and ensure that agendas and minutes are prepared and distributed in accordance with agreed procedures.</li> <li>b) Ensure that the activity programmes of the Authority are executed in an effective and efficient manner based on the business plan.</li> <li>c) Ensure the proper organisation and functioning of the Secretariat.</li> <li>d) Ensure that the strategic plans are reviewed and updated as deemed necessary, as delegated by the CEO.</li> <li>e) 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.</li> <li>f) Promote UMTA's identity and public image and establish sound working relationships with clients, relevant Ministries, implementing agencies, and stakeholders.</li> <li>g) Ensure that all procurements, contracts and agreements are finalized and managed in a timely manner.</li> <li>h) Obtain CEO approval of the annual budget, the annual and the corporate accounts and of other documents as deemed necessary time to time.</li> <li>i) Present regular progress reports to the CEO.</li> <li>j) Approve staff loans.</li> <li>k) Keep informed of innovative and sustainable transport practices, trends and issues and prepare the CEO to respond efficiently and effectively to the changing environment.</li> </ul>	
<p><b>Reporting</b></p> <p>The COO will report to the CEO at all meetings. The COO shall also be the formal link between the CEO and the Secretariat.</p>	
<p><b>Salary and Benefits</b></p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p><b>Required Competence</b></p> <ul style="list-style-type: none"> <li>a) Demonstrated successful management of a similar sized organisation specialised in transport sector.</li> <li>b) Demonstrated understanding of the political, technical, financial and administrative requirements of an organisation of this nature.</li> <li>c) Strong leadership and motivational qualities.</li> <li>d) Highly developed verbal and written communication and negotiation skills, in both English and relevant regional languages.</li> <li>e) Should be an Indian citizen.</li> </ul>	
<p><b>Qualifications and Experience</b></p> <ul style="list-style-type: none"> <li>a) At least a First Class Post Graduate Degree in any subject</li> <li>b) Minimum post qualification experience of 15 years with at least 10 years' experience in core transport sector</li> </ul>	

Position	Chief Operating Officer
<ul style="list-style-type: none"> <li>c) Membership of a relevant professional body.</li> <li>d) Should be an expert in Transport planning and management</li> <li>e) Experience in a position with strategic focus, ability to rise above detail to summarise overall patterns, assess value and see trends.</li> <li>f) Experience in developing and describing the future vision in a way that encourages and motivates staff to follow.</li> <li>g) Extensive relationship management experience, including liaison with, communicating to, consulting with and influencing stakeholders.</li> <li>h) Experience of working with Central and local Government and experience in presentation and advocacy before Government.</li> <li>i) Understanding of regulatory principles and the ability to apply them.</li> <li>j) Experience in managing large groups of employees and demonstrated ability to develop and lead effective teams.</li> <li>k) Proven time management and multiple task management capabilities.</li> <li>l) Working knowledge of up to date financial and organisational management processes.</li> <li>m) Experience with the start-up of a company and related change management is a plus.</li> <li>n) Candidates with Bachelor's degree in Civil Engineering or Architecture shall be preferred</li> <li>o) Master's degree in Transport /Urban /Regional Planning from a recognized university shall be desirable</li> </ul>	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>a) Client focused.</li> <li>b) Good understanding of the work environment and trends, organisational performance, and the political and regulatory climate.</li> <li>c) Identifies potential opportunities, risks and issues before they arise and prepares effective responses.</li> <li>d) Develops and maintains strong relationships with Government Ministers and agencies and key stakeholders in the industry.</li> <li>e) Actively demonstrates, promotes and models desired organisational behaviours and values.</li> <li>f) Promotes a climate of innovation, change and adaptation.</li> <li>g) Consults and shares information within a team environment and across functionality.</li> <li>h) Delegates' decision making where appropriate, ensuring that staff have the capability and knowledge to make sound decisions.</li> <li>i) Makes timely decisions based upon evidence and on merit.</li> <li>j) Leads and manages the organisation through change and transition.</li> </ul>	

**Director – Planning**

<b>Position</b>	<b>Director – Planning</b>
<b>Position Description</b>	
<b>Reports to</b>	COO
<p><b>Purpose of the Position</b></p> <p>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.</p> <p>b) To provide strategic support to the COO and the CEO 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.</p> <p>c) To provide effective leadership of Executive office staff by modelling the way and keeping the organisational values alive and well.</p> <p>d) To provide leadership, enhance strategic capability and provide service excellence in the relevant technical or management field.</p>	
<p><b>Key Responsibilities</b></p> <p>a) Developing a vision for the urban area’s transport system from planning perspective</p> <p>b) Developing principles and policies for sustainable urban transport system for the urban area</p> <p>c) Developing and finalisation of Comprehensive Mobility Plan for the urban area</p> <p>d) Ensuring the integration of the urban transport planning with land-use planning</p> <p>e) Ensuring effective coordination with all relevant agencies for achieving the objectives of the planning function of UMTA</p> <p>f) Finalisation of a detailed MYP for urban transport In conjunction with implementation agencies</p> <p>g) Estimate and prioritize short and long term plans</p> <p>h) Coordinate with the other divisions of UMTA for integrated holistic development of transport system within the urban area.</p> <p>i) In consultation with the other divisions, aid and advise Government of Madhya Pradesh on matters relating to urban transport</p> <p>j) Perform all such other functions as may be allocated by the COO time to time</p> <p>k) Effectively represent the committees’ interests to external stakeholders and key partners.</p> <p>l) Ensure that the values, behaviours and culture of the staff in the respective Division are aligned with the strategy of the Governing Committee to achieve a truly integrated work environment.</p> <p>m) Demonstrate excellence in staff management including the appropriate recruitment, retention, performance management and development of employees.</p> <p>n) Maintain the safety and well-being of staff in the division.</p> <p>o) Develop a work programme for the division and manage workloads and work streams to ensure the programme is delivered according to plan.</p>	
<b>Reporting</b>	



<b>Position</b>	<b>Director – Planning</b>
<p>The Director Planning shall report regularly to the COO through verbal and as necessary, written reports. The Director-Planning, shall periodically prepare and present written reports to the Governing/Executive Committee, particularly on policy, planning, projects and programme matters.</p>	
<p><b>Salary and Benefits</b></p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p><b>Required Competence</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>e) Results Orientation: A commitment to meeting and exceeding standards of excellence.</li> <li>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.</li> <li>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.</li> </ol>	
<p><b>Qualifications and Experience</b></p> <ol style="list-style-type: none"> <li>a) Post graduate degree in the Transport Planning / relevant field.</li> <li>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.</li> <li>c) Membership of a relevant professional body.</li> <li>d) Experience in Transport planning, development of transport sector programmes and economic appraisal.</li> <li>e) Sound knowledge of transport planning and programming theories and methods.</li> <li>f) Proven strategic thinking.</li> <li>g) Experience in developing and describing the future vision, in a way that encourages and motivates staff to follow.</li> <li>h) Experience in a position with strategic focus, ability to rise above detail, to summarise</li> </ol>	

Position	Director – Planning
<p>overall patterns, assess value, and see trends.</p> <ul style="list-style-type: none"> <li>i) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</li> <li>j) Experience in building and fostering relationships.</li> <li>k) Significant leadership experience in a range of corporate positions and proven management ability.</li> <li>l) Has highly developed verbal and written communication skills in English and relevant regional languages.</li> </ul>	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>b) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>c) Promotes a climate of innovation, change and adaptation within own area.</li> <li>d) Delegates decision making where appropriate, ensuring staff have the capability and knowledge to make sound decisions.</li> <li>e) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.</li> <li>f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>g) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.</li> <li>h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>i) Demonstrates strong leadership within the planning function and with the management team as a whole</li> <li>j) Has strong communication skills</li> <li>k) Works reliably under pressure to produce timely, accurate information</li> <li>l) Maintains awareness of overall organisational goals, and looks for opportunities to contribute organisation-wide as able.</li> </ul>	

**Director – Public Transport Management**

<b>Position</b>	<b>Director – Public Transport Management</b>
<b>Position Description</b>	
<b>Reports to</b>	COO
<p><b>Purpose of the Position</b></p> <p>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.</p> <p>b) To provide strategic support to the COO and the Governing/Executive Committee 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.</p> <p>c) Develop standards and guidelines for public transport services specific to the urban area in consonance with the land-use pattern of the city.</p> <p>d) To provide effective leadership of executive office staff by modelling the way and keeping the organisational values alive and well.</p> <p>e) To provide leadership, enhance strategic capability and provide service excellence in the relevant technical or management field.</p>	
<p><b>Key Responsibilities</b></p> <p>a) Developing plan and strategy for integration of all public transport modes to ensure development of sustainable integrated transport system for the urban area.</p> <p>b) Planning, strategizing and overseeing the implementation of projects for integration of public transport in the urban area</p> <p>c) Overseeing the operation of facilities and systems implemented for integration of public transport in the urban area</p> <p>d) Developing standards and guidelines for public transport services specific to the urban area in consonance with the land-use pattern of the city</p> <p>e) Planning, strategizing and implementing/coordinating for implementing all related regulatory functions including:</p> <ul style="list-style-type: none"> <li>• Contracting public transport operators for operating in the urban area</li> <li>• Strategizing for issue of licenses for public transport services in the urban area</li> <li>• Monitoring and regulating (or providing support in regulating) fee and charges of different modes of public transport</li> </ul> <p>f) Coordinating with all other relevant implementing agencies and supervise project implementation</p> <p>g) Coordinating with research division for innovative public transport solutions suitable to the urban area</p> <p>h) Promoting development of integrated multi-modal public transport systems for the urban area</p> <p>i) Performing all such other functions as may be allocated by the COO time to time</p>	

<b>Position</b>	<b>Director – Public Transport Management</b>
<ul style="list-style-type: none"> <li>j) Effectively represent the committees’ interests to external stakeholders and key partners.</li> <li>k) Ensure that the values, behaviours and culture of the staff in the respective division are aligned with the strategy of the Governing Committee to achieve a truly integrated work environment.</li> <li>l) Demonstrate excellence in staff management including the appropriate recruitment, retention, performance management and development of employees.</li> <li>m) Maintain the safety and well-being of staff in the division.</li> <li>n) Develop a work programme for the division and manage workloads and work streams to ensure the programme is delivered according to plan.</li> </ul>	
<p><b>Reporting</b></p> <p>The Director – Public Transport Management shall report regularly to the COO through verbal and as necessary, written reports. The Director – Public Transport Management shall periodically prepare and present written reports to the Executive Committee, particularly on policy, planning, projects and programme matters.</p>	
<p><b>Salary and Benefits</b></p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p><b>Required Competence</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>e) Results Orientation: A commitment to meeting and exceeding standards of excellence.</li> <li>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.</li> <li>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.</li> </ul>	
<p><b>Qualifications and Experience</b></p>	

Position	Director – Public Transport Management
	<ul style="list-style-type: none"> <li>a) Post graduate degree in Transport Planning / Transport Engineering / other relevant field</li> <li>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.</li> <li>c) Membership of a relevant professional body</li> <li>d) Experience in planning / strategy formulation / implementation of public transport projects</li> <li>e) Experience in planning / strategy formulation / operation of public transport facilities and systems</li> <li>f) Experience in regulatory aspects</li> <li>g) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.</li> <li>h) Experience in: delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</li> <li>i) Proven strategic thinking.</li> <li>j) Understanding of effective information delivery techniques including education, marketing and communication.</li> <li>k) Experience in building and fostering relationships.</li> </ul>
	<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>b) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>c) Promotes a climate of innovation, change and adaptation within own area.</li> <li>d) Delegates decision making where appropriate, ensuring staff have the capability and knowledge to make sound decisions.</li> <li>e) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.</li> <li>f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>g) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.</li> <li>h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>i) Demonstrates strong leadership within the planning function and with the management team as a whole</li> <li>j) Has strong communication skills</li> <li>k) Works reliably under pressure to produce timely, accurate information</li> <li>l) Maintains awareness of overall organisational goals, and looks for opportunities to contribute organisation-wide as able.</li> </ul>

**Director – Engineering**

<b>Position</b>	<b>Director – Engineering</b>
<b>Position Description</b>	
<b>Reports to</b>	COO
<p><b>Purpose of the Position</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>b) To provide technical inputs to all the other divisions of UMTA.</li> <li>c) To develop standards and guidelines on technical aspects of urban transport and provide these inputs for overall development of urban transport.</li> <li>d) The Director, in coordination with the staff will review all papers for the Executive Committee, review and lead development of strategies and plans for the division corresponding to the objectives of the division.</li> <li>e) To provide effective leadership, enhance strategic capability and provide service excellence in the relevant technical or management field.</li> </ul>	
<p><b>Key Responsibilities</b></p> <ul style="list-style-type: none"> <li>a) Preparing standards and guidelines specific to transport engineering or as deemed necessary time to time.</li> <li>b) Providing technical input to other divisions</li> <li>c) Coordinating with all relevant implementing agencies and supervising in project implementation, if required</li> <li>d) Providing technical inputs in development and operation of integrated, facilities and systems.</li> <li>e) Supervising and monitoring the implementation of projects by Consultants or otherwise at regular intervals.</li> <li>f) Provide value-added expertise in engineering discipline and project leadership.</li> <li>g) Provide execution oversight for important research, development, and evaluation efforts.</li> <li>h) Perform all such other functions as may be allocated by the COO / CEO time to time.</li> <li>i) Effectively represent the committee's interests to external stakeholders and key partners.</li> <li>j) Ensure that the values, behaviour and culture of the staff in the respective Division are aligned with the strategy of the CEO to achieve a truly integrated work environment.</li> <li>k) Demonstrate excellence in staff management including the appropriate recruitment, retention, performance management and development of employees.</li> </ul>	
<p><b>Reporting</b></p> <p>The Director – Engineering, shall report regularly to the COO through verbal and as necessary, written reports. The Director– Engineering shall periodically prepare and present written reports to the committee, particularly on policy, planning, projects and programme matters.</p>	
<b>Salary and Benefits</b>	



<b>Position</b>	<b>Director – Engineering</b>
<p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p><b>Required Competence</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>e) Results Orientation: A commitment to meeting and exceeding standards of excellence.</li> <li>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.</li> <li>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.</li> </ul>	
<p><b>Qualifications and Experience</b></p> <ul style="list-style-type: none"> <li>a) Post graduate degree in Transport Engineering / other relevant field</li> <li>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.</li> <li>c) Membership of a relevant professional body</li> <li>d) Experience in engineering aspects of transportation projects including transport infrastructure, transport operations, systems and facilities development and operation etc.</li> <li>e) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.</li> <li>f) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</li> <li>g) Proven strategic thinking.</li> <li>h) Understanding of effective information delivery techniques including education, marketing and communication.</li> <li>i) Experience in building and fostering relationships.</li> </ul>	

Position	Director – Engineering
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>b) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>c) Promotes a climate of innovation, change and adaptation within own area.</li> <li>d) Delegates' decision making where appropriate, ensuring staff have the capability and knowledge to make sound decisions.</li> <li>e) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.</li> <li>f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>g) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.</li> <li>h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>i) Demonstrates strong leadership within the planning function and with the management team as a whole</li> <li>j) Has strong communication skills</li> <li>k) Works reliably under pressure to produce timely, accurate information</li> <li>l) Maintains awareness of overall organisational goals, and looks for opportunities to contribute organisation-wide as able.</li> </ul>	

**Director – Policy and Research**

<b>Position</b>	<b>Director – Policy and Research</b>
<b>Position Description</b>	
<b>Reports to</b>	COO
<p><b>Purpose of the Position</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>b) To carry out policy, research, education and awareness activities for overall development of urban transport.</li> <li>c) To develop and manage local performance indicators for urban transport</li> <li>d) To provide effective leadership in enhance strategic capability and providing service excellence in the relevant field.</li> </ul>	
<p><b>Key Responsibilities</b></p> <ul style="list-style-type: none"> <li>a) Leading the activities of conducting research studies, education and awareness about good practices in urban transport</li> <li>b) Providing strategic inputs in development of policy, standards and guidelines for overall development of urban transport</li> <li>c) Ensuring the maintenance of updated database with information relating to urban transport, including details of projects, services, funding, and public transport safety etc.</li> <li>d) Contributing to developing and managing performance indicators for urban transport</li> <li>e) Monitoring and advising on public transport safety</li> <li>f) Identify, analyse and recommend innovative and improved practices, technology and processes for overall improvement of urban transport</li> <li>g) Developing networks in the research community in the field of public transport locally, nationally and internationally.</li> <li>h) Suggesting trainings, capacity buildings for enhancing quality of professionals in the urban transport.</li> <li>i) Perform all such other functions as may be allocated by the COO time to time</li> <li>j) Ensure that the values, behaviours and culture of the staff in the respective Division are aligned with the strategy of the Executive Committee to achieve a truly integrated work environment.</li> </ul>	
<p><b>Reporting</b></p> <p>The Director – Policy and Research, shall report regularly to the COO through verbal and as necessary, written reports. The Director – Policy and Research, shall periodically prepare and present written reports to the Executive Committee, particularly on policy, planning, projects and programme matters.</p>	
<p><b>Salary and Benefits</b></p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<b>Required Competence</b>	

Position	Director – Policy and Research
<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>e) Results Orientation: A commitment to meeting and exceeding standards of excellence.</li> <li>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.</li> <li>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.</li> </ul>	
<p><b>Qualifications and Experience</b></p> <ul style="list-style-type: none"> <li>a) Post graduate degree in Public Policy / Arts (Public Policy) / other relevant field</li> <li>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).</li> <li>c) Membership of a relevant professional body</li> <li>d) Experience in policy making, research and analysis aspects of urban transport sector</li> <li>e) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.</li> <li>f) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</li> <li>g) Proven strategic thinking.</li> <li>h) Understanding of effective information delivery techniques including education, marketing and communication.</li> <li>i) Experience in building and fostering relationships.</li> </ul>	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>b) Actively demonstrates, promotes and models desired organizational behaviours and</li> </ul>	

Position	Director – Policy and Research
	<p>values.</p> <ul style="list-style-type: none"> <li>c) Promotes a climate of innovation, change and adaptation within own area.</li> <li>d) Delegates’ decision making where appropriate, ensuring staff have the capability and knowledge to make sound decisions.</li> <li>e) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.</li> <li>f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>g) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.</li> <li>h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>i) Demonstrates strong leadership within the planning function and with the management team as a whole</li> <li>j) Has strong communication skills</li> <li>k) Works reliably under pressure to produce timely, accurate information</li> <li>l) Maintains awareness of overall organisational goals, and looks for opportunities to contribute organisation-wide as able.</li> </ul>

**Director – Corporate Services**

<b>Position</b>	<b>Director – Corporate Services</b>
<b>Position Description</b>	
<b>Reports to</b>	COO
<p><b>Purpose of the Position</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>d) To provide leadership, enhance strategic capability and service excellence in the relevant technical or management field.</li> </ul>	
<p><b>Key Responsibilities</b></p> <ul style="list-style-type: none"> <li>a) Preparing HR, IT, Branding and Communications and Administration policies for UMTA</li> <li>b) Performing all Administration, IT, Branding and Communications and HR related functions</li> <li>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</li> <li>d) Procuring all required office works, goods and services including all stationary, utilities, IT networks, electronic devices, office equipment etc.</li> <li>e) Development and continuous monitoring and review of organisational policies including administrative policies, recruitment, procurement, branding and communications, information technology, employment etc.</li> <li>f) Reviewing and developing the IT framework and tools</li> <li>g) Ensuring effective branding of UMTA including its vision, mission and goals, the need and benefits of UMTA</li> <li>h) Managing the HR function so that UMTA recruits, retains and develops highly skilled and motivated staff</li> <li>i) Monitors expenditure and identifies opportunities for cost reduction</li> <li>j) Reviews, develops and recommends appropriate employment conditions and remuneration structures, and leads any industrial relations negotiations</li> <li>k) Develop procurement procedures to be used for activities funded by the Executive Committee.</li> <li>l) Ensure that the values, behaviours and culture of the staff in the respective Division are aligned with the strategy of the CEO to achieve a truly integrated work environment.</li> <li>m) Coordinate with all divisions of UMTA for soliciting all information required for fulfilling</li> </ul>	



<b>Position</b>	<b>Director – Corporate Services</b>
<p>all functions of corporate services division</p> <p>n) Perform all such duties and functions as required by the Governing/Executive Committee/ CEO time to time.</p>	
<p><b>Reporting</b></p> <p>The Director – Corporate Services, shall report regularly to the COO through verbal and as necessary, written reports. The Director – Corporate Services, shall periodically prepare and present written reports to the Executive Committee, particularly on policy, planning, projects and programme matters.</p>	
<p><b>Salary and Benefits</b></p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p><b>Required Competence</b></p> <p>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.</p> <p>b) Corporate Services Excellence: This includes deep understanding of corporate administrative, human resources and information technology policies and procedures.</p> <p>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.</p> <p>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.</p> <p>e) Results Orientation: A commitment to meeting and exceeding standards of excellence.</p> <p>f) Risk Management Orientation: This is the ability to identify and take advantage of opportunities while identifying and minimizing risks that will impede the authority from achieving its goals.</p> <p>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.</p>	
<p><b>Qualifications and Experience</b></p> <p>a) Post graduate degree in Management / Business Administration / other relevant field</p> <p>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.</p> <p>c) Membership of a relevant professional body</p> <p>d) Experience in administrative, human resources, IT and associated procedures</p> <p>e) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.</p> <p>f) Experience in delegation, managing workloads and work streams, budgeting and</p>	

Position	Director – Corporate Services
<p>monitoring costs, and ensuring compliance.</p> <ul style="list-style-type: none"> <li>g) Proven strategic thinking.</li> <li>h) Understanding of effective information delivery techniques including education, marketing and communication.</li> <li>i) Experience in building and fostering relationships.</li> </ul>	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>a) Maintains a good understanding of the work environment and trends, authority's performance, and identifies potential opportunities, risks and issues before they arise.</li> <li>b) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>c) Promotes a climate of innovation, change and adaptation within own area.</li> <li>d) Delegates' decision making where appropriate, ensuring staff have the capability and knowledge to make sound decisions.</li> <li>e) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.</li> <li>f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>g) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.</li> <li>h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>i) Demonstrates strong leadership within the planning function and with the management team as a whole</li> <li>j) Has strong communication skills</li> <li>k) Works reliably under pressure to produce timely, accurate information</li> <li>l) Maintains awareness of overall organisational goals, and looks for opportunities to contribute organisation-wide as able.</li> </ul>	

**General Manager - Planning**

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

<b>Position</b>	<b>General Manager – Planning</b>
<b>Salary and Benefits</b>	
The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
<b>Required Competence</b>	
<ul style="list-style-type: none"> <li>a) Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives.</li> <li>b) Planning Excellence: This includes deep understanding of strategic planning, sector understanding, regulatory environment, international best practices, government policies and their effects etc.</li> <li>c) Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members.</li> <li>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.</li> <li>e) Results Orientation: A commitment to meeting and exceeding standards of excellence.</li> <li>f) Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.</li> </ul>	
<b>Qualifications and Experience</b>	
<ul style="list-style-type: none"> <li>a) Post graduate degree in the Transport Planning / relevant field.</li> <li>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.</li> <li>c) Membership of a relevant professional body.</li> <li>d) Experience in Transport planning, development of transport sector programmes and economic appraisal.</li> <li>e) Sound knowledge of transport planning and programming theories and methods.</li> <li>f) Proven strategic thinking.</li> <li>g) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.</li> <li>h) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</li> <li>i) Experience in building and fostering relationships.</li> </ul>	
<b>Skills and Personal Attributes</b>	
<ul style="list-style-type: none"> <li>a) Demonstrates excellent service excellence and team managerial skills</li> <li>b) Ensures operational efficiency</li> <li>c) Demonstrates effective coordination with relevant entities / function within UMTA</li> <li>d) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</li> <li>e) Maintains a good understanding of the work environment and trends, authority's performance, and the political and regulatory climate and identifies potential</li> </ul>	

Position	General Manager – Planning
	<p>opportunities, risks and issues before they arise.</p> <ul style="list-style-type: none"> <li>f) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>g) Promotes a climate of innovation, change and adaptation within own area.</li> <li>h) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.</li> <li>i) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>j) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.</li> <li>k) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>l) Has strong communication skills</li> <li>m) Works reliably under pressure to produce timely, accurate information</li> <li>n) Consults and shares information within a team environment, and cross functionally.</li> <li>o) Provides opportunities for staff to develop new capabilities through designing stretch responsibilities and coaching.</li> </ul>

**General Manager – Engineering**

<b>Position</b>	<b>General Manager – Engineering</b>
<b>Position Description</b>	
<b>Reports to</b>	Director Engineering
<p><b>Purpose of the Position</b></p> <ul style="list-style-type: none"> <li>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</li> <li>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.</li> <li>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Engineering Division</li> </ul>	
<p><b>Key Responsibilities</b></p> <ul style="list-style-type: none"> <li>a) Providing assistance in preparing standards and guidelines specific to transport engineering or as deemed necessary time to time.</li> <li>b) Providing assistance in giving technical input to other divisions.</li> <li>c) Achieving effective coordination with all relevant implementing agencies and supervising in project implementation, if required</li> <li>d) Providing technical inputs in development and operation of integrated, facilities and systems.</li> <li>e) Assistance in providing value-added expertise in engineering discipline and project leadership.</li> <li>f) Assistance in providing execution oversight for important research, development, and evaluation efforts.</li> <li>g) Demonstrate excellence in staff management including the appropriate recruitment, retention, performance management and development of employees.</li> <li>h) Carry out such other functions and duties that are delegated to the position or as deemed necessary by the Director Engineering / COO/ Governing/ Executive Committee.</li> </ul>	
<p><b>Reporting</b></p> <p>The General Manager – Engineering shall report regularly to the Director-Engineering, through verbal and as necessary, written reports.</p>	
<p><b>Salary and Benefits</b></p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p><b>Required Competence</b></p> <ul style="list-style-type: none"> <li>a) Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives.</li> <li>b) Engineering Excellence: This includes deep understanding of engineering related aspects,</li> </ul>	



Position	General Manager – Engineering
<ul style="list-style-type: none"> <li>c) Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members.</li> <li>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.</li> <li>e) Results Orientation: A commitment to meeting and exceeding standards of excellence.</li> <li>f) Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.</li> </ul>	
<p><b>Qualifications and Experience</b></p> <ul style="list-style-type: none"> <li>a) Post graduate degree in the Transport Engineering / relevant field.</li> <li>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.</li> <li>c) Membership of a relevant professional body.</li> <li>d) Experience in transport engineering, designing standards, specifications and guidelines.</li> <li>e) Proven strategic thinking.</li> <li>f) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.</li> <li>g) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</li> <li>h) Experience in building and fostering relationships.</li> </ul>	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>a) Demonstrates excellent service excellence and team managerial skills</li> <li>b) Ensures operational efficiency</li> <li>c) Demonstrates effective coordination with relevant entities / function within UMTA</li> <li>d) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</li> <li>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.</li> <li>f) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>g) Promotes a climate of innovation, change and adaptation within own area.</li> <li>h) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.</li> <li>i) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>j) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.</li> <li>k) Is honest, ethical, and able to develop and maintain the trust and confidence of all</li> </ul>	

Position	General Manager – Engineering
<p>constituents.</p> <ul style="list-style-type: none"><li data-bbox="225 297 719 331">l) Has strong communication skills</li><li data-bbox="225 342 1206 376">m) Works reliably under pressure to produce timely, accurate information</li><li data-bbox="225 387 1382 421">n) Consults and shares information within a team environment, and cross functionally.</li><li data-bbox="225 432 1422 510">o) Provides opportunities for staff to develop new capabilities through designing stretch responsibilities and coaching.</li></ul>	

### General Manager – Integrated Facilities Development Management

<b>Position</b>	<b>General Manager – Integrated Facilities Development Management</b>
<b>Position Description</b>	
<b>Reports to</b>	Director Public Transport Management
<p><b>Purpose of the Position</b></p> <ul style="list-style-type: none"> <li>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</li> <li>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.</li> <li>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Public Transport Management Division</li> </ul>	
<p><b>Key Responsibilities</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>b) Providing assistance in planning, strategizing and overseeing the implementation of projects for integration of public transport in the urban area</li> <li>c) Ensuring effective implementation of integrated transport infrastructure projects within specific timelines, budgets and quality levels.</li> <li>d) Ensuring effective coordination with the Policy and Research Division for innovative public transport solutions suitable to the urban area</li> <li>e) Providing assistance in promoting development of integrated multi-modal public transport systems for the urban area</li> <li>f) Ensuring effective coordination with all relevant agencies for achieving the objectives of the Public Transport Management function of UMTA</li> <li>g) Coordinate with the other divisions of UMTA for integrated holistic development of transport system within the urban area.</li> <li>h) Demonstrate excellence in staff management including the appropriate recruitment, retention, performance management and development of employees.</li> <li>i) Define, clarify and communicate the Governing/Executive Committee’s strategic direction and a culture of collaborative working, with particular focus on compliance with the Governing/Executive Committee’s policies and procedures and the approved annual budgets and other reports.</li> <li>j) Ensure that the values, behaviours and culture of the staff in the executive office are aligned with the strategy of the Governing/Executive Committee to achieve a truly integrated work environment.</li> <li>k) Carry out such other functions and duties that are delegated to the position or as deemed necessary by the COO/ Governing/Executive Committee.</li> </ul>	

<b>Position</b>	<b>General Manager – Integrated Facilities Development Management</b>
<p><b>Reporting</b></p> <p>The General Manager Integrated Facilities Development Management shall report regularly to the Director-Public Transport Management, through verbal and as necessary, written reports.</p>	
<p><b>Salary and Benefits</b></p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p><b>Required Competence</b></p> <ul style="list-style-type: none"> <li>a) Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives.</li> <li>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.</li> <li>c) Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members.</li> <li>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.</li> <li>e) Results Orientation: A commitment to meeting and exceeding standards of excellence.</li> <li>f) Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.</li> </ul>	
<p><b>Qualifications and Experience</b></p> <ul style="list-style-type: none"> <li>a) Post graduate degree in the Transport Planning / Transport Engineering / Infrastructure Planning / Civil Engineering / relevant field.</li> <li>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.</li> <li>c) Membership of a relevant professional body.</li> <li>d) Experience in planning / strategy formulation / implementation of public transport projects</li> <li>e) Experience in planning / strategy formulation / operation of public transport facilities and systems</li> <li>f) Experience in regulatory aspects</li> <li>g) Proven strategic thinking.</li> <li>h) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.</li> <li>i) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</li> <li>j) Experience in building and fostering relationships.</li> </ul>	

Position	General Manager – Integrated Facilities Development Management
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>a) Demonstrates excellent service excellence and team managerial skills</li> <li>b) Ensures operational efficiency</li> <li>c) Demonstrates effective coordination with relevant entities / function within UMTA</li> <li>d) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</li> <li>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.</li> <li>f) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>g) Promotes a climate of innovation, change and adaptation within own area.</li> <li>h) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.</li> <li>i) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>j) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.</li> <li>k) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>l) Has strong communication skills</li> <li>m) Works reliably under pressure to produce timely, accurate information</li> <li>n) Consults and shares information within a team environment, and cross functionally.</li> <li>o) Provides opportunities for staff to develop new capabilities through designing stretch responsibilities and coaching.</li> </ul>	

**General Manager – Integrated Public Transport Operations**

<b>Position</b>	<b>General Manager - Integrated Public Transport Operations</b>
<b>Position Description</b>	
<b>Reports to</b>	Director Public Transport Management
<p><b>Purpose of the Position</b></p> <p>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</p> <p>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 matters associated thereto.</p> <p>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Public Transport Management Division</p>	
<p><b>Key Responsibilities</b></p> <p>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.</p> <p>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</p> <p>c) Ensuring efficiency in operation and management of integrated transport facilities and systems.</p> <p>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</p> <p>e) Providing assistance in planning, strategizing and implementing/coordinating for implementing all related regulatory functions including:</p> <ul style="list-style-type: none"> <li>• Contracting public transport operators for operating in the urban area</li> <li>• Strategizing for issue of licenses for public transport services in the urban area</li> <li>• Monitoring and regulating (or providing support in regulating) fee and charges of different modes of public transport</li> </ul> <p>f) Providing assistance in promoting development of integrated multi-modal public transport systems for the urban area</p> <p>g) Ensuring effective coordination with the Policy and Research Division for innovative public transport solutions suitable to the urban area</p> <p>h) Ensuring effective coordination with all relevant agencies for achieving the objectives of the Public Transport Management function of UMTA</p> <p>i) Coordinate with the other divisions of UMTA for development of integrated and holistic transport system within the urban area.</p> <p>j) Demonstrate excellence in staff management including the appropriate recruitment,</p>	



<b>Position</b>	<b>General Manager - Integrated Public Transport Operations</b>
<p>retention, performance management and development of employees.</p> <p>k) Define, clarify and communicate the Governing/Executive Committee's strategic direction and a culture of collaborative working, with particular focus on compliance with the Governing/Executive Committee's policies and procedures and the approved annual budgets and other reports.</p> <p>l) Ensure that the values, behaviours and culture of the staff in the executive office are aligned with the strategy of the Governing/Executive Committee to achieve a truly integrated work environment.</p> <p>m) Carry out such other functions and duties that are delegated to the position or as deemed necessary by the COO/ Governing Committee /Executive Committee.</p>	
<b>Reporting</b>	
The General Manager Integrated Public Transport Operations shall report regularly to the Director-Public Transport Management, through verbal and as necessary, written reports.	
<b>Salary and Benefits</b>	
The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
<b>Required Competence</b>	
<p>a) Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives.</p> <p>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.</p> <p>c) Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members.</p> <p>d) Problem Solving: The ability to effectively analyse and evaluate information and situations and render effective decisions. This includes anticipating, identifying and defining problems, seeking root causes and developing and implementing practical and timely solutions.</p> <p>e) Results Orientation: A commitment to meeting and exceeding standards of excellence.</p> <p>f) Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.</p>	
<b>Qualifications and Experience</b>	
<p>a) Post graduate degree in the Transport Planning / Transport Engineering / Operations Management / relevant field.</p> <p>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.</p> <p>c) Membership of a relevant professional body.</p> <p>d) Experience in planning / operations of public transport projects</p> <p>e) Experience in planning operation of public transport facilities and systems</p>	

Position	General Manager - Integrated Public Transport Operations
<ul style="list-style-type: none"> <li>f) Experience in regulatory aspects</li> <li>g) Proven strategic thinking.</li> <li>h) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.</li> <li>i) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</li> <li>j) Experience in building and fostering relationships.</li> </ul>	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>a) Demonstrates excellent service excellence and team managerial skills</li> <li>b) Ensures operational efficiency</li> <li>c) Demonstrates effective coordination with relevant entities / function within UMTA</li> <li>d) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</li> <li>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.</li> <li>f) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>g) Promotes a climate of innovation, change and adaptation within own area.</li> <li>h) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.</li> <li>i) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>j) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.</li> <li>k) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>l) Has strong communication skills</li> <li>m) Works reliably under pressure to produce timely, accurate information</li> <li>n) Consults and shares information within a team environment, and cross functionally.</li> <li>o) Provides opportunities for staff to develop new capabilities through designing stretch responsibilities and coaching.</li> </ul>	

## General Manager – Policy and Research

<b>Position</b>	<b>General Manager - Policy and Research</b>
<b>Position Description</b>	
<b>Reports to</b>	Director Planning
<p><b>Purpose of the Position</b></p> <ul style="list-style-type: none"> <li>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</li> <li>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.</li> <li>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Policy and Research Division</li> </ul>	
<p><b>Key Responsibilities</b></p> <ul style="list-style-type: none"> <li>a) Providing assistance in carrying out the research studies, education and awareness activities about good practices in urban transport</li> <li>b) Carrying out research and analysis to provide strategic inputs in development of policy, standards and guidelines for overall development of urban transport</li> <li>c) Ensuring the maintenance of updated database with information relating to urban transport, including details of projects, services, funding, and public transport safety etc.</li> <li>d) Carrying out research and analysis to provide strategic inputs for developing and managing performance indicators for urban transport</li> <li>e) Providing assistance in monitoring and advising on public transport safety</li> <li>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</li> <li>g) Demonstrate excellence in staff management including the appropriate recruitment, retention, performance management and development of employees.</li> <li>h) Ensure that the values, behaviours and culture of the staff in the Executive office are aligned with the strategy of the Governing/ Executive Committee to achieve a truly integrated work environment.</li> <li>i) Carry out such other functions and duties that are delegated to the position or as deemed necessary by the COO/ Governing Committee/ Executive Committee.</li> </ul>	
<p><b>Reporting</b></p> <p>The General Manager – Policy and Research shall report regularly to the Director– Policy and Research, through verbal and as necessary, written reports.</p>	
<p><b>Salary and Benefits</b></p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<b>Required Competence</b>	

Position	General Manager - Policy and Research
<ul style="list-style-type: none"> <li>a) Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives.</li> <li>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.</li> <li>c) Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members.</li> <li>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.</li> <li>e) Results Orientation: A commitment to meeting and exceeding standards of excellence.</li> <li>f) Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.</li> </ul>	
<p><b>Qualifications and Experience</b></p> <ul style="list-style-type: none"> <li>a) Post graduate degree in the Public Policy / Arts (Public Policy) / other relevant field</li> <li>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).</li> <li>c) Membership of a relevant professional body.</li> <li>d) Experience in policy making, research and analysis aspects of urban transport sector</li> <li>e) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.</li> <li>f) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</li> <li>g) Proven strategic thinking.</li> <li>h) Understanding of effective information delivery techniques including education, marketing and communication.</li> <li>i) Experience in building and fostering relationships.</li> </ul>	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>a) Demonstrates excellent service excellence and team managerial skills</li> <li>b) Ensures operational efficiency</li> <li>c) Demonstrates effective coordination with relevant entities / function within UMTA</li> <li>d) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</li> <li>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.</li> <li>f) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>g) Promotes a climate of innovation, change and adaptation within own area.</li> <li>h) Makes timely decisions based on evidence and on merit, within authority levels, and</li> </ul>	

Position	General Manager - Policy and Research
<p>takes responsibility for the results.</p> <ul style="list-style-type: none"> <li>i) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>j) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.</li> <li>k) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>l) Has strong communication skills</li> <li>m) Works reliably under pressure to produce timely, accurate information</li> <li>n) Consults and shares information within a team environment, and cross functionally.</li> <li>o) Provides opportunities for staff to develop new capabilities through designing stretch responsibilities and coaching.</li> </ul>	

**General Manager – Internal Corporate Services**

<b>Position</b>	<b>General Manager – Internal Corporate Services</b>
<b>Position Description</b>	
<b>Reports to</b>	Director –Corporate Services
<p><b>Purpose of the Position</b></p> <p>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</p> <p>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 UMTA.</p> <p>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Corporate Services Division</p>	
<p><b>Key Responsibilities</b></p> <p>a) Providing assistance in preparing HR, IT and Administration policies for UMTA</p> <p>b) Providing assistance in performing all Administration, IT and HR related functions</p> <p>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</p> <p>d) Providing assistance in procuring all required office works, goods and services including all stationary, utilities, IT networks, electronic devices, office equipments etc.</p> <p>e) Providing assistance in development and continuous monitoring and review of organisational policies including administrative policies, recruitment, procurement, information technology, employment etc.</p> <p>f) Providing assistance in reviewing and developing the IT framework and tools</p> <p>g) Providing assistance in managing the HR function so that UMTA recruits, retains and develops highly skilled and motivated staff</p> <p>h) Providing assistance in monitoring expenditure and identifies opportunities for cost reduction</p> <p>i) Providing assistance in reviewing, developing and recommending appropriate employment conditions and remuneration structures, and leads any industrial relations negotiations</p> <p>j) Providing assistance in developing procurement procedures to be used for activities funded by the Governing/ Executive Committee.</p> <p>k) Coordinating with all divisions of UMTA for soliciting all information required for fulfilling all functions of Corporate Services Division.</p> <p>l) Perform all such duties and functions as allocated by the Governing/Executive Committee/ COO time to time.</p>	
<p><b>Reporting</b></p> <p>The General Manager – Internal Corporate Services shall report regularly to the Director -</p>	



<b>Position</b>	<b>General Manager – Internal Corporate Services</b>
Corporate Services, through verbal and as necessary, written reports.	
<b>Salary and Benefits</b>	
The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
<b>Required Competence</b>	
<ul style="list-style-type: none"> <li>a) Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives.</li> <li>b) Corporate Services Excellence: This includes deep understanding of corporate administration, human resource management, information technology infrastructure etc.</li> <li>c) Managerial Excellence: The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members.</li> <li>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.</li> <li>e) Results Orientation: A commitment to meeting and exceeding standards of excellence.</li> <li>f) Operational Excellence: The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.</li> </ul>	
<b>Qualifications and Experience</b>	
<ul style="list-style-type: none"> <li>a) Post graduate degree in Management / Business Administration / other relevant field</li> <li>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.</li> <li>c) Membership of a relevant professional body.</li> <li>d) Experience in administrative, human resources, IT and associated procedures</li> <li>e) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.</li> <li>f) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</li> <li>g) Proven strategic thinking.</li> <li>h) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.</li> <li>i) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</li> <li>j) Experience in building and fostering relationships.</li> </ul>	
<b>Skills and Personal Attributes</b>	
<ul style="list-style-type: none"> <li>a) Demonstrates excellent service excellence and team managerial skills</li> <li>b) Ensures operational efficiency</li> <li>c) Demonstrates effective coordination with relevant entities / function within UMTA</li> <li>d) Understands the strategic orientation of the authority and collaborates to achieve its</li> </ul>	

Position	General Manager – Internal Corporate Services
	<p>strategic vision, mission and goals.</p> <ul style="list-style-type: none"> <li>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.</li> <li>f) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>g) Promotes a climate of innovation, change and adaptation within own area.</li> <li>h) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.</li> <li>i) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>j) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.</li> <li>k) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>l) Has strong communication skills</li> <li>m) Works reliably under pressure to produce timely, accurate information</li> <li>n) Consults and shares information within a team environment, and cross functionally.</li> <li>o) Provides opportunities for staff to develop new capabilities through designing stretch responsibilities and coaching.</li> </ul>

## General Manager – Branding, Communications and Public Relationship Management

<b>Position</b>	<b>General Manager – Branding, Communications and Public Relationship Management</b>
<b>Position Description</b>	
<b>Reports to</b>	Director –Corporate Services
<p><b>Purpose of the Position</b></p> <ul style="list-style-type: none"> <li>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</li> <li>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.</li> <li>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Corporate Services Division</li> </ul>	
<p><b>Key Responsibilities</b></p> <ul style="list-style-type: none"> <li>a) Providing assistance in preparing branding, communications and public relationship management policies for UMTA</li> <li>b) Ensuring effective branding of UMTA including its vision, mission and goals, the need and benefits of UMTA</li> <li>c) Providing assistance in performing all branding, communications and public relationship management related functions</li> <li>d) Providing assistance in development and continuous monitoring and review of organisational policies including branding, communications and public relationship management policies and guidelines etc.</li> <li>e) Coordinating with all divisions of UMTA for soliciting all information required for fulfilling all functions of corporate services division</li> <li>f) Perform all such duties and functions as required by the Governing/ Executive Committee/ COO time to time.</li> </ul>	
<p><b>Reporting</b></p> <p>The General Manager – Branding, Communications And Public Relationship Management shall report regularly to the Director – Corporate Services, through verbal and as necessary, written reports.</p>	
<p><b>Salary and Benefits</b></p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p><b>Required Competence</b></p> <ul style="list-style-type: none"> <li>a) Leadership: The General Manager should have a quality to inspire, lead and coach junior team members to achieve desired goals and objectives.</li> <li>b) Branding and Public Relationship Management Excellence: This includes deep understanding of branding and public relationship management practices etc.</li> </ul>	

<b>Position</b>	<b>General Manager – Branding, Communications and Public Relationship Management</b>
<p>c) <b>Managerial Excellence:</b> The General Manager should have excellent managerial capabilities to plan and execute tasks and manage team members.</p> <p>d) <b>Problem Solving:</b> The ability to effectively analyse and evaluate information and situations and render effective decisions. This includes anticipating, identifying and defining problems, seeking root causes and developing and implementing practical and timely solutions.</p> <p>e) <b>Results Orientation:</b> A commitment to meeting and exceeding standards of excellence.</p> <p>f) <b>Operational Excellence:</b> The General Manager should have excellent operational capabilities to ensure the efficient, effective and admirable execution of activities.</p>	
<p><b>Qualifications and Experience</b></p> <p>a) Post graduate degree in Management / Business Administration / other relevant field</p> <p>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.</p> <p>c) Membership of a relevant professional body.</p> <p>d) Experience in branding, public relationship management and associated procedures</p> <p>e) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.</p> <p>f) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</p> <p>g) Proven strategic thinking.</p> <p>h) Experience in a position with strategic focus, ability to rise above detail, to summarise overall patterns, assess value, and see trends.</p> <p>i) Experience in delegation, managing workloads and work streams, budgeting and monitoring costs, and ensuring compliance.</p> <p>j) Experience in building and fostering relationships.</p>	
<p><b>Skills and Personal Attributes</b></p> <p>a) Demonstrates excellent service excellence and team managerial skills</p> <p>b) Ensures operational efficiency</p> <p>c) Demonstrates effective coordination with relevant entities / function within UMTA</p> <p>d) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</p> <p>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.</p> <p>f) Actively demonstrates, promotes and models desired organizational behaviours and values.</p> <p>g) Promotes a climate of innovation, change and adaptation within own area.</p> <p>h) Makes timely decisions based on evidence and on merit, within authority levels, and takes responsibility for the results.</p> <p>i) Gathers all relevant information, utilises an analytical and logical approach to problem</p>	

Position	General Manager – Branding, Communications and Public Relationship Management
<p>solving, and accurately assesses impact of decisions made.</p> <ul style="list-style-type: none"> <li>j) Takes responsibility for the position accountability and own actions, and for the actions of staff who report to the position.</li> <li>k) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>l) Has strong communication skills</li> <li>m) Works reliably under pressure to produce timely, accurate information</li> <li>n) Consults and shares information within a team environment, and cross functionally.</li> <li>o) Provides opportunities for staff to develop new capabilities through designing stretch responsibilities and coaching.</li> </ul>	

**Support Staff – Transport Planner**

<b>Position</b>	<b>Support Staff – Transport Planner</b>
<b>Person Specification</b>	
<b>Purpose of the Position</b>	
<ul style="list-style-type: none"> <li>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</li> <li>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.</li> <li>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Planning Division</li> </ul>	
<b>Key Responsibilities</b>	
<ul style="list-style-type: none"> <li>a) Providing operational assistance in developing principles and policies for sustainable urban transport system for the urban area</li> <li>b) Providing operational assistance in developing and finalisation of Comprehensive Mobility Plan</li> <li>c) Providing assistance in finalisation of a detailed MYP for urban transport in conjunction with implementation agencies</li> <li>d) Carry out such other functions and duties that are delegated to the position.</li> </ul>	
<b>Reporting</b>	
The Support Staff shall report regularly to the General Manager – Planning, through verbal and as necessary, written reports.	
<b>Salary and Benefits</b>	
The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
<b>Required Competence</b>	
<ul style="list-style-type: none"> <li>a) Experience and proven expertise in the relevant sector</li> <li>b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations.</li> <li>c) The support staff must have ability to effectively analyse and evaluate information and situations and render effective solutions.</li> <li>d) Should be committed to achieving results with high standards of quality and efficiency</li> </ul>	
<b>Qualifications and Experience</b>	
<ul style="list-style-type: none"> <li>a) Post graduate degree in the Transport Planning / relevant field.</li> <li>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.</li> <li>c) Membership of a relevant professional body.</li> <li>d) Experience in Transport planning, development of transport sector programmes and economic appraisal.</li> <li>e) Sound knowledge of transport planning and programming theories and methods.</li> </ul>	



Position	Support Staff – Transport Planner
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"><li>a) Demonstrates excellent service excellence</li><li>b) Ensures operational efficiency</li><li>c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</li><li>d) Maintains a good understanding of the work environment and trends and key operational requirements form the position</li><li>e) Actively demonstrates, promotes and models desired organizational behaviours and values.</li><li>f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li><li>g) Takes responsibility for the position accountability and own actions</li><li>h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li><li>i) Has highly developed verbal and written communication skills.</li><li>j) Works reliably under pressure to produce timely, accurate information</li></ul>	

**Support Staff – Urban Planner**

<b>Position</b>	<b>Support Staff – Urban Planner</b>
<b>Person Specification</b>	
<b>Purpose of the Position</b>	
<ul style="list-style-type: none"> <li>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</li> <li>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.</li> <li>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Planning Division</li> </ul>	
<b>Key Responsibilities</b>	
<ul style="list-style-type: none"> <li>a) Providing operational assistance in developing principles and policies for sustainable urban transport system for the urban area</li> <li>b) Providing operational assistance from urban planning perspectives in developing and finalisation of Comprehensive Mobility Plan for the urban area</li> <li>c) Providing assistance in ensuring the integration of the urban transport planning with land-use planning</li> <li>d) Providing assistance in finalisation of a detailed MYP for urban transport in conjunction with implementation agencies</li> <li>e) Carry out such other functions and duties that are delegated to the position</li> </ul>	
<b>Reporting</b>	
The Support Staff shall report regularly to the General Manager – Planning, through verbal and as necessary, written reports.	
<b>Salary and Benefits</b>	
The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
<b>Required Competence</b>	
<ul style="list-style-type: none"> <li>a) Experience and proven expertise in the relevant sector</li> <li>b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations.</li> <li>c) The support staff must have ability to effectively analyse and evaluate information and situations and render effective solutions.</li> <li>d) Should be committed to achieving results with high standards of quality and efficiency</li> </ul>	
<b>Qualifications and Experience</b>	
<ul style="list-style-type: none"> <li>a) Post graduate degree in the Urban Planning / relevant field.</li> <li>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.</li> </ul>	

Position	Support Staff – Urban Planner
<ul style="list-style-type: none"> <li>c) Membership of a relevant professional body.</li> <li>d) Experience in Urban planning, development of city development plans, master planes etc.</li> <li>e) Sound knowledge of urban and transport planning and programming theories and methods.</li> </ul>	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>a) Demonstrates excellent service excellence</li> <li>b) Ensures operational efficiency</li> <li>c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</li> <li>d) Maintains a good understanding of the work environment and trends and key operational requirements form the position</li> <li>e) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>g) Takes responsibility for the position accountability and own actions</li> <li>h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>i) Has highly developed verbal and written communication skills.</li> <li>j) Works reliably under pressure to produce timely, accurate information</li> </ul>	

**Support Staff – Civil Engineer**

<b>Position</b>	<b>Support Staff – Civil Engineer</b>
<b>Person Specification</b>	
<b>Purpose of the Position</b>	
<ul style="list-style-type: none"> <li>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</li> <li>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.</li> <li>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Planning Division</li> </ul>	
<b>Key Responsibilities</b>	
<ul style="list-style-type: none"> <li>a) Providing operational assistance in preparing standards and guidelines specific to transport engineering or as deemed necessary time to time.</li> <li>b) Providing all necessary civil engineering related inputs including on standards and guidelines for urban transport infrastructure</li> <li>c) Providing operational assistance in giving technical input to other divisions</li> <li>d) Providing assistance in achieving effective coordination with all relevant implementing agencies and supervising in project implementation, if required</li> <li>e) Assistance in providing technical inputs in development and operation of integrated, facilities and systems.</li> <li>f) Assistance in providing value-added expertise in engineering discipline and project leadership.</li> <li>g) Assistance in providing execution oversight for important research, development, and evaluation efforts.</li> <li>h) Carry out such other functions and duties that are delegated to the position or as deemed necessary by the Director Engineering / COO/ Governing Committee/ Executive Committee.</li> </ul>	
<b>Reporting</b>	
The Support Staff shall report regularly to the General Manager – Engineering, through verbal and as necessary, written reports.	
<b>Salary and Benefits</b>	
The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
<b>Required Competence</b>	
<ul style="list-style-type: none"> <li>a) Experience and proven expertise in the relevant sector</li> <li>b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations.</li> <li>c) The support staff must have ability to effectively analyse and evaluate information and situations and render effective solutions.</li> <li>d) Should be committed to achieving results with high standards of quality and efficiency</li> </ul>	

Position	Support Staff – Civil Engineer
<p><b>Qualifications and Experience</b></p> <ul style="list-style-type: none"> <li>a) Graduate degree in the Civil Engineering / relevant field.</li> <li>b) At least 5 years of work experience with at least 2 years of experience in Civil Engineering Function of any public sector entity.</li> <li>c) Membership of a relevant professional body.</li> <li>d) Experience in development of infrastructure projects, such experience in urban transport sector would be preferable</li> <li>e) Sound knowledge of urban and transport planning and programming theories and methods.</li> </ul>	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>a) Demonstrates excellent service excellence</li> <li>b) Ensures operational efficiency</li> <li>c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</li> <li>d) Maintains a good understanding of the work environment and trends and key operational requirements form the position</li> <li>e) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>g) Takes responsibility for the position accountability and own actions</li> <li>h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>i) Has highly developed verbal and written communication skills.</li> <li>j) Works reliably under pressure to produce timely, accurate information</li> </ul>	

**Support Staff – Mechanical Engineer**

<b>Position</b>	<b>Support Staff – Mechanical Engineer</b>
<b>Person Specification</b>	
<b>Purpose of the Position</b>	
<ul style="list-style-type: none"> <li>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</li> <li>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.</li> <li>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Planning Division</li> </ul>	
<b>Key Responsibilities</b>	
<ul style="list-style-type: none"> <li>a) Providing operational assistance in preparing standards and guidelines specific to transport engineering or as deemed necessary time to time.</li> <li>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.</li> <li>c) Providing operational assistance in giving technical input to other divisions</li> <li>d) Providing assistance in achieving effective coordination with all relevant implementing agencies and supervising in project implementation, if required</li> <li>e) Assistance in providing technical inputs in development and operation of integrated, facilities and systems.</li> <li>f) Assistance in providing value-added expertise in engineering discipline and project leadership.</li> <li>g) Assistance in providing execution oversight for important research, development, and evaluation efforts.</li> <li>h) Carry out such other functions and duties that are delegated to the position or as deemed necessary by the Director Engineering / COO/ Governing Committee/ Executive Committee.</li> </ul>	
<b>Reporting</b>	
The Support Staff shall report regularly to the General Manager – Engineering, through verbal and as necessary, written reports.	
<b>Salary and Benefits</b>	
The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
<b>Required Competence</b>	
<ul style="list-style-type: none"> <li>a) Experience and proven expertise in the relevant sector</li> <li>b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations.</li> <li>c) The support staff must have ability to effectively analyse and evaluate information and situations and render effective solutions.</li> </ul>	



Position	Support Staff – Mechanical Engineer
d) Should be committed to achieving results with high standards of quality and efficiency	
<p><b>Qualifications and Experience</b></p> <ul style="list-style-type: none"> <li>a) Graduate degree in the Mechanical Engineering / relevant field.</li> <li>b) At least 5 years of work experience with at least 2 years of experience in Mechanical Engineering Function of any public sector entity.</li> <li>c) Membership of a relevant professional body.</li> <li>d) Experience in development of infrastructure projects, such experience in urban transport sector would be preferable</li> <li>e) Sound knowledge of urban and transport planning and programming theories and methods.</li> </ul>	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>a) Demonstrates excellent service excellence</li> <li>b) Ensures operational efficiency</li> <li>c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</li> <li>d) Maintains a good understanding of the work environment and trends and key operational requirements form the position</li> <li>e) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>g) Takes responsibility for the position accountability and own actions</li> <li>h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>i) Has highly developed verbal and written communication skills.</li> <li>j) Works reliably under pressure to produce timely, accurate information</li> </ul>	

**Support Staff – Integrated Facilities Development**

Position	Support Staff – Integrated Facilities Development
<b>Person Specification</b>	
<p><b>Purpose of the Position</b></p> <ul style="list-style-type: none"> <li>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</li> <li>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.</li> <li>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Public Transport Management Division</li> </ul>	
<p><b>Key Responsibilities</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>b) Providing operational assistance in planning, strategizing and overseeing the implementation of projects for integration of public transport in the urban area</li> <li>c) Providing operational assistance in ensuring effective implementation of integrated transport infrastructure projects within specific timelines, budgets and quality levels.</li> <li>d) Providing operational assistance in promoting development of integrated multi-modal public transport systems for the urban area</li> <li>e) Coordinate with the other divisions of UMTA for integrated holistic development of transport system within the urban area.</li> <li>f) Carry out such other functions and duties that are delegated to the position or as deemed necessary by the COO/ Governing/ Executive Committee.</li> </ul>	
<p><b>Reporting</b></p> <p>The Support Staff shall report regularly to the General Manager –Integrated Facilities Development Management, through verbal and as necessary, written reports.</p>	
<p><b>Salary and Benefits</b></p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p><b>Required Competence</b></p> <ul style="list-style-type: none"> <li>a) Experience and proven expertise in the relevant sector</li> <li>b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations.</li> <li>c) The support staff must have ability to effectively analyse and evaluate information and situations and render effective solutions.</li> <li>d) Should be committed to achieving results with high standards of quality and efficiency</li> </ul>	
<p><b>Qualifications and Experience</b></p> <ul style="list-style-type: none"> <li>a) Post graduate degree in the Transport Planning / Transport Engineering / Infrastructure</li> </ul>	

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

**Support Staff – Integrated Public Transport Operations**

<b>Position</b>	<b>Support Staff – Integrated Public Transport Operations</b>
<b>Person Specification</b>	
<b>Purpose of the Position</b>	
<p>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</p> <p>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.</p> <p>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Public Transport Management Division</p>	
<b>Key Responsibilities</b>	
<p>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.</p> <p>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</p> <p>c) Ensuring efficiency in operation and management of integrated transport facilities and systems.</p> <p>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</p> <p>e) Providing operational assistance in planning, strategizing and implementing/coordinating for implementing all related regulatory functions including:</p> <ul style="list-style-type: none"> <li>• Contracting public transport operators for operating in the urban area</li> <li>• Strategizing for issue of licenses for public transport services in the urban area</li> <li>• Monitoring and regulating (or providing support in regulating) fee and charges of different modes of public transport</li> </ul> <p>f) Providing operational assistance in promoting development of integrated multi-modal public transport systems for the urban area</p> <p>g) Carry out such other functions and duties that are delegated to the position</p>	
<b>Reporting</b>	
The Support Staff shall report regularly to the General Manager – Integrated Public Transport Operations, through verbal and as necessary, written reports.	
<b>Salary and Benefits</b>	
The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
<b>Required Competence</b>	
a) Experience and proven expertise in the relevant sector	

Position	Support Staff – Integrated Public Transport Operations
<ul style="list-style-type: none"> <li>b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations.</li> <li>c) The support staff must have ability to effectively analyse and evaluate information and situations and render effective solutions.</li> <li>d) Should be committed to achieving results with high standards of quality and efficiency</li> </ul>	
<p><b>Qualifications and Experience</b></p> <ul style="list-style-type: none"> <li>a) Post graduate degree in the Transport Planning / Transport Engineering / Operations Management / relevant field.</li> <li>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.</li> <li>c) Membership of a relevant professional body.</li> <li>d) Experience in planning / operations of public transport projects</li> <li>e) Experience in planning operation of public transport facilities and systems</li> </ul>	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>a) Demonstrates excellent service excellence</li> <li>b) Ensures operational efficiency</li> <li>c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</li> <li>d) Maintains a good understanding of the work environment and trends and key operational requirements form the position</li> <li>e) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>g) Takes responsibility for the position accountability and own actions</li> <li>h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>i) Has highly developed verbal and written communication skills.</li> <li>j) Works reliably under pressure to produce timely, accurate information</li> </ul>	

**Support Staff – Transport Researcher**

<b>Position</b>	<b>Support Staff – Transport Researcher</b>
<b>Person Specification</b>	
<b>Purpose of the Position</b>	
<ul style="list-style-type: none"> <li>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</li> <li>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.</li> <li>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Policy and Research Division</li> </ul>	
<b>Key Responsibilities</b>	
<ul style="list-style-type: none"> <li>a) Providing operational assistance in carrying out the research studies, education and awareness activities about good practices in urban transport</li> <li>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</li> <li>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.</li> <li>d) Providing operational assistance in carrying out research and analysis to provide strategic inputs for developing and managing performance indicators for urban transport</li> <li>e) Providing operational assistance in monitoring and advising on public transport safety</li> <li>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</li> <li>g) Carry out such other functions and duties that are delegated to the position.</li> </ul>	
<b>Reporting</b>	
The Support Staff shall report regularly to the General Manager – Policy and Research, through verbal and as necessary, written reports.	
<b>Salary and Benefits</b>	
The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
<b>Required Competence</b>	
<ul style="list-style-type: none"> <li>a) Experience and proven expertise in the relevant sector</li> <li>b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations.</li> <li>c) The support staff must have ability to effectively analyse and evaluate information and situations and render effective solutions.</li> <li>d) Should be committed to achieving results with high standards of quality and efficiency</li> </ul>	



Position	Support Staff – Transport Researcher
<p><b>Qualifications and Experience</b></p> <ul style="list-style-type: none"> <li>a) Post graduate degree in the relevant field.</li> <li>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</li> <li>c) Urban Transport sector experience is preferable</li> <li>d) Membership of a relevant professional body</li> </ul>	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>a) Demonstrates excellent service excellence</li> <li>b) Ensures operational efficiency</li> <li>c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</li> <li>d) Maintains a good understanding of the work environment and trends and key operational requirements form the position</li> <li>e) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>g) Takes responsibility for the position accountability and own actions</li> <li>h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>i) Has highly developed verbal and written communication skills.</li> <li>j) Works reliably under pressure to produce timely, accurate information</li> </ul>	

**Support Staff – Policy Expert**

<b>Position</b>	<b>Support Staff – Policy Expert</b>
<b>Person Specification</b>	
<b>Purpose of the Position</b>	
<ul style="list-style-type: none"> <li>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</li> <li>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.</li> <li>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Policy and Research Division</li> </ul>	
<b>Key Responsibilities</b>	
<ul style="list-style-type: none"> <li>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.</li> <li>b) Providing operational assistance in developing strategic options for consideration in development of policies, guidelines and standards.</li> <li>c) Providing operational assistance in review and analysis of existing policies and finding gaps if any required to be addressed.</li> <li>d) Review of international best practices and finding ways to adapt / adopt the same in Indian context</li> <li>e) Carry out such other functions and duties that are delegated to the position.</li> </ul>	
<b>Reporting</b>	
The Support Staff shall report regularly to the General Manager – Policy and Research, through verbal and as necessary, written reports.	
<b>Salary and Benefits</b>	
The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
<b>Required Competence</b>	
<ul style="list-style-type: none"> <li>a) Experience and proven expertise in the relevant sector</li> <li>b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations.</li> <li>c) The support staff must have ability to effectively analyse and evaluate information and situations and render effective solutions.</li> <li>d) Should be committed to achieving results with high standards of quality and efficiency</li> </ul>	
<b>Qualifications and Experience</b>	
<ul style="list-style-type: none"> <li>a) Post graduate degree in the Public Policy / Arts (Public Policy) relevant field.</li> <li>b) At least 5 years of work experience with at least 2 years of experience in Policy function of any public / private sector entity</li> <li>c) Urban Transport sector experience is preferable</li> </ul>	

Position	Support Staff – Policy Expert
d) Membership of a relevant professional body	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>a) Demonstrates excellent service excellence</li> <li>b) Ensures operational efficiency</li> <li>c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</li> <li>d) Maintains a good understanding of the work environment and trends and key operational requirements form the position</li> <li>e) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>g) Takes responsibility for the position accountability and own actions</li> <li>h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>i) Has highly developed verbal and written communication skills.</li> <li>j) Works reliably under pressure to produce timely, accurate information</li> </ul>	

**Support Staff – Human Resources**

<b>Position</b>	<b>Support Staff – Human Resources</b>
<b>Person Specification</b>	
<b>Purpose of the Position</b>	
<ul style="list-style-type: none"> <li>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</li> <li>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 UMTA.</li> <li>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Corporate Services Division</li> </ul>	
<b>Key Responsibilities</b>	
<ul style="list-style-type: none"> <li>a) Providing operational assistance in preparing HR policies for UMTA</li> <li>b) Providing operational assistance in performing all HR related functions</li> <li>c) Providing assistance in development and continuous monitoring and review of recruitment, employment, separation etc. forming part of human resources policies.</li> <li>d) Providing assistance in managing the HR function so that UMTA recruits, retains and develops highly skilled and motivated staff</li> <li>e) Providing assistance in reviewing, developing and recommending appropriate employment conditions and remuneration structures, and leads any industrial relations negotiations</li> <li>f) Coordinating with all divisions of UMTA for soliciting all information required for fulfilling all functions of corporate services division</li> <li>g) Perform all such duties and functions as required by the Governing Committee/ Executive Committee/ COO time to time.</li> </ul>	
<b>Reporting</b>	
The Support Staff shall report regularly to the General Manager – Internal Corporate Services, through verbal and as necessary, written reports.	
<b>Salary and Benefits</b>	
The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).	
<b>Required Competence</b>	
<ul style="list-style-type: none"> <li>a) Experience and proven expertise in the relevant sector</li> <li>b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations.</li> <li>c) The support staff must have ability to effectively analyse and evaluate information and situations and render effective solutions.</li> <li>d) Should be committed to achieving results with high standards of quality and efficiency</li> </ul>	
<b>Qualifications and Experience</b>	
<ul style="list-style-type: none"> <li>a) Post graduate degree in the Human Resources / other relevant field</li> </ul>	

Position	Support Staff – Human Resources
<ul style="list-style-type: none"> <li>b) At least 5 years of work experience with at least 2 years of experience in Human Resources Function of any public sector entity.</li> <li>c) Membership of a relevant professional body.</li> <li>d) Experience in human resources and associated procedures</li> </ul>	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>a) Demonstrates excellent service excellence</li> <li>b) Ensures operational efficiency</li> <li>c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</li> <li>d) Maintains a good understanding of the work environment and trends and key operational requirements form the position</li> <li>e) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>g) Takes responsibility for the position accountability and own actions</li> <li>h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>i) Has highly developed verbal and written communication skills.</li> <li>j) Works reliably under pressure to produce timely, accurate information</li> </ul>	

**Support Staff – Administration**

Position	Support Staff – Administration
<b>Person Specification</b>	
<p><b>Purpose of the Position</b></p> <ul style="list-style-type: none"> <li>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</li> <li>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 UMTA.</li> <li>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Corporate Services Division</li> </ul>	
<p><b>Key Responsibilities</b></p> <ul style="list-style-type: none"> <li>a) Providing operational assistance in preparing administration policies for UMTA</li> <li>b) Providing operational assistance in performing all administration related functions</li> <li>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</li> <li>d) Providing operational assistance in procuring all required office works, goods and services including all stationary, utilities, IT networks, electronic devices, office equipment etc.</li> <li>e) Providing operational assistance in development and continuous monitoring and review of organisational policies including administrative policies, procurement, etc.</li> <li>f) Providing assistance in monitoring expenditure and identifies opportunities for cost reduction</li> <li>g) Providing assistance in developing procurement procedures to be used for activities funded by the Governing/ Executive Committee.</li> <li>h) Coordinating with all divisions of UMTA for soliciting all information required for fulfilling all functions of Corporate Services Division</li> <li>i) Perform all such duties and functions as required for the position.</li> </ul>	
<p><b>Reporting</b></p> <p>The Support Staff shall report regularly to the General Manager – Internal Corporate Services, through verbal and as necessary, written reports.</p>	
<p><b>Salary and Benefits</b></p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p><b>Required Competence</b></p> <ul style="list-style-type: none"> <li>a) Experience and proven expertise in the relevant sector</li> <li>b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations.</li> <li>c) The support staff must have ability to effectively analyse and evaluate information and situations and render effective solutions.</li> </ul>	



Position	Support Staff – Administration
d) Should be committed to achieving results with high standards of quality and efficiency	
<p><b>Qualifications and Experience</b></p> <ul style="list-style-type: none"> <li>a) Post graduate degree in the Business Administration / other relevant field</li> <li>b) At least 5 years of work experience with at least 2 years of experience in Corporate Administration Function of any public sector entity.</li> <li>c) Membership of a relevant professional body.</li> <li>d) Experience in administration and associated procedures</li> </ul>	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>a) Demonstrates excellent service excellence</li> <li>b) Ensures operational efficiency</li> <li>c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</li> <li>d) Maintains a good understanding of the work environment and trends and key operational requirements form the position</li> <li>e) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>g) Takes responsibility for the position accountability and own actions</li> <li>h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>i) Has highly developed verbal and written communication skills.</li> <li>j) Works reliably under pressure to produce timely, accurate information</li> </ul>	

## Support Staff – Information Technology

Position	Support Staff – Information Technology
<b>Person Specification</b>	
<p><b>Purpose of the Position</b></p> <ul style="list-style-type: none"> <li>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</li> <li>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 UMTA.</li> <li>c) To ensure effective execution, operational efficiency and functional excellence in fulfilment of tasks of Corporate Services Division</li> </ul>	
<p><b>Key Responsibilities</b></p> <ul style="list-style-type: none"> <li>a) Providing operational assistance in preparing IT policies for UMTA</li> <li>b) Providing operational assistance in performing all IT related functions</li> <li>c) Providing operational assistance in procuring all required IT infrastructure including IT networks, IT services, updated technologies etc.</li> <li>d) Providing operational assistance in development and continuous monitoring and review of IT policies etc.</li> <li>e) Providing continuous support to all divisions of UMTA for ensuring uninterrupted IT services</li> <li>f) Managing proper checks and balances on services available to staff and preventing misuse of facilities and services</li> <li>g) Providing assistance in monitoring expenditure and identifies opportunities for cost reduction</li> <li>h) Coordinating with all divisions of UMTA for soliciting all information required for fulfilling all functions of corporate services division</li> <li>i) Perform all such duties and functions as required for the position.</li> </ul>	
<p><b>Reporting</b></p> <p>The Support Staff shall report regularly to the General Manager – Internal Corporate Services, through verbal and as necessary, written reports.</p>	
<p><b>Salary and Benefits</b></p> <p>The pay scale is recommended to be at par with that of central/state level public sector undertakings (PSUs).</p>	
<p><b>Required Competence</b></p> <ul style="list-style-type: none"> <li>a) Experience and proven expertise in the relevant sector</li> <li>b) The support staff should have excellent operational capabilities to execute tasks within assigned timelines and expectations.</li> <li>c) The support staff must have ability to effectively analyse and evaluate information and situations and render effective solutions.</li> <li>d) Should be committed to achieving results with high standards of quality and efficiency</li> </ul>	

Position	Support Staff – Information Technology
<p><b>Qualifications and Experience</b></p> <ul style="list-style-type: none"> <li>a) Graduate degree in the Information Technology / other relevant field</li> <li>b) At least 5 years of work experience with at least 2 years of experience in IT Function of any public sector entity.</li> <li>c) Membership of a relevant professional body.</li> <li>d) Experience in administration and associated procedures</li> </ul>	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>a) Demonstrates excellent service excellence</li> <li>b) Ensures operational efficiency</li> <li>c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</li> <li>d) Maintains a good understanding of the work environment and trends and key operational requirements form the position</li> <li>e) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>g) Takes responsibility for the position accountability and own actions</li> <li>h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>i) Has highly developed verbal and written communication skills.</li> <li>j) Works reliably under pressure to produce timely, accurate information</li> </ul>	

## Support Staff – Branding, Communications and Public Relationship Management

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

<b>Position</b>	<b>Support Staff – Branding, Communications and Public Relationship Management</b>
<ul style="list-style-type: none"> <li>a) Post graduate degree in Management / Business Administration / other relevant field</li> <li>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.</li> <li>c) Membership of a relevant professional body.</li> <li>d) Experience in branding, public relationship management and associated procedures</li> </ul>	
<p><b>Skills and Personal Attributes</b></p> <ul style="list-style-type: none"> <li>a) Demonstrates excellent service excellence</li> <li>b) Ensures operational efficiency</li> <li>c) Understands the strategic orientation of the authority and collaborates to achieve its strategic vision, mission and goals.</li> <li>d) Maintains a good understanding of the work environment and trends and key operational requirements from the position</li> <li>e) Actively demonstrates, promotes and models desired organizational behaviours and values.</li> <li>f) Gathers all relevant information, utilises an analytical and logical approach to problem solving, and accurately assesses impact of decisions made.</li> <li>g) Takes responsibility for the position accountability and own actions</li> <li>h) Is honest, ethical, and able to develop and maintain the trust and confidence of all constituents.</li> <li>i) Has highly developed verbal and written communication skills.</li> <li>j) Works reliably under pressure to produce timely, accurate information</li> </ul>	

# ANNEXURE V - NOTE FOR GOVERNMENT OF MADHYA PRADESH (TEMPLATE)

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

No. \_\_\_\_\_

Government of Madhya Pradesh

[Department of Legal Affairs]

Madhya Pradesh

## **Note for the State Government**

**Subject: Establishment of Unified Transport Authority and Urban Transport Fund in Bhopal – 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 Bhopal 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.

### **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 subserve 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 VI - STATEMENT OF IMPLEMENTATION SCHEDULE

**Subject: Establishment of Unified Transport Authority and Urban Transport Fund**

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

Signature\_\_\_\_\_

Name\_\_\_\_\_

Designation\_\_\_\_\_

Telephone No.\_\_\_\_\_

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

## ANNEXURE VII - STATEMENT OF EQUITY, INNOVATION AND PUBLIC ACCOUNTABILITY

**Subject: Establishment of Unified Transport Authority and Urban Transport Fund**

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

Signature\_\_\_\_\_

Name\_\_\_\_\_

Designation\_\_\_\_\_

Telephone No.\_\_\_\_\_

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

## ANNEXURE VIII - MOTION FOR INTRODUCTION OF A LEGISLATION

To

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

Sir,

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



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