

**United Nations Development Programme**

Country: India

**PROJECT DOCUMENT<sup>1</sup>**



**Project Title: Sustainable Urban Transport Program (SUTP)**

**UNDAF Outcome(s):** By 2012, the most vulnerable people, including women and girls, and government at all levels have enhanced abilities to prepare, respond, and adapt/recover from sudden and slow onset disasters and environmental changes.

**UNDP Strategic Plan Environment and Sustainable Development Primary Outcome:** Strengthened national capacities to mainstream environment and energy concerns into national development plans and implementation systems

**UNDP Strategic Plan Secondary Outcome:** Countries develop and use market mechanisms to support environmental management

**Expected CP Outcome(s):** Progress towards national commitment under multilateral agreements

**Expected CPAP Output (s):** Supporting national development objectives with co-benefits of mitigating climate change

**Executing Entity/Implementing Partner:** Ministry of Urban Development

**Implementing Entity/Responsible Partners:**

**Brief Description**

The objective of this project is to reduce the growth trajectory of GHG emissions from the transport sector in India through the promotion of environmentally sustainable urban transport, strengthening government capacity to plan, finance, implement, operate and manage climate friendly and sustainable urban transport interventions at national, state and city levels, and increasing the modal share of environmentally friendly transport modes in project cities. There are two main components: one on national capacity development initiatives, which will be managed by UNDP, and another on demonstration projects in five selected cities, which will be managed by the World Bank.

Programme Period:	2008-2012	Total resources required	\$297,508,792
Atlas Award ID:	00048794	Total allocated resources:	
Project ID:	00059078	• UNDP-GEF	\$4,050,000
PIMS #	3214	• World Bank-GEF	\$18,450,000
Start date:	Nov 1, 2009	• Government	\$62,130,000
End Date	Dec 31, 2014	• Participating States and Cities	\$107,908,792
Management Arrangements	NEX	• World Bank/Inn	
PAC Meeting Date	Nov 7, 2008		

Agreed by (Executing Entity/Implementing Partner):

*[Signature]* (S.K. LOHIA)  
NPD

Agreed by (UNDP):

1. Date/Month/Year  
*[Signature]*  
15.4.2010  
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<sup>1</sup> For UNDP supported GEF funded projects as this includes GEF-specific requirements



## SITUATION ANALYSIS

### *Context and global significance: Environmental, policy and institutional*

India's continuing urbanization and surging economic growth over the last decade has led to an inevitable rise in ownership and use of motorized vehicles across cities and towns, characterized in particular by reliance on two-wheelers. The average two-wheeler and car ownership levels in metropolitan cities have more than doubled, and motorized per capita trip rate has also increased 60%. This motorization process, already well-underway, may be exacerbated by the introduction of very low-priced cars into the vehicle market, as well as the ongoing expansion of urban and industrialized areas. Recent studies show that in many Indian cities where walking, cycling, and use of buses have traditionally dominated, the share of the use of 2-wheelers, 3-wheelers (intermediate public transport), and, more recently, private cars, has been increasing dramatically.

These changes in travel patterns are placing heavy pressures on the available transport infrastructure and on the institutions in charge of road construction and maintenance, traffic management, road safety, and public transport services. The most visible consequences include greater traffic congestion, increased air pollution, and more traffic accidents. But such changes are also accompanied by a number of less visible, but equally costly, consequences, such as increased travel time, reduced predictability of travel time (particularly for the poor), more hazards and impedances for pedestrians (again, disproportionately affecting the poor), and increased greenhouse gas emissions. While these deleterious consequences of rapid and poorly managed motorization impact all segments of Indian society, these consequences have a particular impact on the urban poor, since they are the worst affected and have the fewest alternatives to avoid these negative impacts.

The increased mode share by private vehicles and widely spread congestion in city centers are also increasing greenhouse gas emissions. While GHG emissions from India's urban transport sector currently are relatively low (less than 10% of India total), the urban transport sector is becoming the fastest growing sector in terms of consumption of fossil fuel. It is projected that if the current urbanization and motorization trends continue, GHG emissions from urban transport could be 8 to 10 times higher than the current level by 2030. This drastic increase could negate much of the effort being made in other sectors in India and in the rest of the world to reduce GHG emissions.

Institutional arrangements for urban transport in India currently are still highly fragmented, and sometimes overlapping. Since Urban Transport is intertwined with Urban Development, which is State responsibility as defined in India's Constitution, Urban Transportation is primarily a State subject. However, the national government is still deeply involved in urban transport, as all critical laws impacting urban transport are administered by the national government. It also collects the majority of tax revenues and, therefore, provides financial support to large public investments. At the city level, while the 74<sup>th</sup> Amendment to India Constitution includes urban transport as a subject for decentralization, most of municipal governments still lack adequate capacity to play a substantial role in urban transport development.

Involvement of national, state and city governments in urban transport may be both necessary and unavoidable, as demonstrated in many other countries. Yet the key issue lies in the fact that mechanisms for coordinating the national, state and municipal actors need to be strengthened for it to be effective. In addition, systematic procedures (e.g., requirements on public consultation, alternative analysis, and social and environmental analysis) and technical guidelines for planning, preparing, appraising, and monitoring and evaluating urban transport investments, especially large-scale projects, also need to be effectively established at either the national or state level. Investment decisions are also required to be taken by individual agencies only after going through a well defined and thorough planning process.

### *Long-term solution and barriers to achieving the solution*

The Ministry of Urban Development (MoUD), which is responsible for planning and coordinating urban transport, has recognized the commonality of many of the transport problems that urban areas are facing,

and has responded by drawing up a National Urban Transport Policy (NUTP) in April 2006. The policy puts forward a vision for urban transport in India that focuses on people, not vehicles, emphasizes liveability, and facilitates urban growth and form oriented toward local geography, rather than transport infrastructure per se (see details in World Bank PAD Annex 1). While the promulgation of the NUTP is an important and commendable milestone for urban transport development in India, in practice, given the federal system in India, its impact will be limited unless fully embraced and effectively implemented at the local level.

A number of institutional and human resource barriers have been identified within the urban transport sector that inhibit effective implementation of NUTP and other urban transport initiatives:

- (a) Inadequate capacity in many state and municipal institutions to address urban transport issues in a comprehensive and collaborative fashion;
- (b) Absence of local knowledge base of sustainable urban transport and of contextual and problem-solving oriented research support to practitioners in urban transport planning, operations and management;
- (c) Lack of formal, two way communication mechanisms for the users and providers of non-motorized and public transport and the general public to provide input/feedback to urban transport decision-making and learn about issues and progress;
- (d) Absence of high-quality projects and locally generated good practices that can demonstrate the benefits of sustainable urban transport and help catalyze/cultivate change in the way urban transport is planned, operated and managed.

#### *Stakeholder and baseline analysis*

Under NUTP cities are expected to adopt some urban transport reforms, including: the creation of a Unified Metropolitan Transport Authority, preparation of a Comprehensive Mobility Plan and formulating a parking policy. However, follow-up on implementation of such reforms has to be effective with deadlines for implementation. It is assumed that in the absence of the GEF project, cities under the program will have constraints of resources to make expeditious progress on these measures.

Second, in the absence of any benchmark data available for gauging any GHG emissions reductions associated with urban transport interventions, it is assumed that any GHG emissions reductions that may be claimed to result from urban transport interventions would be immeasurable. GEF project is expected to assist the cities in establishing mechanism for regularly collecting such data.

Third, currently there is not much active research and development on the implementation of sustainable urban transport systems in India. GEF project, is expected to encourage and provide assistance in this important area.

As a result of the above, it is assumed that the BAU condition in the absence of the GEF financing would be a program of multi-city projects intended to advance the NUTP, using a combination of federal, state, local and IFI financing. But while many of the measures implemented under this program might help lower the trajectory of transport CO<sub>2</sub> emissions, the mechanism of implementation – and the lack of specific concern of the NUTP with GHG emissions reductions – would leave three particular vulnerabilities or risks that could lead to higher CO<sub>2</sub> emissions than would be the case if these vulnerabilities could be addressed (that is, the with-GEF-project condition):

- a. Unbalanced implementation of the NUTP such that those measures that do not generate GEBs are favored, because of local conditions and pressures. In the absence of the SUTP project, local officials may conclude that it is more expedient to focus entirely on technological solutions – for example, accelerated replacement of diesel vehicles with CNG technology – which would have minimal global environmental benefits.

- b. Lack of knowledge at the local level of best practices, and lack of capacity at national and state levels to disseminate best practices to local officials and technical specialists. This risk leaves local governments vulnerable to the possibility that, even if their intention is to engage in sustainable transport policy and investments, they might inadvertently be repeating mistakes that could generate CO<sub>2</sub> emissions.
- c. Financing gaps that would leave critical elements of a package of measures for sustainable urban travel unfunded. For example, in Indore, Pune and Pimpri – all of which are already developing BRT systems – key components of those systems that can help the BRT operations obtain time and reliability competitiveness with private cars and two-wheelers would likely not be implemented under the baseline scenario – that is, in the absence of the SUTP project.

The fundamental incremental value of the proposed SUTP project, then, is to reduce the risk that these vulnerabilities pose.

The project will seek to develop partnerships with other key players in the urban transport sector, and identify more resources to allow more concerted engagement in ongoing processes, or for organizing events to help disseminate best practices. It will need to engage counterparts at national and sub-national levels, particularly in cities, given that motorization and policies will have their loci primarily at the city level. The SUTP could provide a model for the type of engagement necessary.

## 2. STRATEGY

### *Project objective, outcomes and outputs/activities*

The objective of this project is to reduce the growth trajectory of GHG emissions from the transport sector in India through the promotion of environmentally sustainable urban transport, strengthening government capacity to plan, finance, implement, operate and manage climate friendly and sustainable urban transport interventions at national, state and city levels, and increasing the modal share of environmentally friendly transport modes in project cities. There are two main components: one on national capacity development initiatives, which will be managed by UNDP, and another on demonstration projects in certain selected cities (currently five in number), which will be managed by the World Bank.

The UNDP-managed component on national capacity development initiatives is expected to create an enabling institutional framework for sustainable urban transport in India by institutionalizing environmental principles in urban transport policy, planning, implementation, operations and management. This will be accomplished by:

- i. initiating, building and consolidating a strong and functional long-term partnership between GoI and states/local governments for sustainable urban transport development;
- ii. enhancing the capacity of policymakers, planners, researchers, executive agencies, service providers, managers and other professionals involved in urban transport to plan, implement, operate and manage sustainable urban transport systems; and
- iii. creating a national resource centre for urban transport which would facilitate knowledge and information exchange.

The enabling institutional framework for sustainable urban transport will be achieved through the implementation of the following components:

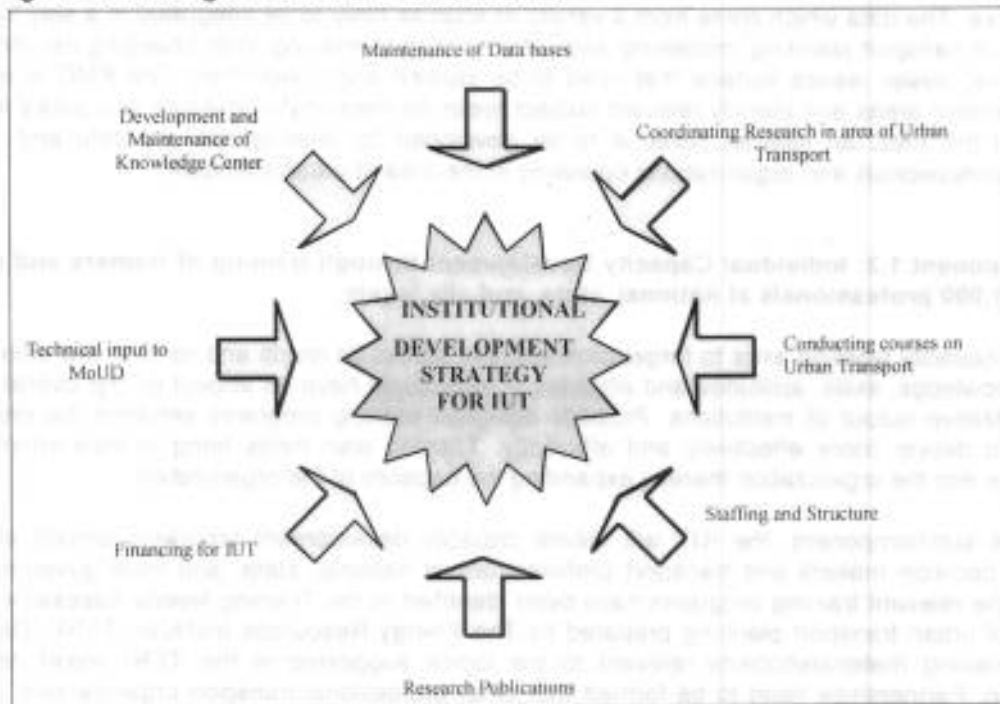
Component 1A: This component has following four sub-components:

**Sub-Component 1.1: Institutional Capacity Development, focusing on strengthening the Institute of Urban Transport (IUT);**

One of the key objectives of the National Urban Transport Policy is to build institutional and human resource capacity for sustainable urban transport planning and to establish a national resource centre that would serve the needs of all urban transport professionals, such as planners, researchers, teachers, trainers, students, etc. For this purpose IUT an existing institute has been identified to be strengthened to discharge this responsibility. See Annex 1: Profile of Institute of Urban Transport for more information about the objectives, main activities and vision of IUT.

The main tasks envisaged for strengthening IUT are to augment and strengthen the institute's functions, increase and build capacity of IUT's staff and make its functions and capacity sustainable. The figure below illustrates the various functions envisaged for IUT. To achieve this outcome, the institutional strengthening and capacity building requirements need to be met.

**Figure 1: Envisaged role and functions of IUT**



As a first step, a Business Plan needs to be prepared to identify the capacity building requirements. The Business Plan should address, but not necessarily be limited to the following aspects:

- Assessment and estimation of the human resource and office hardware requirements of the IUT;
- Creation and maintenance of a Knowledge Management Center, consisting of a National Urban Transport Information Centre (NUTIC) and a library with a publishing wing;
- Building research capabilities;
- Setting up Training and Capacity Building Activities;
- Making IUT a national centre for education in Urban Transport;
- Providing a Platform for Sharing and Dissemination of Information; and
- Preparing a sustainable financial plan for the IUT.

Based on the suggestions given in the Business Plan, the IUT will undertake to implement with emphasis on the following:

- Set up a fully functional NUTIC, library and publishing wing;
- Establish a research wing;
- Design and publish a journal and newsletter;

- ; and
- Undertake procurement of the human resources and office hardware required for this subcomponent

A Knowledge Management Centre (KMC) is proposed to be a part of this component. The need for such a centre has arisen as transport policies and research are a data-driven process. Currently there is a lack of consistency, compatibility and comprehensiveness in data structures, due to the complexity in compilation of transport related data which is attributable to the variety of data types and multiplicity of data sources. The data which come from a variety of sources have to be integrated in a way that satisfies the needs of transport planning, modelling, evaluation and policymaking. With changing requirements and expectations, newer issues surface that need to be studied and researched. The KMC is expected to identify problem areas and identify relevant subject areas for meaningful research and policy formulation. As part of the KMC an internet portal is to be developed for sharing relevant data and information between professionals and organizations operating in the area of urban transport.

### **Sub-Component 1.2: Individual Capacity Development through training of trainers and of a group of about 1,000 professionals at national, state, and city levels;**

Individual capacity building aims to target professionals across all levels and roles in the urban transport sector. Knowledge, skills, aptitudes and attitudes of individuals have an impact on the overall qualitative and quantitative output of institutions. Properly designed training programs enhance the professional's capacity to deliver more effectively and efficiently. Training also helps bring in new information and procedures into the organization thereby expanding the capacity of the organization.

Under this sub-component, the IUT will initiate capacity development programs among about 1,000 planners, decision makers and transport professionals at national, state, and local government levels. Some of the relevant training programs have been identified in the Training Needs Assessment (TNA) in the area of urban transport planning prepared by The Energy Resources Institute (TERI). Design of the modules/training materials/toolkits relevant to the topics suggested in the TERI report needs to be undertaken. Partnerships need to be formed with other professional transport organizations, universities and colleges, and institutions to enable such outreach training programs.

Hence, this sub-component aims to create awareness and institutionalize sustainable transportation planning through creation and implementation of focused training and skills development programs. To assist the PMU in the preparation and implementation of this subcomponent, the services of a Project Consultant (PC2) is to be procured by the PMU. The consultant will undertake training of 500-600 professionals during the consultancy period.

### **Sub-Component 1.3: Selection and preparation of Manuals and Toolkits;**

This sub-component aims to replicate the interventions suggested in manuals prepared in all the emerging cities and fast growing towns to achieve sustainable urban transport through preparation of a total of 10 manuals emphasizing energy efficient modes of transport. These manuals, standards, and toolkits will be prepared as part of implementing NUTP. As part of GEF-SUTP program, the required manuals have been grouped into four blocks according to the different categories of planning/design activities and different users.

As one of the objectives of SUTP is the adoption of energy efficient modes of transport in the present urban scenario, integrating environmental concerns in the project conceptualization stage would avoid any major environmental impacts that may arise in the implementation of proposals. The manuals are expected to provide guidelines for higher level of planning decisions such as implementation of zoning types, creation of policies, access management etc. for an urban region that is involved with huge transportation demand and strategic environmental assessment that would render the urban transport sector environmentally safe in the specific Indian context.

These manuals will complement the other set of manuals already being developed for capacity development initiatives under other projects.

### Sub-Component 1.3a: Needs assessment and identification of Manuals and Toolkits

In order to prepare manuals/toolkits on sustainable urban transport suited to the Indian context, a needs assessment is required. This is to be done by reviewing the available manuals/toolkits in the field of urban transport, inclusive of those being prepared under other projects, material already available internationally and identify the subject areas in which there are no manuals/standards/tool kits available for Indian cities. This would avoid the possibility of duplication of already available materials.

Based on preliminary group discussions and review of on-going and existing urban transport manuals that are funded by different multi-lateral and bi-lateral funding agencies such as GTZ, Asian Development Bank (ADB), Department for International Development (DFID) and World Bank, about 10 manuals and toolkits oriented towards energy efficient modes of sustainable urban transport have been proposed for development to complement those toolkits and manuals already being developed under other projects. These manuals have been grouped into four broad blocks according to the different stages and categories of planning/ design activities and different users. The various blocks and the suggested manuals and tool kits in each have been listed in **Table 1**.

**Table 1: Blocks and constituent Manuals and Toolkits**

BLOCKS	MANUALS & TOOL KITS
<b>Block 1: Comprehensive Mobility Planning</b>	<ol style="list-style-type: none"> <li><b>1. Land-use and Transport: Macro Planning:</b> This manual will deal with the higher level of planning decisions such as implementation of zoning types, creation of policies, access management etc. for an urban region that features huge transportation demand.</li> <li><b>2. Environmental Considerations in Urban Transport Planning:</b> As one of the objectives of SUTP is adoption of energy efficient modes of transport in the present urban scenario, various alternatives are to be explored and proposed as part of the SUTP. Integration of environmental concerns in the project conceptualization stage would eliminate major environmental effects that may arise later in the course of implementation of proposals. This manual will recommend various environmental guidelines for urban transportation along with policy level decisions that may be necessary at the conceptualization stage.</li> <li><b>3. Strategic Environmental Assessment:</b> The manual would address related aspects of sustainable transport policy and planning options to render urban transport sector environmentally safe in the specific context of Indian conditions. It would also suggest appropriate tools for decision-making to contribute to establishing an environmentally friendly and sustainable integrated context for the development of policies and plans.</li> </ol>
<b>Block 2: Detailed Project Reports</b>	<ol style="list-style-type: none"> <li><b>4. Sustainable Urban Transport Data Collection and Management:</b> The manual for the operation and maintenance of urban transport would suggest various service, revenue, and financial characteristics to present a clear view of state of transit. A clear and adaptable data maintenance structure will also be dealt with in the manual.</li> <li><b>5. Environmental Impact Assessment:</b> The EIA assists project managers and leaders in policy &amp; planning to undertake decisions on implementation of a particular sub-project or take corrective actions towards control / mitigation of impacts. The manual will recommend incorporating decision making tools at plan preparation level and the scope of application for Project EIAs for identified sub-projects in the SUTP. The EIA manual so prepared would also take into account the environmental policies and regulations of multilateral funding agencies of the project.</li> </ol>
<b>Block 3: Planning and Design</b>	<ol style="list-style-type: none"> <li><b>6. Pedestrian-friendly and Public Transport-friendly Site Planning:</b> The aim of preparing the manual is to control the density of urban development through site planning, such that the demand for transport is limited to the capacity of the public transport system. Hence, the manual will cover the aspects that incorporate public transport with an ease in land use applications like, land use plan, transit design, driveway design, and related alternative measures.</li> <li><b>7. Urban Street Design for Promoting Public and Non-Motorized Transport:</b> The manual will outline guidelines to be used for planning and designing streets to ensure a process that clearly, consistently, and comprehensively considers the needs of pedestrians, bicyclists, and other Non Motorized Vehicles (NMVs).</li> </ol>

<b>Block 4: Operations Management</b>	<p>8. <b>Traffic Engineering for Public Transport:</b> This manual is envisaged to identify and implement improvement measures to optimize existing transport facilities resulting in improved accessibility and mobility with satisfactory level of safety. Hence it should include aspects such as regulatory techniques, traffic control devices, traffic segregation techniques, demand management techniques, etc.</p> <p>9. <b>Intelligent Transport System (ITS) for Public Transport:</b> This manual aims at bridging the gap between transportation and system engineering in urban areas and also area traffic control through ITS. It will cover ITS related aspects such as ITS design, ITS procurement strategies, Area Traffic Control system, Fleet management, etc.</p> <p>10. <b>Travel Demand Management:</b> The manual will be prepared to give policymakers and other stakeholders a basic understanding of TDM programs and useful tools for TDM implementation in different conditions to meet various operations. Further, this manual will cover the TDM aspects such as travel information services, employer programs, parking measures, etc.</p>
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### Sub-Component 1.3b: Preparation of Manuals, Standards and Tool Kits

Based on the Draft ToRs prepared in the needs assessment phase (sub-component 1.3a), preparation of manuals will be taken up by a Project Consultant (PC-3B). The identified manuals, standards, and toolkits will be prepared as interactive softcopies for use of IUT. They will also prepare necessary training materials and initiate training programs before handing over these activities to IUT.

### Sub-Component 1.4: Promotion, awareness-raising, and dissemination of information to expand and enhance the impacts of the GEF-SUTP;

The main purpose of this project is to promote sustainable urban transport, including energy-efficient transport development and travel behaviour. Promotion and awareness campaigns highlighting the successful initiatives and outcomes of GEF SUTP will be undertaken by the PMU in many towns and cities in India. This sub-component will include activities, such as developing an SUTP website, organizing promotion campaigns, dissemination and experience sharing workshops, newsletters etc.

The PMU will be the implementing agency for this sub-component and may hire the services of experts as and when required during its implementation. A work plan has been prepared which will be acted upon by the PMU with the help of PMC. The work plan requires that PMU shall take on a supportive and facilitative role towards nation-wide dissemination activities targeting public and private sector transport agencies and the general public as the end users of the promotion campaigning. The activities that are likely to take the program initiatives to the end users are listed in the **Table 2**.

**Table 2: Work Plan for Sub-Component 1.4**

No	Method	IA	Purpose	Description	Timing
1	SUTP newsletter	PMU	Awareness, Information	Use a newsletter to announce the project, give regular updates, and develop a profile. Use innovative techniques such as interviews with successful SUTP implementing agencies, some quotes from end users, or comments from an external evaluator.	Quarterly
2	SUTP website	PMU	For awareness, Information, Engagement and Promotion	Project website (giving project profile in e-portal developed through Knowledge Management Centre) is one of the most versatile dissemination tools. Explain the project and its components and their benefits. Information classification and regular updating should be done to attract interest of different audiences.	To Build (update with every significant event)



No	Method	IA	Purpose	Description	Timing
3	Public Communication Activities	PMU	To create awareness	<p><b>Press Releases:</b> Issue an announcement on the GEF funding implementation or an important achievement related to SUTP program as a supplemental addition of news papers.</p> <p><b>Flyers/ Brochures:</b> hand outs can be given at conferences/meetings/seminars in various institutions/organisation. It can also be circulated electronically</p> <p><b>Poster demonstrations:</b> at any transportation/environment related conference/school shows</p>	<p>Beginning and Ending of activity</p> <p>Twice during the project cycle for each city</p>
4	Experience sharing Workshops	PMU	Replication of efforts and learning of lessons	Presentation during every Annual Conference on Urban Mobility in India of IUT	Annually

**Component 1B: Technical assistance to the Ministry of Urban Development to improve national, state, and local capacity to implement the National Urban Transport Policy** *World Bank-GEF and GOI will fund this -component.*

This Component is envisaged to provide technical assistance to the MoUD to improve national, state, and local capacity to implement the national urban transport policy. This includes (i) development of implementation strategies/plans in at least four pilot cities for the five key urban transport reforms envisioned in the NUTP; (ii) piloting of model urban transport databases in at least four pilot cities (including development of a uniform data system, collecting baseline, and training); (iii) development of a national Sustainable Urban Transport Research Program (SUTRP) which will focus on local, problem-solving research and other technical activities in response to the priority need of practitioners (such as government officials/planners/operators involved in urban transport) in planning, implementation and management of sustainable urban transport initiatives/systems; (iv) provide technical assistance to cities in identification and preparation of new environmentally friendly urban transport investments; and (v) provide project implementation support to Component 2 participating cities.

Many cities planning to implement green transport projects would be undertaking such projects for the first time. Without past experience in such projects, certain unanticipated issues could emerge during project implementation. To help the cities address such issues, the MoUD proposes to provide technical assistance to cities under this component.

Component 1B has been proposed to be a "problem solving" component and will be implemented by the MoUD with the help of the PMU and PMC. The lessons learned from the first demonstration projects will be disseminated through the capacity development components at both local and national level in order to guide the implementation of subsequent demonstration projects, particularly for Phase 2 cities, as well future clean transport investment projects in India.

**Key risks**

Potential Risks	Proposed Mitigation Measures	Level of Risk
<b>From Outputs to Objective</b>		
<p>Institutional and capacity development achieved under the project will not be sustained</p>	<ul style="list-style-type: none"> <li>- Maintain high-level policy dialogue with MoUD to sustain its strong commitment and provide assistance to help scale up implementation of NUTP and JnNURM.</li> <li>- Train IUT staff and gradually let them take the full responsibility for managing implementation of national activities.</li> <li>- Forge national/international partnerships for sustained delivery of capacity building activities.</li> <li>- Further enhance the dissemination program by utilizing other resources.</li> <li>- Carefully design the preparation and implementation of key institutional reforms in selected states and cities</li> <li>- Support preparation of new sustainable urban transport investment projects to help utilization of capacity developed under the project.</li> <li>- Coordinate with other donors to increase investments on sustainable urban transport projects.</li> </ul>	<b>L</b>
<p>Demonstration projects will not be replicated in other cities and states without GEF grant support</p>	<ul style="list-style-type: none"> <li>- Strengthen the project selection and preparation process.</li> <li>- Continue supporting implementation of the National Urban Transport Policy and JnNURM, both of which provide policy and financing incentive for replication of SUTP projects in other cities.</li> <li>- Support knowledge sharing among cities through development of local practice-oriented research program a city-to-city peering program</li> <li>- Facilitate financing support to replication of demonstration projects from the Bank and through other financial institutions/mechanisms</li> </ul>	<b>L</b>
<b>From Components to Outputs</b>		
<p>Social and environmental safeguard risk: adverse impacts on environment and affected people and community</p>	<ul style="list-style-type: none"> <li>- Avoid or minimize social and environmental impacts in the early project identification and preparation stage.</li> <li>- Develop a uniformed ESMF at early design stage to guide social and environment assessment and development of management plans.</li> <li>- Emphasize importance of public consultation during project preparation</li> <li>- Integrate the findings of environmental assessments and public consultations in engineering design.</li> </ul>	<b>M</b>

Potential Risks	Proposed Mitigation Measures	Level of Risk
Technical Risk: delay in project implementation and poor quality, due to involvements of multiple cities and states whose capacity varies and whose commitments to project may change.	<ul style="list-style-type: none"> <li>- Maintain the oversight role of MoUD and Steering Committee in project preparation and implementation</li> <li>- Facilitate States/Cities to sign the commitment letters and participation agreements with GoI.</li> <li>- Strengthen PMU at the national level with additional staffing and resource, including hiring a Project Management Consultant (PMC) that will play a vital role in supervision and M&amp;E, overseeing FM, procurement and safeguards, and evaluation of city level implementation activities.</li> <li>- Adopt phasing approach to implementation, giving more time for phase 2 cities to prepare their projects and also helping the PMU and Bank focus supervision efforts on fewer cities at early stage of implementation.</li> <li>- Adopt a uniformed Operations Manual for all city projects to ensure consistency in project preparation and implementation</li> <li>- Strengthen Bank supervision through utilization of more locally-based staff and more frequent site visits (including unscheduled audits).</li> <li>- Involve international professional NGOs to complement supervision efforts by the PMU and the Bank.</li> <li>- Intensify TA and capacity building support to participating states/cities</li> </ul>	M
Fiduciary risk: some cities have inadequate FM systems	<ul style="list-style-type: none"> <li>- Mitigation measures have been designed based on detailed FM/Procurement assessment and will be agreed with MoUD and participating states and cities (See details in World Bank PAD Annex 7 and 8)</li> </ul>	S
Governance and corruption risk: many cities are still weak in information disclosure, complaints handling, and construction quality control and monitoring.	<ul style="list-style-type: none"> <li>- Include the anti-corruption clause in participation agreements.</li> <li>- Develop a GAAP with MoUD and cities, and include it to the Operations Manual.</li> <li>- Strengthen the PMU at national level, which would carry out independent audits to ensure PIAs comply with fiduciary requirements.</li> <li>- Obtain agreement with GoI that GoI would stop releasing funds or relocate funds if the SUTP steering committee/PMU finds non-compliance in implementation of Participation Agreements and Operations Manual in any state/city.</li> <li>- Provide regular training and capacity building to project staff in the areas of project implementation, FM procurement, and safeguards.</li> </ul>	S

#### *Financial modality*

The GEF financing is provided as a grant because the project activities to be supported by the GEF funds are technical assistance activities, which normally do not generate direct financial returns.

#### *Cost-effectiveness*

The project's design – which emphasizes training, capacity building and relatively low-cost investments such as NMT and BRT – is more cost effective than technology options and capital intensive investments. GEF funds have been targeted to shape the investments from the national, state, and local governments to alter the trajectory of GHG emissions from the transport sector in Indian cities in a cost-effective manner.

#### *Sustainability*

The national capacity building initiatives to be implemented with UNDP support will contribute to the sustainability of the project, by strengthening the national urban transport institutions, providing technical guidance on urban transport planning, delivering training programs and tools for government officials involved in urban transport, and promoting and disseminating international and local good practices.

**Replicability**

Dissemination activities to be implemented with UNDP support under the SUTP Program include a series of workshops where the demonstration cities' experiences will be shared, discussed, analyzed and evaluated. If the demonstrations are successful, this will have a positive effect on replication. The lessons learned from the first demonstration projects will be disseminated through the capacity development components at both local and national level in order to guide the implementation of subsequent demonstration projects, particularly for Phase 2 cities, as well future clean transport investment projects in India.

**3. PROJECT RESULTS FRAMEWORK:**

Please refer to World Bank PAD Annex 3: Results Framework and Monitoring.

**TOTAL BUDGET AND WORKPLAN**

<b>Award ID:</b>	00048794	<b>Project ID(s):</b>	00059078
<b>Award Title:</b>	India Sustainable Urban Transport Project (SUTP)		
<b>Business Unit:</b>	IND10		
<b>Project Title:</b>	India Sustainable Urban Transport Project (SUTP)		
<b>PIMS no.</b>	3214		
<b>Implementing Partner (Executing Agency)</b>	Ministry of Urban Development		

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	See Budget Note:
<b>OUTCOME 1.1:</b> IUT strengthened	MoUD	62000	GEF	71200	International Consultants	0	66,667	66,667	66,667	200,000	
				71300	Local Consultants	0	266,667	266,667	266,667	800,000	
				72100	Contractual services	0	173,333	173,333	173,333	520,000	
				71600	Travel	0	13,333	13,333	13,333	40,000	
				72500	Office Supplies	0	13,333	13,333	13,333	40,000	
				74500	Miscellaneous	0	6,667	6,667	6,667	20,000	
					<b>Total Outcome 1</b>	<b>0</b>	<b>540,000</b>	<b>540,000</b>	<b>540,000</b>	<b>1,620,000</b>	
<b>OUTCOME 1.2:</b> Training and skill development	MoUD	62000	GEF	71200	International Consultants	0	86,667	86,667	86,667	260,000	
				71300	Local Consultants	0	66,667	66,667	66,667	200,000	
				72100	Contractual services	0	266,667	266,667	266,667	800,000	
				71600	Travel	0	20,000	20,000	20,000	60,000	
				72500	Office Supplies	0	33,333	33,333	33,333	100,000	

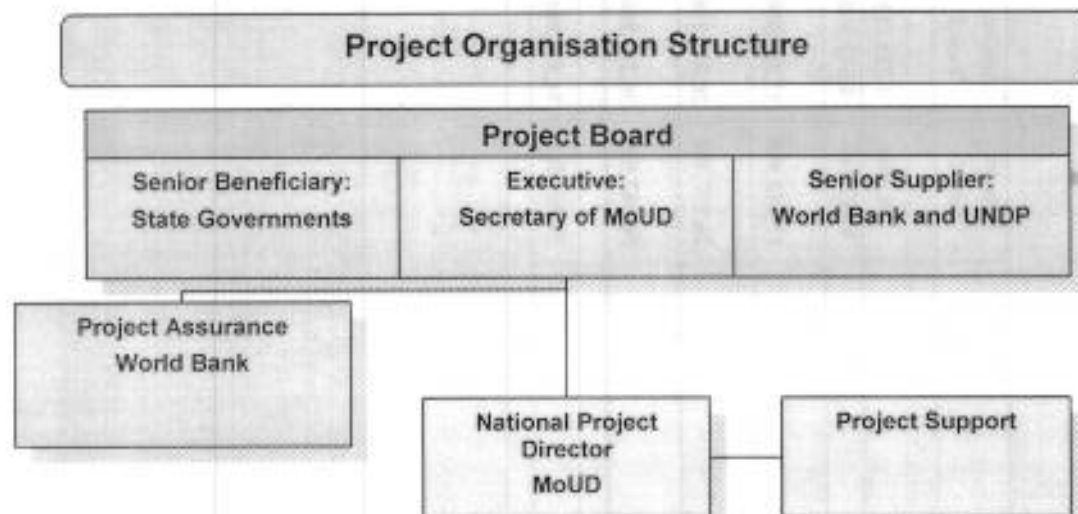




#### 4. MANAGEMENT ARRANGEMENTS

After extensive consultations among the GoI agencies, the World Bank, UNDP, and GEF Secretariat at the early stage of project preparation, it was agreed with all parties that the Bank is the leading GEF agency, and the UNDP a partnering GEF agency, for assisting MoUD to prepare and implement this program. Effective coordination has been established during project preparation to ensure development of one integrated program. During the implementation stage, UNDP will be responsible for assisting GoI in implementation of national capacity building initiatives, while the Bank will focus its implementation support to assist GoI and selected states/cities in implementation of tailored capacity development activities and demonstration projects. The Bank will play the role of technical quality assurance for the entire program. This arrangement, which positions the two GEF agencies based on their comparative advantages and complements with each other in supporting the project, has been welcomed by GoI and participating states and cities.

The project organisation structure is presented below:



The **Project Board** is responsible for making management decisions for a project in particular when guidance is required by the National Project Director (NPD). The Project Board plays a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. In addition, it approves the appointment and responsibilities of the NPD and any delegation of its Project Assurance responsibilities. Based on the approved Annual Work Plan, the Project Board can also consider and approve the quarterly plans (if applicable) and also approve any essential deviations from the original plans.

In order to ensure UNDP's ultimate accountability for the project results, Project Board decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the final decision shall rest with the NPD.



Potential members of the Project Board are reviewed and recommended for approval during the Project Appraisal Committee (PAC) meeting. Representatives of other stakeholders can be included in the Board as appropriate. The Board contains three distinct roles, including:

- 1) **An Executive:** individual representing the project ownership to chair the group.
- 2) **Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding for specific cost sharing projects and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.
- 4) **The Project Assurance** role supports the Project Board Executive by carrying out objective and independent project oversight and monitoring functions. The NPD and Project Assurance roles should never be held by the same individual for the same project.

**National Project Director:** The NPD has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

**Project Support:** The Project Support role provides project administration, management and technical support to the NPD as required by the needs of the individual project or NPD.

## 5. MONITORING FRAMEWORK AND EVALUATION

The project will be monitored through the following M&E activities. The M&E budget is provided in the table below.

### Project start:

A Project Inception Workshop will be held within the first 2 months of project start with those with assigned roles in the project organization structure, UNDP country office and where appropriate/feasible regional technical policy and programme advisors as well as other stakeholders. The Inception Workshop is crucial to building ownership for the project results and to plan the first year annual work plan.

The Inception Workshop should address a number of key issues including:

- a) Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of UNDP CO and RCU staff vis à vis the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.
- b) Based on the project results framework and the relevant GEF Tracking Tool if appropriate, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
- c) Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
- d) Discuss financial reporting procedures and obligations, and arrangements for annual audit.
- e) Plan and schedule Project Board meetings. Roles and responsibilities of all project organisation structures should be clarified and meetings planned. The first Project Board meeting should be held within the first 12 months following the inception workshop.

An Inception Workshop report is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the meeting.

### Quarterly:

- Progress made shall be monitored in the UNDP Enhanced Results Based Management (ERBM) Platform.
- Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high. Note that for UNDP GEF projects, all financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalization of ESCOs are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical).
- Based on the information recorded in Atlas, a Project Progress Report (PPR) can be generated in the Executive Snapshot.
- Other ATLAS logs can be used to monitor issues, lessons learned etc... The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

#### **Annually:**

- Annual Project Review/Project Implementation Reports (APR/PIR): This key report is prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July). The APR/PIR combines both UNDP and GEF reporting requirements.

The APR/PIR includes, but is not limited to, reporting on the following:

- Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
- Project outputs delivered per project outcome (annual).
- Lessons learned/good practice
- AWP and other expenditure reports
- Risk and adaptive management
- ATLAS QPR
- Portfolio level indicators (i.e. GEF focal area tracking tools) are used by most focal areas on an annual basis as well.

#### **Periodic Monitoring through site visits:**

UNDP CO and the UNDP RCU will conduct visits to project sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess first hand project progress. Other members of the Project Board may also join these visits. A Field Visit Report/BTOR will be prepared by the CO and UNDP RCU and will be circulated no less than one month after the visit to the project team and Project Board members.

#### **Mid-term of project cycle:**

The project will undergo an independent Mid-Term Evaluation at the mid-point of project implementation (insert date). The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the UNDP Evaluation Office Evaluation Resource Center (ERC).

The relevant GEF Focal Area Tracking Tools will also be completed during the mid-term evaluation cycle.

#### **End of Project:**

An independent Final Evaluation will take place three months prior to the final Project Board meeting and will be undertaken in accordance with UNDP and GEF guidance. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including

the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.

The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center (ERC).

The relevant GEF Focal Area Tracking Tools will also be completed during the final evaluation.

During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

#### Learning and knowledge sharing:

Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

#### M&E workplan and budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> <li>Project Manager</li> <li>UNDP CO, UNDP GEF</li> </ul>	Indicative cost: 8,000	Within first two months of project start up
Measurement of Means of Verification of project results.	<ul style="list-style-type: none"> <li>UNDP GEF RTA/Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members.</li> </ul>	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on output and implementation	<ul style="list-style-type: none"> <li>Oversight by Project Manager</li> <li>Project team</li> </ul>	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	<ul style="list-style-type: none"> <li>Project manager and team</li> <li>UNDP CO</li> <li>UNDP RTA</li> <li>UNDP EEG</li> </ul>	None	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> <li>Project manager and team</li> </ul>	None	Quarterly
Mid-term Evaluation	<ul style="list-style-type: none"> <li>Project manager and team</li> <li>UNDP CO</li> <li>UNDP RCU</li> <li>External Consultants (i.e. evaluation team)</li> </ul>	Indicative cost: 30,000	At the mid-point of project implementation.
Final Evaluation	<ul style="list-style-type: none"> <li>Project manager and team,</li> <li>UNDP CO</li> <li>UNDP RCU</li> <li>External Consultants (i.e. evaluation</li> </ul>	Indicative cost : 40,000	At least three months before the end of project implementation

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
	team)		
Project Terminal Report	<ul style="list-style-type: none"> <li>Project manager and team</li> <li>UNDP CO</li> <li>local consultant</li> </ul>	0	At least three months before the end of the project
Audit	<ul style="list-style-type: none"> <li>UNDP CO</li> <li>Project manager and team</li> </ul>	Indicative cost per year: 3,000	Yearly
Visits to field sites	<ul style="list-style-type: none"> <li>UNDP CO</li> <li>UNDP RCU (as appropriate)</li> <li>Government representatives</li> </ul>	For GEF supported projects, paid from IA fees and operational budget	Yearly
<b>TOTAL indicative COST</b> Excluding project team staff time and UNDP staff and travel expenses		<b>US\$ 90,000 (UNDP-GEF managed portion)</b>	

budget line numbers 24M

Activity	Responsible Parties	Budget US\$	Time frame
Project Terminal Report	Project manager and team, UNDP CO, local consultant	0	At least three months before the end of the project
Audit	UNDP CO, Project manager and team	Indicative cost per year: 3,000	Yearly
Visits to field sites	UNDP CO, UNDP RCU (as appropriate), Government representatives	For GEF supported projects, paid from IA fees and operational budget	Yearly
<b>TOTAL indicative COST</b> Excluding project team staff time and UNDP staff and travel expenses		<b>US\$ 90,000 (UNDP-GEF managed portion)</b>	

## 6. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## 7. ANNEXES

### Annex 1: Profile of Institute of Urban Transport

The Institute of Urban Transport (IUT) was established in May 1997 as a premier professional non-profit organization. It has been registered under the Societies Registration Act. It is an umbrella institution for research and development studies on Urban Transport with membership comprising Academicians, Architects, Economists, Engineers, Transport Planners, Town Planners and professionals from various disciplines. The institute has over 1000 Individual Members, 70 Associate Members and 50 Institutional Members. The Secretary, Ministry of Urban Development, Government of India is the ex-officio President of the Institute. Its Governing Council has members from various premier organizations connected with Urban Transport. The institute is currently being managed by a small team of staff headed by an Executive Secretary and is housed in the NBO building in Nirman Bhawan, New Delhi.

#### Objectives of IUT

The aim and objective of the institute is to promote, encourage and coordinate the state of art of urban transport including planning, design, development, operation, education, research and management and also to disseminate state of art information and knowledge through lectures, seminars, workshops, conferences, etc. and be the focal point in the country for professionals, decision makers, technology providers, operators and researchers.

#### Main Activities of IUT

- Maintenance of data base and knowledge center on urban transport for policy and planning decision support.
- Coordinating research and advisory services in the area of urban transport in India
- Providing technical inputs to the Ministry of Urban Development in matters related to urban transport
- Provide technical advice and consultancy services to the State Governments, Local Governments and other agencies on a fee basis.

#### Vision for IUT

IUT would be built up to serve as a national level facility to provide continuous advice and guidance on good practices for urban transport planning, implementation, operations and management as emerging from national and international practices and research. It would also advice implementing agencies on new technologies as it becomes available for practical applications. It would take on the responsibility of disseminating this information to practicing professionals and managers through continuing training and education programs. It would act as a centre for institutional and professional accreditation and provide technical assistance to any or all organizations involved with urban transport in India. For this purpose, the institute would have to become a store house of information on the all aspects of urban transport and a comprehensive repository of the best practices in the field.

OFFLINE RISK LOG

Project Title: India Sustainable Urban Transport Project (SUTP)

Award ID: 00048794

Date: July 1, 2009

Project ID: 00059078

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by
1	Institutional and capacity development achieved under the project will not be sustained	January 1, 2009	Strategic	Enter probability on a scale from 1 (low) to 5 (high) Probability = 2  Enter impact on a scale from 1 (low) to 5 (high) Impact = 4	<ul style="list-style-type: none"> <li>- Maintain high-level policy dialogue with MoUD to sustain its strong commitment and provide assistance to help scale up implementation of NUTP and JnNURM.</li> <li>- Train IUT staff and gradually let them take the full responsibility for managing implementation of national activities.</li> <li>- Forge national/international partnerships for sustained delivery of capacity building activities.</li> <li>- Further enhance the dissemination program by utilizing other resources.</li> <li>- Carefully design the preparation and implementation of key institutional reforms in selected states and cities</li> <li>- Support preparation of new sustainable urban transport investment projects to help utilization of capacity developed</li> </ul>	WB, UNDP	UNDP CO

2	<p>Technical Risk: delay in project implementation and poor quality, due to involvement of multiple cities and states whose capacity varies and whose commitments to project may change.</p>	January 1, 2009	Operational	<p>P = 4 I = 4</p>	<p>under the project.</p> <ul style="list-style-type: none"> <li>- Coordinate with other donors to increase investments on sustainable urban transport projects.</li> <li>- Maintain the oversight role of MoUD and Steering Committee in project preparation and implementation</li> <li>- Facilitate States/Cities to sign the commitment letters and participation agreements with GoI.</li> <li>- Strengthen PMU at the national level with additional staffing and resource, including hiring a Project Management Consultant (PMC) that will play a vital role in supervision and M&amp;E, overseeing FM, procurement and safeguards, and evaluation of city level implementation activities.</li> <li>- Adopt phasing approach to implementation, giving more time for phase 2 cities to prepare their projects and also helping the PMU and Bank focus supervision efforts on fewer cities at early stage of implementation.</li> <li>- Adopt a uniformed Operations Manual for all city projects to ensure consistency in project preparation and implementation</li> <li>- Strengthen Bank supervision through utilization of more</li> </ul>	WB, UNDP	UNDP CO
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3	Demonstration projects will not be replicated in other cities and states without GEF grant support	January 1, 2009	Strategic	P = 2 I = 4	<p>locally-based staff and more frequent site visits (including unscheduled audits).</p> <ul style="list-style-type: none"> <li>- Involve international professional NGOs to complement supervision efforts by the PMU and the Bank.</li> <li>- Intensify TA and capacity building support to participating states/cities</li> </ul> <p>- Strengthen the project selection and preparation process.</p> <ul style="list-style-type: none"> <li>- Continue supporting implementation of the National Urban Transport Policy and JnNURM, both of which provide policy and financing incentive for replication of SUTP projects in other cities.</li> <li>- Support knowledge sharing among cities through development of local practice-oriented research program a city-to-city peering program</li> <li>- Facilitate financing support to replication of demonstration projects from the Bank and through other financial institutions/mechanisms</li> </ul>	WB, UNDP	UNDP CO
4	Governance and corruption risk: many cities are still weak in information disclosure, complaints	January 1, 2009		P = 4 I = 4	<ul style="list-style-type: none"> <li>- Include the anti-corruption clause in participation agreements.</li> <li>- Develop a GAAP with MoUD and cities, and include it to the Operations Manual</li> </ul>	WB, UNDP	UNDP CO

<p>handling, and construction quality control and monitoring.</p>				<p>- Strengthen the PMU at national level, which would carry out independent audits to ensure PIAs comply with fiduciary requirements.</p> <p>- Obtain agreement with GoI that GoI would stop releasing funds or relocate funds if the SUTP steering committee/PMU finds non-compliance in implementation of Participation Agreements and Operations Manual in any state/city.</p> <p>- Provide regular training and capacity building to project staff in the areas of project implementation, FM procurement, and safeguards.</p>	<p>PMU/AMC PMU/AMC</p>
<p>3) Environmental</p>	<p>5000</p>	<p>Public</p>	<p>1-4 2-3</p>	<p>Conduct an EIA for the project. Start the process early. Assign staff to report findings. Review findings with the steering committee to see progress. Complete implementation.</p> <p>Review the implementation progress with the steering committee. Conduct an audit of the implementation. Conduct an audit of the implementation. Conduct an audit of the implementation.</p>	<p>PMU/AMC PMU/AMC</p>

### Annex 3.1: DRAFT ToR for Strengthening IUT

#### Consultancy Services for Strengthening of Institute of Urban Transport (India) Project Consultancy-1 (PC-1)

##### 1. BACKGROUND

The Government of India (GoI) has applied to the Global Environment Facility (GEF) to implement Sustainable Urban Transport Project (SUTP) in India to ensure that environmental considerations are taken into account in the application of the National Urban Transport Policy (NUTP) and to achieve a paradigm shift in India's urban transport systems in favour of sustainable development. The Ministry of Urban Development (MoUD) has been appointed as the nodal agency for the implementation of this project. The SUTP objectives are to be achieved through the implementation of following three components:

- The first component is targeted towards National Capacity Development in Urban Transport and has a funding allocation of USD 9.5 Million;
- The second component aims at preparation and implementing green transport demonstration projects in participating cities, with a project cost of USD 184.07 Million; and
- The third component of this project to provide support for management of the project with an allocation of USD 2.45 Million.

Component 1 of GEF-SUTP comprises tasks required for capacity building in the field of sustainable urban transport. The National Capacity Development Initiatives will help the governments at the Central, State and city levels to strengthen the core functions necessary for the efficient administration of Urban Transport.

It promotes building sustainable capacities in urban transport by enhancing the knowledge, skills and productive aptitudes of the organizations / employees involved in the field of urban transport in the context of reforms necessitated by globalization, democratization, the information revolution and changing technologies. The component is subdivided into following 5 sub-components:

- **Sub-Component 1:** Institutional Capacity Development, focusing on strengthening the Institute of Urban Transport (IUT);
- **Sub-Component 2:** Individual Capacity Development through training of trainers and of a group of about 1000 professionals at national, state, and city levels;
- **Sub-Component 3:** Selection and preparation of Manuals and Toolkits; which is therefore subdivided into two parts namely:
  - 3a. Needs assessment and identification of Manuals and Tool kits; and
  - 3b. Preparation of Manuals and Tool kits
- **Sub-Component 4:** Promotion, raising-awareness, and dissemination of information to expand and enhance the impacts of the GEF-SUTP; and
- **Sub-Component 5:** Technical assistance to cities to address emerging issues encountered during project implementation.

##### 2. OBJECTIVE of this CONSULTANCY

The objective of this consultancy is to provide technical assistance to MoUD in implementation of sub-component-1, which aims at strengthening the IUT to undertake independent planning, development, operation, education, research and management activities and also to organize lectures, seminars, workshops, conferences, etc. on subjects pertaining to sustainable urban transport. The strengthening of IUT is in keeping with the objectives of NUTP which is 'to plan for sustainable urban transport and establish knowledge management system to serve the needs of all urban transport professionals, such as planners, researchers, teachers, students, etc.

The expected outcomes of the strengthening process are to:

- Establish an effective forum and a focal point for all relevant stake holders for facilitating the development of state of art sustainable urban transport systems;

- Establish a sustainable capacity to educate and train professionals in accordance with the requirements of the urban transport in the country. Conducting courses on sustainable urban transport for officers and administrative staff of Central/ State and Local Governments;
- Provide all necessary support services and infrastructure to IUT members and other stakeholders;
- Identify adequate mechanisms for funding of IUT so that IUT's functions and services are established and sustained;
- Create a national database on the status, policies, standards, specifications, travel behaviour, demand generation, multi modal technology, environmental and social aspects of urban transport for policy and planning decision support, and
- Develop an enabling mechanism in IUT for providing technical advice to the Central, State and Local Governments and other agencies.

### 3. SCOPE of WORK

In the context of the objectives stated above, this consultancy has to be undertaken in two stages. At first, a Business Plan for IUT has to be prepared taking into consideration its present status and future goals. The second stage will involve implementation of the Business Plan. The general scope of work in each stage is described in the following section.

#### *Stage I : Preparation of the Business Plan for IUT*

The Business Plan should address, but not necessarily be limited to the following aspects:

- Assessment and estimation of the manpower and infrastructure requirements of the IUT;
- Creation and maintenance of a Knowledge Management Center, consisting of National Urban Transport Information Centre (NUTIC) and a library with a publishing wing;
- Building research capabilities;
- Setting up Training and Capacity Building Activities;
- Making IUT a national centre for education in Urban Transport, laying particular emphasis on application oriented education;
- Providing a Platform for Sharing and Dissemination of Information; and
- Prepare a sustainable financial plan for the IUT.

The consultant will undertake detailed discussion with the members, management and the concerned staff of the IUT and prepare the Business Plan so that the document presents the actual needs of the institute towards meeting the objectives of the SUTP. The Business Plan should also include the long term vision, the medium term (over next 10 years) development strategy and the short term (in next 5 years) action plan for IUT.

#### *Stage II : Implementation of the Business Plan*

Based on the suggestions given in the Business Plan, the Consultant will undertake to implement the short term (next 5 year) action plan with emphasis on the following:

- Set up a fully functional NUTIC, library and publishing Wing;
- Setup a research wing;
- Design and publish journal and newsletter;
- Review and update the Memorandum of Association of IUT; and
- Undertake procurement of the manpower and infrastructure required for the activities listed from a-d.

### 4. DETAILED SCOPE OF SERVICES

The detailed scope of the services would include:

#### **STAGE I: Preparation of Business Plan**

##### **Task 1: Review the present activities and capacities available at the IUT**

The focus of this activity will be to identify and collect all necessary information regarding the current state of IUT. It would include review of all relevant documents, consultations and detailed discussions with members and management of the IUT...

### **Task 2: Creating a Knowledge Management Centre (KMC)**

Since IUT is to be developed as a national store house for all urban transport sector related information, creation of a knowledge management centre is a necessary requirement. This centre is to include a data management centre, which has been conceptualised as the National Urban Transport Information Centre (NUTIC) in the DPR prepared by CIRT along with a full-fledged library and a publishing wing. In this context, the following subtasks need to be addressed by the Consultants:

- **Subtask 1:** Review and refine the plan already prepared for establishment of NUTIC and prepare a detailed action plan for implementation over the next 5 years;
- **Subtask 2:** Identify short, medium and long term functions of NUTIC and the services to be provided by NUTIC.
- **Subtask 3:** Regular update of the database will be one of the important tasks of the NUTIC. The consultant would have to identify data to be collected and updated, best source of data, most reliable method for obtaining the same and also the frequency at which each data item needs to be collected keeping in mind its utility and the cost of its collection;
- **Subtask 4:** Establishing a fully functional library: As a part of the KMC, it is envisaged to set up a fully functional Library on Urban Transport and related subjects. The collection would include not only Books but also National and International Journals and Periodicals, Project Reports, Study Reports, Manuals, Tool Kits and all other such material. The library is to provide a single window for accessing relevant text and reference material, particularly by Professionals, Students, Planners and Researchers, in the field of Urban Transport with an e-catalogue on website with appropriate linkages. In this context, the consultant is required to undertake the following:
  - Identify the books required to be procured, keeping in view the books already available with IUT, and prepare an updated list.
  - Identify other publications to be procured (manuals, journals, newsletters and tool kits etc. along with their sources).
- **Subtask 5:** Setting up a Publication Wing: Publishing of journals and newsletter is an important tool for information dissemination by a knowledge based organization. Therefore, under GEF-SUTP establishment of a publication wing in/of IUT has been proposed to be established. Consequently, the Consultant shall undertake the following:
  - Design the SUTP newsletter; identify its contents and sources of information, including important activities undertaken or planned in the field of urban transport;
  - Design an annual journal to be published by IUT, which may include occasional working papers based on fundamental or applied research carried out on various topics of wider applications related to urban mobility; and
  - Estimate the staff requirement for undertaking, coordinating and managing the publication activity as an ongoing function of IUT.
- **Subtask 6:** Identify the human and infrastructure resources required for establishment of the KMC;
- **Subtask 7:** Prepare a detailed implementation and organization plan for KMC incorporating scope of work for the appointment of the experts required to set up the centre and also procurement plan for the procurement of infrastructure.
- **Subtask 8:** Prepare guidelines for management and financially sustaining the centre and identify sources of revenue to make the centre financially sustainable.

- **Subtask 9:** Prepare detailed annual cost estimates for capital and O&M expenditure for the next 5 years.

### **Task 3: Strengthening Research Capabilities**

To develop IUT as a premier research organisation to lead the research activities in the field of urban transport, its capacities need to be augmented to undertake such activities successfully. To achieve the same the Consultant shall undertake following activities:

- **Subtask 1:** Assess and identify gaps between the research needs and research presently being carried out;
- **Subtask 2:** Critically review the present research work to understand the mismatch if any that exist between area of research currently in progress and its applicability to solving the urban transportation problems;
- **Subtask 3:** Identify 2 prospective areas for research and the personnel required for undertaking research and also, identify sponsors for the same.

### **Task 4: Training and Capacity Building Activities**

- **Subtask 1:** Identify areas in which training activities can be/needs to be undertaken;
- **Subtask 2:** Design the training programs to cater to the training needs based on the Training Needs Assessment (TNA) done by The Energy and Resources Institute (TERI);
- **Subtask 3:** Identify regional training centres such as the State Institute of Public Administration or other training institutes, where the training programmes can be undertaken; and
- **Subtask 4:** Estimate the staff required for coordinating and managing training activity.

### **Task 5: Assessment of Resource Requirement of IUT**

This will include assessment of infrastructure, manpower and training requirements of the staff.

#### **Subtask 1: Assessment of Infrastructure Requirements**

- Assess the scale and level of the state of the art infrastructure required to make it self-contained in all aspect of its operations keeping in mind the programs and activities to be undertaken by it; and
- List and provide specifications of training equipments, computer hardware and software required for efficient functioning of the institute and the procurement plan for these should be prepared.

#### **Subtask 2: Assessment of Manpower Requirements**

- Assess the manpower requirement of the institute on the basis of present and proposed activities of the IUT and propose a staffing structure; and
- Prepare an action plan
  - i. Detailing the professional qualifications and experience requirements of staff needed to be hired;
  - ii. Identify constraints such as availability, feasibility and affordability of the right kind of professionals; and
  - iii. Based on the finding of the above identify and assess the alternative options for procurement of the required staff. These options may include (a) recruitment by IUT, (b) preparing a roster of available experts, and their engagement on a fee basis and (c) outsourcing work to consultants, or a combination of these etc.

#### **Subtask 3: Assessment of Training requirement of IUT staff at various levels**

- Assessment of training needs of the staff at different levels;

- Prepare a structured training schedule by identifying need for training including foreign training in order to provide best output in an Institute which will deliver international quality research and studies, especially for the R&D staff and
- Scheme and the training module/format will be recommended for each category of staff.

#### **Task 6: Prepare a Detailed Cost Estimate**

- **Subtask 1:** The consultant will prepare a detailed cost estimate for all activities identified above for the strengthening the IUT. These would cover both the capital and recurring costs;
- **Subtask 2:** Prepare annual revenue and expenditure requirements over the short term covering the initial five years; and
- **Subtask 3:** Prepare revenue and expenditures estimates for the medium term of next ten years.

#### **Task 7: Prepare a Detailed Financial Plan**

- **Subtask 1:** Identify various sources of funds for financing the institute to meet its capital and operations cost so as to make itself sustaining;
- **Subtask 2:** Explore and identify various sources of financing which may include but not be limited to:
  - Grants from MoUD for providing support and services.
  - Fee for conducting training programs for officers and staff of Central, State and Local governments. This fee may come from the provisions made in their respective training policies;
  - Membership fee;
  - Fee to be charged for providing services/ information / data to any organization whether government or non-government.

### **STAGE II Implementation of Business Plan**

During this stage the consultant is required to provide all assistance in actual implementation of some of the proposal of the Business Plan, viz. Setup the KMC and bring it to fully functional level and carry out all the activities till completion of consultancy period; initiate research activities; assist in appointment and training of the staff at IUT and review the MOU of IUT. Thereafter making it possible for the IUT staff, recruited and trained for various activities to independently continue the functioning of the activities established.

The implementation of the Business will include the following activities:

#### **Task 1: Establishing a fully functional Knowledge Management Centre**

##### **Subtask 1:** Collection of Transport Data;

- Draft the format for data collection and storage;
- Identify and collaborating with any existing agency already collecting the data in the transport sector;
- Develop mechanism for data retrieval; and
- Collect data from 2 sample cities, mutually agreed upon with the Project Management Unit (PMU) and feed it into the center.

##### **Subtask 2:** Assist IUT in setting up a functional library;

##### **Subtask 3:** Develop the e-portal and make it functional;

##### **Subtask 4:** Set up a Publication Wing and provide assistance in publishing a total of 6 quarterly newsletters and two annual journals during the consultancy period.

**Subtask 5:** Assist IUT to hire the staff required for the functioning of the KMC as well as in procuring equipments and software, having it installed and commissioned, and

**Subtask 6:** Train the KMC staff in the management of the KMC.

### **Task 2: Initiate Research Activities**

**Subtask 1:** Setup a mechanism for coordinating research activities; and

**Subtask 2:** Assist IUT in appointment of the required staff for coordinating the research activities and also obtain resources for undertaking research activities.

### **Task 3: Training and Capacity Building Activities**

Assist IUT in the appointment and training of the required staff for handling and continuing the training activities in the future.

### **Task 4: Review of Memorandum of Association of IUT**

The consultant should review the Memorandum of Association of IUT, understand and make suitable suggestions taking into account the proposed business plan.

### **Task 5: Procure a site for Housing the institute**

Options for proper accommodation for housing the institute should be explored and these may include (a) contacting the established institutes to provide adequate accommodation from its surplus space; (b) taking space on rent in planned commercial areas; or (c) allotment of land to institute from amongst land available for setting up institutions, with the government etc.

## **5. DELIVERABLES and TIMEFRAME**

The consultant shall commence work within a week of signing of the contract and shall complete the assignment within a period of 22 months. The table 1 lists the deliverables and their respective time frames and the detailed work plan has been given in table 2.

**Table 1: Deliverable and Timeframe**

S. No.	Deliverables	Time Frame (Months from the date of signing of the contract)
<b>Stage 1: Preparation of the Business Plan</b>		
1.	Inception Report: Covering updated methodology and work plan	1
2.	Draft Business Plan	6
3.	Final Business Plan after incorporating comments of all concerned	8
<b>Stage 2: Implementation of the Business Plan</b>		
4.	Procurement of manpower and infrastructure	12
5.	Assist in publishing the 3 Newsletters and 1 Journal	13
6.	Collection of Transport Data from 2 sample cities	15
7.	Set up fully functional KMC (Including NUTIC and Library cum Publishing wing)	19
8.	Set up fully functional research wing and publishing the remaining 3 newsletters and one journal	22
	<b>Total</b>	<b>22</b>

Along with the deliverables listed in the table above the consultant shall also submit a monthly progress report. All the reports being submitted to the client are to be supplied in 6 (five) hard Copies, along with a CD/diskette comprising relevant electronic copies.

## **6. PAYMENT SCHEDULE**

The payment schedule for the above-discussed work is given below in Table 3.



**Table 3: Payment Schedule**

Milestone	Payment %
Project Initiation and Start up	5
Submission of Inception Report	5
Submission of Draft Business Plan	15
Submission of Final Business Plan	15
Procurement of Manpower and infrastructure	15
Setting up of a fully functional KMC with trained staff and development of SUTP e-portal	20
Publishing of Journals/Newsletters (remaining 3 newsletter and 1 journal)	15
Successful Completion of Consultancy	10

## 7. STAFFING

The suggested staffing requirement and work plan for the project have been outlined in Tables 4 and 5.

**Table 4: Staffing Requirements**

S. No.	Team Composition (Number required)	Min. Years of Professional Experience	Minimum Qualification/Area of Experience	Required Person Months
1.	Team Leader cum Institutional Development Expert (1)	20	The Team Leader should have at least a Master's degree in economics or planning or other related social sciences. She/he should be an expert in development planning and has experience in designing, implementing, monitoring and/or evaluating institutional building interventions/ operations. Knowledge of transportation operations is desirable. The ideal candidate will have working experience with multi-lateral funding agencies. Experience of working in the fields of project design, development and approval processes, including familiarity with relevant GoI rules and regulations are highly desirable. Knowledge of GoI institutional aspects (including central and local government systems) and World Bank/UNDP rules, regulations and policies would be an added advantage.	22
2.	Urban Transport Expert (1)	10	The Urban Transport Expert shall have a technical background in Transportation engineering (Masters degree in Civil Engineering, Traffic Engineering, etc.) with work experience in Transportation of at least 10 years. The ideal candidate will have a good understanding of Sustainable Urban Transportation.	15
3.	Financial Expert (1)	10	The candidate shall be Chartered Accountant or having a post graduate degree in financial management as an education qualification. He/She should have 8 to 10 years experience as a financial adviser particularly in the field of project financing. Advisory experience in the field of transportation project would be desirable.	8
4.	IT Expert (1)	10	The candidate should have B. Tech (IT) / MCA degree. He/She would have expertise in hardware design and integration. His expertise would also include data communications and operating systems, real time data	16

5.	Training Expert(1)	15	acquisition and processing and distribution. The candidate shall have a Masters degree with a minimum of 15 years of training experience in the transportation sector. The ideal candidate would have experience in designing of training programs, designing and development of training support materials and implementing training programs.	8
6.	Library Expert (1)	10	The candidate shall have a M.Lib degree with a minimum of 10 years of experience. The ideal candidate would have experience in designing of e-catalogue, identifying and sourcing journals of repute in the transportation sector.	10

Table 5: Work Plan

Activities \ Months	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
Inception Report: Covering updated methodology and work plan																							
Prepare a Draft Business Plan																							
Prepare a Final Business Plan																							
Hiring of Accommodation for IUT																							
Procurement of Infrastructure																							
Hiring of required staff and their Training																							
Design and assist in publishing of newsletters and journals												Journal ⚙											Journal ⚙
Collection of Data from 2 cities																							
Setup fully Functional Library and Publication Wing																							
Make KMC Fully Functional																							
Run the Fully Functional KMC for 2months																							
Start Research on the selected areas																							
Set up Fully Functional Research Wing																							

Annex

GEF-Sustainable Urban Transport Project, India

## Annex 2: Draft TOR for Training and Skills Development Programme

### Consistency Review to Support Training & Skills Development Programme Project Consistency - 2 (PC-2)

#### 1. BACKGROUND

The Government of India (GoI) has signed the Global Environment Facility (GEF) to implement Sustainable Urban Transport Project (SUTP) in order to ensure that environmental considerations are taken into account in the application of the National Urban Transport Policy (NUTP) and to address a design and implementation of the National Urban Transport System (NUTS) in the Ministry of Urban Development (MoUD) has been appointed as the nodal agency for the implementation of the project. The SUTP objectives are to be achieved through the implementation of following three components:

- The first component is targeted towards National Capacity Development in Urban Transport and has a budget allocation of USD 5.5 Million.
- The second component aims to strengthen and mainstream green transport demonstration projects in existing cities with a budget cost of USD 184.07 Million, and
- The third component of the project is provide support for management of the project with an allocation of USD 3.45 Million.

Component 1 of GEF-SUTP comprises two phases for capacity building in the field of sustainable urban transport. The National Capacity Development Initiative will help the government in the Central State and city level to strengthen the core functions necessary for the efficient administration of Urban Transport.

It provides building sustainable expertise in urban transport by enhancing the knowledge, skills and productive attitudes of the organization's employees involved in the field of urban transport. It is to be implemented by government departments, the knowledge revolution and changing technology. The component is subdivided into following 2 sub-components:

- Sub-Component 1: Institutional Capacity Development, focusing on strengthening the Institute of Urban Transport (IUT).
- Sub-Component 2: Individual Capacity Development through training of trainers and of a group of about 1000 professionals at national, state, and city levels.
- Sub-Component 3: Selection and preparation of trainers and Trainers. The sub-component is divided into two parts namely:
  - 3a. Needs Assessment and identification of trainers and Trainers, and
  - 3b. Preparation of trainers and Trainers.
- Sub-Component 4: Promotion, recruitment, training, retention, and dissemination of information to experts and students the Institute of Urban Transport (IUT).
- Sub-Component 5: Technical Assistance to cities to address emerging issues encountered during project implementation.

#### 2. OBJECTIVES of the CONSISTENCY

The objective of this consistency is to build sustainable institutional capacity through building institutional capacity in the Urban Transport sector. This is to be achieved by supporting a consistent of support, training and management training and skills development program.

#### 3. DETAILED SCOPE OF WORK

The scope of the consistency review will be to identify training topics to be developed by MoUD and IUT.

## Annex 3.2: DRAFT ToR for Training and Skill Development Programs

### Consultancy Services to Implement Training & Skills Development Programmes Project Consultancy- 2 (PC-2)

#### 1. BACKGROUND

The Government of India (GoI) has applied to the Global Environment Facility (GEF) to implement Sustainable Urban Transport Project (SUTP) in India to ensure that environmental considerations are taken into account in the application of the National Urban Transport Policy (NUTP) and to achieve a paradigm shift in India's urban transport systems in favour of sustainable development. The Ministry of Urban Development (MoUD) has been appointed as the nodal agency for the implementation of the project. The SUTP objectives are to be achieved through the implementation of following three components:

- The first component is targeted towards National Capacity Development in Urban Transport and has a funding allocation of USD 9.5 Million;
- The second component aims at preparation and implementing green transport demonstration projects in participating cities, with a project cost of USD 184.07 Million; and
- The third component of this project to provide support for management of the project with an allocation of USD 2.45 Million.

Component 1 of GEF-SUTP comprises tasks required for capacity building in the field of sustainable urban transport. The National Capacity Development Initiatives will help the governments at the Central, State and city levels to strengthen the core functions necessary for the efficient administration of Urban Transport.

It promotes building sustainable capacities in urban transport by enhancing the knowledge, skills and productive aptitudes of the organizations / employees involved in the field of urban transport in the context of reforms necessitated by globalization, democratization, the information revolution and changing technologies. The component is subdivided into following 5 sub- components:

- **Sub-Component 1:** Institutional Capacity Development, focusing on strengthening the Institute of Urban Transport (IUT);
- **Sub-Component 2:** Individual Capacity Development through training of trainers and of a group of about 1000 professionals at national, state, and city levels;
- **Sub-Component 3:** Selection and preparation of Manuals and Toolkits; This subcomponent is therefore subdivided into two parts namely:
  - 3a. Needs Assessment and identification of Manuals and Toolkits; and
  - 3b. Preparation of Manuals and Toolkits.
- **Sub-Component 4:** Promotion, raising-awareness, and dissemination of information to expand and enhance the impacts of the GEF-SUTP; and
- **Sub-Component 5:** Technical Assistance to cities to address emerging issues encountered during project implementation.

#### 2. OBJECTIVES of this CONSULTANCY

The objective of this consultancy is to build sustainable institutional capacity through building individual capacity in the Urban Transport sector. This is to be achieved by appointing a consultant to support, design and implement training and skill development program.

#### 3. DETAILED SCOPE OF WORK

The scope of the consultancy services will be to identify training topics in consultation with MoUD and IUT and develop training material and undertake training and skills development programs for 500-600 professionals. Therefore, the consultancy period is being divided into 4 stages. Preparation of training material is to be done in the first stage while training programs are to be undertaken in the second stage. In the third stage, the effectiveness of the training programme is to be evaluated followed by a detailed

project report to be prepared in the fourth and final stage. The detailed scope of the services would therefore include:

### **STAGE I: Preparation of Training Support Materials**

**Task 1:** Identification of Training topics and subjects in consultation with IUT and MoUD

**Task 2:** Development of suitable training material on subject areas identified. The training material in addition to appropriate text should be rich in their graphical content, illustrations, and photographs. The content should include case studies and objective questionnaires to make the training more interactive. The drafts/scripts of the training material will be presented before the Focus Group<sup>3</sup> for evaluating their content, adequacy, clarity, and effectiveness.

**Task 3:** The training kit should include:

Trainers' and participants' manual;

Tools for group instruction like PowerPoint presentations, flip charts and overhead bromides; and

Short videos of not more than 10 minutes duration to complement the training manuals.

**Task 4:** Revise the content of the training material to incorporate the feedback received from the Focus group.

**Task 5:** The Consultant shall compile and make available all the training material as part of training kit as well as in soft copies as CDs.

### **STAGE II: Undertake Training Programmes**

**Task 1:** Training the Trainers

- The consultant should identify the trainers to be trained under the programme and also the institute where the training programmes can be carried out;
- Undertake 2 training programs of ten days duration each for providing training to 10 trainers per session at an institution, identified in consultation with MoUD; and

A set of pre-training assignments will be provided to the trainers in order to ensure that they understand the training material prepared for undertaking training of the staff of urban transport development agencies.

**Task 2:** Training of Officers/Staff of Key Urban Transport Development Agencies: This activity would consist of training programs of varying durations for different groups of trainees. MoUD will assist in arranging nomination of trainees from various urban transport development agencies. The training of trainees would have three modules as follows:

- **Module I:** 3 courses of 3 days duration for up to 20 trainees each selected from the decision makers level, viz. Secretaries, Commissioners, Directors etc.
- **Module II:** 3 courses of 5 days duration for up to 30 trainees each at senior & middle management level, viz. Chief Engineers etc.
- **Module III:** 8 courses of one week duration for up to 50 trainees from the Cutting Edge level i.e. Consultants, planner and other professionals working in the field of urban transport.

The pedagogy for all the modules would be to cover the relevant topics out of those provided, and comprise: class room lectures; presentation of case studies; group discussions; and field visits.

The consultant will provide faculty to oversee the delivery of first round of each type of training by the trained trainers. This faculty would also address the weaknesses in the trainers, identified from the

<sup>3</sup> The MoUD would constitute a Focus Group with representation from IUT, Administration and Finance wing of the Ministry and Training experts. They will periodically meet to review and monitor the progress of this Consultancy and provide guidance towards its effectiveness and applicability.

feedback received from the training programs. Further training, if necessary, will be provided to the trainers exhibiting deficiencies in performance.

**Note:** The financial proposal of the consultant shall include estimated cost of residential course fees to be incurred for conducting the training sessions including institute's fee and boarding and lodging arrangements for trainers as well as trainees

### STAGE III: Evaluation of Effectiveness of Training Programmes

**Task 1:** The consultant shall frame a monitoring and evaluation mechanism and criteria with the focus group prior to implementation of training programs; and

**Task 2:** Prepare an evaluation report based on the data gathered during the training programmes with the monitoring and evaluation mechanism stating the overall effectiveness of the program and making recommendations, including revised tools as necessary for future training delivery. The report will be reviewed by the Focus Group for evaluating the content, adequacy, clarity, and effectiveness.

### STAGE IV: Preparation of a Detailed Report

The Consultant shall prepare a detailed project report on the activities undertaken during the consultancy period. The report will also include details such as:

- List and contact details of participants of each training program,
- Proceedings during the programs including interventions from the participants, group discussions and group presentations/ reports;
- A long-term action plan for continuing training to the officers/staff of the Key Urban Transport Development Agencies; and
- Suggestions for enhancing the effectiveness of the future programs

## 4. DELIVERABLES and TIMEFRAME

The consultant shall commence work within a week of signing of the contract and shall complete the assignment within a total of 20 months. The table 1 lists the deliverables and their respective time frames and the detailed work plan has been given in table 2. Along with the deliverables listed in the table below the consultant shall also submit a monthly progress report.

**Table 1: Deliverable and Time Frame**

S. No.	Deliverables	Time Frame (Months from the date of signing of the contract)
1.	Inception Report: Covering updated methodology and work plan	1
2.	Training Support Material	10
3.	Training of the Trainers	12
4.	Training of the Trainees	19
6.	Evaluation Report	19
6.	Detailed Project Report	20

**Table 2: Work Plan**

Activities / Months	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Inception Report																				
Develop Training Support Material																				
Identify Training Institutes and																				

Trainers																				
Obtain Nominations of Prospective Trainers and Send Lol to them																				
Organize Training of Trainers																				
Obtain Nominations of Prospective Trainees																				
Organize Training of Trainees																				
Prepare Evaluation Report																				
Detailed Project Report																				

All the reports submitted to the client will be supplied in six hard Copies, along with a diskette comprising relevant electronic copies. It must be noted that the copyright for all the manuals, toolkits, guidelines, training modules, trainers' kit and other intellectual property created as a part of this project will vest exclusively with the Government of India (MoUD) which would be free to use all such material, without restrictions, in any of its training programs or for any other purposes.

**5. PAYMENT SCHEDULE**

The payment schedule for the above-discussed work has been detailed out in Table 3.

**Table 3: Payment Schedule**

Milestone	Payment %
Project Initiation and Start-up	5
Inception Report	5
Development of Training Material	15
Training of Trainers	25
Training of Trainees	20
Evaluation Report	15
Final Report (along with final material)	15

**6. STAFFING**

The suggested staffing requirement and schedule required for the project has been outlined in Table 4.

**Table 4: Qualification & Experience**

Position	Pers on Mont hs	Years of Professiona l Experience	Specific Experience
1. Team Leader cum Training Specialist	20	10 years	The Training Specialist shall have a degree with a minimum of 10years of experience in the training in transportation sector and training of trainers. The ideal candidate would have experience in designing of training programs, designing and development of training support materials and implementing training programs.
2. Urban Planning Specialist (1)	12	10 years	The Urban Planning Specialist shall have a technical background in Urban Planning (Masters degree in planning) and work experience in Transportation at least 10 years of experience in formulating and generating urban transport projects and policies. The ideal candidate will have a good understanding of the comprehensive mobility planning approach encompassing technical, economical, financial, social and environmental aspects and also in imparting training in these areas.
3. Urban Transportation Engineering Specialist (1)	12	10 years	The Urban Transportation Engineering Specialist shall have a technical background in Transportation engineering (Masters degree in Civil Engineering, Traffic Engineering, etc.) with work experience in Transportation of at least 10 years. The ideal candidate will have a good understanding of the Urban Transportation and also in imparting training in these areas.
4. Urban Transport Planning Specialist (1)	12	10 years	The Urban Transport Expert shall have a technical background and work experience of at least 10 years. The ideal candidate will have a good understanding of Sustainable Urban Transportation. Experience in project management would be desirable.

#### Indicative List of Training Topics

1. Preparation of Comprehensive Mobility Plan
2. Integrated Land-use and Transportation Planning
3. Non Motorized Travel Characteristics and Planning
4. Alternative Analyses for Major Urban Transport Investments
5. Environmental and Social Issues in Urban Transport
6. Safety Aspects of Urban Transport
7. Development of Intelligent Transport Systems (ITS) in a city
8. Implementing Low Cost Traffic Management Improvement Measures
9. Public Transport
a. Characteristics of Different Modes
b. Network and Service planning, Development, Management, and Operations
c. Contracting for Service Provision
d. Pricing (Fare setting)
e. Operation and Maintenance Costing
f. Financial Planning
g. Marketing
10. Travel Demand Characteristics, analysis and Estimation
11. Travel Demand Management (TDM)
12. Transport Finance and Economics
13. Public Private Partnerships (PPPs) for Urban Transport Investments
14. Accounting for the needs of vulnerable populations in urban Transport



15. Communication and Stakeholder Participation

Annex 15: DRAFT TOR for Needs Assessment of Manuals and Toolkit

Project Consultancy - 24 (P-C-24)  
 Consultancy Services for Needs Assessment and Identification of Manuals and Toolkit

BACKGROUND

The Government of India (GoI) has signed the Global Environment Facility (GEF) under conditional GEF grant to implement Sustainable Urban Transport Project (SUTP) in India to reduce the country's dependence on fossil fuels and to improve the quality of the urban transport system. The Ministry of Urban Development (MoUD) has been appointed as the implementing agency for the SUTP. The SUTP objectives are to be achieved through the implementation of the following three components:

- The first component is targeted towards National Capacity Development in Urban Transport and for a budget allocation of USD 2.5 Million.
- The second component is to provide training and strengthening grant towards environmental protection with a budget of USD 10.0 Million.
- The third component is to provide support for management of the project with an allocation of USD 2.5 Million.

Component 1 of GEF-SUTP comprises tasks required for capacity building in the field of sustainable urban transport. The National Capacity Development Initiative will help the Government in the field of urban transport by strengthening the core functions necessary for the efficient administration of urban transport.

It promotes building sustainable capacities in urban transport by widening the knowledge, skills and experience of the organization's employees involved in the field of urban transport. In order to control the risks associated by globalization, decentralization, the information revolution and changing technologies, the component is subdivided into following 2 sub-components:

- Sub-Component 1: Institutional Capacity Development, focusing on strengthening the capacity of Urban Transport (UT).
- Sub-Component 2: Individual Capacity Development through training of relevant staff to a group of about 1,000 professionals at national, state and city levels.
- Sub-Component 3: Selection and preparation of Manuals and Toolkit, which is further subdivided into two parts namely:
  - 3a. Needs assessment and identification of Manuals and Toolkit, and
  - 3b. Preparation of Manuals and Toolkit.
- Sub-Component 4: Promotion, review, maintenance, and dissemination of information in regard to the GEF-SUTP.
- Sub-Component 5: Technical assistance to carry out various emerging tasks associated with project implementation.

OBJECTIVE OF THE CONSULTANCY

The objective of this consultancy is to assess the need and identify relevant manuals and toolkits which will be prepared under the project. This is to be done by reviewing the available manuals/toolkits in the field of urban transport, including those being prepared under other projects and the Ministry's website. Additionally, identify the gaps and suggest a list of manuals and toolkits which need to be prepared as per the TOR for the consultancy to be awarded to undertake the task of preparing the Manuals and Toolkit.

### Annex 3.3: DRAFT ToR for Needs Assessment of Manuals and Toolkits

#### Consultancy Services for Needs Assessment and Identification of Manuals and Toolkits Project Consultancy – 3a (PC-3a)

##### 1. BACKGROUND

The Government of India (GoI) has applied to the Global Environment Facility (GEF) under operational policy OP11 of GEF to implement Sustainable Urban Transport Project (SUTP) in India to ensure that environmental considerations are taken into account in the application of the National Urban Transport Policy (NUTP) and to achieve a paradigm shift in India's urban transport systems in favour of sustainable development. The Ministry of Urban Development (MoUD) has been appointed as the nodal agency for the implementation of the project. The SUTP objectives are to be achieved through the implementation of following three components:

- The first component is targeted towards National Capacity Development in Urban Transport and has a funding allocation of USD 9.5 Million;
- The second component aims at preparation and implementing green transport demonstration projects in participating cities, with a project cost of USD 184.07 Million; and
- The third component of this project to provide support for management of the project with an allocation of USD 2.45 Million.

Component 1 of GEF-SUTP comprises tasks required for capacity building in the field of sustainable urban transport. The National Capacity Development Initiatives will help the governments at the Central, State and city levels to strengthen the core functions necessary for the efficient administration of Urban Transport.

It promotes building sustainable capacities in urban transport by enhancing the knowledge, skills and productive aptitudes of the organizations / employees involved in the field of urban transport in the context of reforms necessitated by globalization, democratization, the information revolution and changing technologies. The component is subdivided into following 5 sub-components:

- **Sub-Component 1:** Institutional Capacity Development, focusing on strengthening the Institute of Urban Transport (IUT);
- **Sub-Component 2:** Individual Capacity Development through training of trainers and of a group of about 1,000 professionals at national, state, and city levels;
- **Sub-Component 3:** Selection and preparation of Manuals and Toolkits; which is therefore subdivided into two parts namely:
  - 3a. Needs assessment and identification of Manuals and Toolkits; and
  - 3b. Preparation of Manuals and Toolkits
- **Sub-Component 4:** Promotion, raising-awareness, and dissemination of information to expand and enhance the impacts of the GEF-SUTP; and
- **Sub-Component 5:** Technical assistance to cities to address emerging issues encountered during project implementation.

##### 2. OBJECTIVE of this CONSULTANCY

The objective of this consultancy is to assess the need and identify relevant manuals and toolkits which will be prepared under this project. This is to be done by reviewing the available manuals/toolkits in the field of urban transport, inclusive of those being prepared under other projects and the material already available internationally, identify the gaps and suggest a list of manuals and toolkits which need to be prepared as also the ToRs for the consultants to be appointed to undertake the task of preparing the manuals and toolkits.

##### 3. DETAILED SCOPE of WORK

###### *Task 1: Needs Assessment and Identification of Manuals and Toolkits*

Based on group discussions held during the formulation of this project, ten possible subject areas have been identified wherein there is a need for preparation of manuals/toolkits under GEF-SUTP. The Consultant shall carry out a comprehensive review of the available and under preparation urban transport manuals/toolkits (both nationally as well as internationally) to avoid the possibilities of duplication of subject areas as also to identify the absence of such manuals/toolkits in certain other subject areas. Review of internationally available manuals/toolkits should be carried out keeping in mind their applicability to this country.

**The output of these activities will be in the form of a detailed review report of all the available and under preparation manuals and toolkits.**

**Task 2: Drafting of ToRs for Preparation of Manuals and Toolkits**

Based on the outputs of Task 1, the Consultant shall draft the TORs for the preparation of each manual/toolkit. The ToRs should include detail scope of work, time schedule, qualification requirements for key professionals, their time inputs, list of deliverables and delivery schedule.

**The output of these activities will be in the form of a Final list and ToRs for the preparation of manuals and toolkits.**

**Task 3: Preparation of Detailed Project Report**

The Consultant shall prepare a detailed project report on the activities undertaken during the consultancy period.

#### 4. DELIVERABLES and TIMEFRAME

The consultant shall commence work within a week of signing of the contract and shall complete the assignment within a total of 6 months. Table 1 lists the deliverables and their respective time frames and the detailed work plan has been given in Table 2. Along with the deliverables listed in the table below the consultant shall also submit a monthly progress report.

**Table 1: Deliverable and Timeframe**

S. No.	Deliverables	Time Frame (Months from the date of signing of the contract)
1.	Inception Report: Covering updated methodology and work plan	0.5
2.	Review Report on Manuals and Toolkits	2
3.	Draft ToRs for preparation of Manuals and Toolkits	4
4.	Final ToRs	5
5.	Detailed Project Report	6
	<b>Total</b>	<b>6</b>

**Table 2: Work Plan**

Activities \ Months	1	2	3	4	5	6
Inception Report: Covering updated methodology and work plan						
Review Report on Manuals and Toolkits						
Draft ToRs for preparation of Manuals and Toolkits						
Final ToRs						
Detailed Project Report						

All the reports submitted to the client should be supplied in 6 (six) hard copies, along with a CD/diskette containing relevant electronic copies.

## 5. PAYMENT SCHEDULE

The payment schedule for the above-discussed work is given below in Table 3.

**Table 3: Payment Schedule**

Milestone	Payment %
Project Initiation and Start up	5
Submission of Inception Report	5
Submission of Review Report on Manuals and Toolkits	20
Submission of Draft ToRs for preparation of manuals and Toolkits	30
Submission of Final ToRs for preparation of manuals and Toolkits	20
Detailed Project Report	20

## 6. Key Professionals

The suggested key professionals in the consultant team, their desirable qualifications and inputs required for the project has been outlined in Table 4.

**Table 4: Suggested Key Professional Requirements**

S. No.	Team Composition (Numbers required)	Min. Years of Professional Experience	Minimum Qualification/Area of Experience	Required Person Months
1.	Team Leader cum Transportation Planner(1)	15	The candidate must have a Masters degree or equivalent in Transportation planning with minimum 15 years of experience in Urban Transport planning and research. Experience in planning transportation studies inclusive of network analysis, demand analysis, operations and management of transport systems is essential. The candidate must be conversant with the latest analysis and planning tools and should have good communication and writing skills.	6
2.	Transportation Engineering Specialist(1)	10	The candidate must have a Masters degree or equivalent in Traffic engineering with minimum 10 years experience in planning and research. Experience in planning, operations and management of transport systems is essential. The candidate must be conversant with the latest analysis and design tools and should have good communication and writing skills.	4
3.	Urban Planner(1)	10	The candidate shall have a Masters degree in Urban Planning and 10 years of work experience of which at least 5 years experience in formulating and generating urban transport projects and policies. The candidate should have a good	4

S. No.	Team Composition (Numbers required)	Min. Years of Professional Experience	Minimum Qualification/Area of Experience	Required Person Months
			understanding of the comprehensive mobility planning approach encompassing technical, economical, financial, social and environmental aspects and should also have good communication and writing skills.	
4.	Environmental Specialist(1)	10	The candidate should have Masters degree or equivalent in environmental science or in related other disciplines with minimum 10 years of experience of which at least 3 years on environmental impact assessment urban transport projects. The candidate must be conversant with the World Bank's guidelines, procedures and operational policies/directives. Experience of working as environmental expert in at least two World Bank or any multi-lateral funded projects is required. The candidate should also have good communication and writing skills	4

#### Proposed Subject Areas for Preparation of Manuals and Toolkits

S. No.	Blocks	Subjects areas for Preparation of Manual and Toolkits
1.	Comprehensive Mobility Planning	1. Land-use and Transport Macro Planning 2. Environmental Considerations in Urban Transport Planning 3. Environmental Assessment
2.	Detailed Project Reports	4. Sustainable Urban Transport Data Collection and Management 5. Environmental Impact Assessment
3.	Planning and Design	6. Pedestrian-friendly and Public Transport-friendly Site Planning 7. Urban Street Design for Promoting Public and Non-Motorized Transport
4.	Operations Management	8. Traffic Engineering for Public Transport 9. Intelligent Traffic System (ITS) for Public Transport 10. Travel Demand Management

### Annex 3.4: DRAFT ToR for Preparation of Manuals and Toolkits

#### Consultancy Services for Preparation of Manuals and Toolkits Project Consultancy – 3b (PC-3b)

#### 1. BACKGROUND

The Government of India (GoI) has applied to the Global Environment Facility (GEF) under operational policy OP11 of GEF to implement Sustainable Urban Transport Project (SUTP) in India to ensure that environmental considerations are taken into account in the application of the National Urban Transport Policy (NUTP) and to achieve a paradigm shift in India's urban transport systems in favour of sustainable development. The Ministry of Urban Development (MoUD) has been appointed as the nodal agency for the implementation of the project. The SUTP objectives are to be achieved through the implementation of following three components:

- The first component is targeted towards National Capacity Development in Urban Transport and has a funding allocation of USD 9.5 Million;
- The second component aims at preparation and implementing green transport demonstration projects in participating cities, with a project cost of USD 184.07 Million; and
- The third component of this project to provide support for management of the project with an allocation of USD 2.45 Million.

Component 1 of GEF-SUTP comprises tasks required for capacity building in the field of sustainable urban transport. The National Capacity Development Initiatives will help the governments at the Central, State and city levels to strengthen the core functions necessary for the efficient administration of Urban Transport.

It promotes building sustainable capacities in urban transport by enhancing the knowledge, skills and productive aptitudes of the organizations / employees involved in the field of urban transport in the context of reforms necessitated by globalization, democratization, the information revolution and changing technologies. The component is subdivided into following 5 sub- components:

- **Sub-Component 1:** Institutional Capacity Development, focusing on strengthening the Institute of Urban Transport (IUT);
- **Sub-Component 2:** Individual Capacity Development through training of trainers and of a group of about 1000 professionals at national, state, and city levels;
- **Sub-Component 3:** Selection and preparation of Manuals and Toolkits; This subcomponent is therefore subdivided into two parts namely:
  - 3a. Needs assessment and identification of Manuals and Toolkits; and
  - 3b. Preparation of Manuals and Toolkits
- **Sub-Component 4:** Promotion, raising-awareness, and dissemination of information to expand and enhance the impacts of the GEF-SUTP; and
- **Sub-Component 5:** Technical assistance to cities to address emerging issues encountered during project implementation.

#### 2. OBJECTIVE of this CONSULTANCY

The objective of this consultancy is to prepare manuals and toolkits on the identified subjects in accordance with the ToRs provided.

#### 3. DETAILED SCOPE of WORK

The detailed scope of the services would include:

##### **Task 1: Preparation of Draft Manuals and Toolkits**

**Subtask 1:** The consultant shall undertake the preparation of draft manuals and toolkits on the identified subject areas according to the ToRs provided. The same shall be shared and discussed with the Focus

Group<sup>4</sup> identified for SUTP by MoUD for their review and comments. The draft manuals and toolkits will then be modified as suggested by the Focus Group; and

**Subtask 2:** Conduct 2 (two) workshops of two days each at locations decided by the PMU (consisting of about 50 stakeholders in each) to present and discuss the draft manuals and toolkits prepared. Feedback/suggestions on the manuals and toolkits received from the stakeholders during the workshops shall be documented.

**The outputs of these activities will be in the form of draft copies of all the manuals and toolkits prepared and a workshop report.**

#### **Task 2: Preparation of Final Manuals and Toolkits**

**Subtask 1:** The consultant shall prepare final manuals/toolkits after duly incorporating the suggestions received from the Focus Group and feedbacks / suggestions received during the workshops conducted; and

**Subtask 2:** Convert the manuals and toolkits into training modules and conduct at least four training sessions (one for each block) in collaboration with some well known institutes.

**The outputs of these activities will be in the form of final copies of all the manuals and toolkits, training modules in electronic copy version and report on all the training sessions conducted.**

**Note:** The financial proposal of the consultant shall include estimates of all costs to be incurred for conducting the proposed number of workshops and training sessions.

#### **Task 3: Preparation of Detailed Project Report**

The Consultant shall prepare a detailed project report on the activities undertaken during the consultancy period.

### **4. DELIVERABLES and TIMEFRAME**

The consultant shall commence work within a week of signing of the contract and shall complete the assignment within a period of 18 months. Table 1 lists the deliverables and their respective time frames and the detailed work plan has been given in Table 2. Along with the deliverables listed in the table below the consultant shall also submit a monthly progress report.

**Table 1: Deliverables and Timeframe**

S. No.	Deliverables	Timeframe (Months from the date of signing of the contract)
1.	Inception Report: Covering updated methodology and work plan	1
2.	Draft Manuals and Toolkits	10
3.	Workshop Report	12
4.	Final Manuals and Toolkits after incorporating comments received during the workshops and from the focus group	15
5.	Training Report	17
6.	Detailed Project Report	18

**Table 2: Work Plan**

Activities \ Months	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
Inception Report: Covering updated methodology and work plan																			

<sup>4</sup> The MoUD would constitute a Focus Group with representation from IUT, Administration and Finance wing of the Ministry and Training experts. They will periodically meet to review and monitor the progress of this Consultancy and provide guidance towards its effectiveness and applicability.





S. No.	Team Composition (Numbers required)	Min. Years of Professional Experience	Minimum Qualification/Area of Experience	Required Person Months
			candidate must be conversant with the latest analysis and planning tools and should have good communication and writing skills.	
2.	Urban Planning Specialist(1)	10	The candidate shall have a Masters degree in Urban Planning and 10 years of work experience of which at least 5 years experience in formulating and generating urban transport projects and policies. The candidate should have a good understanding of the comprehensive mobility planning approach encompassing technical, economical, financial, social and environmental aspects and should also have good communication and writing skills.	15
3.	Urban Traffic Engineering Specialist(1)	10	The candidate must have a Masters degree or equivalent in Traffic engineering with minimum 10 years experience in planning and research. Experience in planning, operations and management of transport systems is essential. The candidate must be conversant with the latest analysis and design tools and should have good communication and writing skills.	15
4.	ITS Expert(1)	5	The candidate should have a degree in Engineering/Science with an experience of not less than 5 years of which two years of experience in the implementation of ITS in transportation sector. The candidate should be familiar with the technical designs and standards adopted for Intelligent Transportation System in urban transportation.	5
5.	Environmental Specialist(1)	7	The candidate should have Masters degree or equivalent in environmental science or in related discipline with minimum 7 years of experience of which at least 3 years on environmental impact assessment of urban transport projects. The candidate must have full knowledge of the World Bank's guidelines and procedures. Experience of working as environmental expert in at least two World Bank or any multi-lateral funded projects is required.	10
6.	Social Specialist(1)	7	The candidate should have Masters or equivalent qualification in social sciences or in related discipline with minimum 7 years experience out of which at least 3 years experience of working as social/resettlement expert for major urban transport projects. The candidate must have full knowledge of the World Bank's guidelines and procedures and must have worked as	5

S. No.	Team Composition (Numbers required)	Min. Years of Professional Experience	Minimum Qualification/Area of Experience	Required Person Months
			social/resettlement expert on at least two World Bank funded projects.	
7.	Institutional / Training Specialist(1)	10	The candidate should have at least a Master's degree in economics or planning or other related social sciences. She/he should be an expert in development planning and has experience in designing, implementing, monitoring and/or evaluating institutional building interventions/ operations. The candidate shall also have a minimum of 10 years of training experience in the transportation sector. The ideal candidate would have experience in designing of training programs, designing and development of training support materials and implementing training programs.	5
8.	Urban Design Specialist (1)	10	The candidate must have a technical background in Urban Designing or landscape architecture and 10 years of work experience in which at least 5 years of working in transportation sector.	1