



Sustainable Urban Transport Project (SUTP)

3 November 2018

Nagpur



Project Background

Objectives -

- Promote **sustainable urban transport** and **improve usage of environment-friendly modes** by demonstration projects.
- **Strengthen capacity** in planning, financing, implementing, operating and managing sustainable urban transport systems.
- **Assist states and cities** in preparing and implementing **“Green Transport”** projects for reduction of green house gases in urban environment.

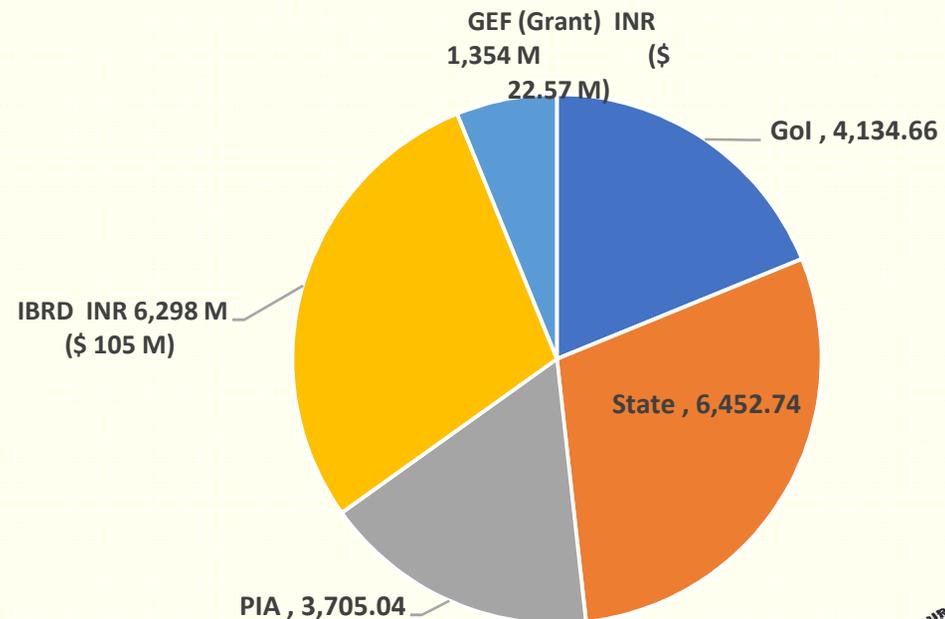
Start date
May 2010

Initial
Completion
November 2014

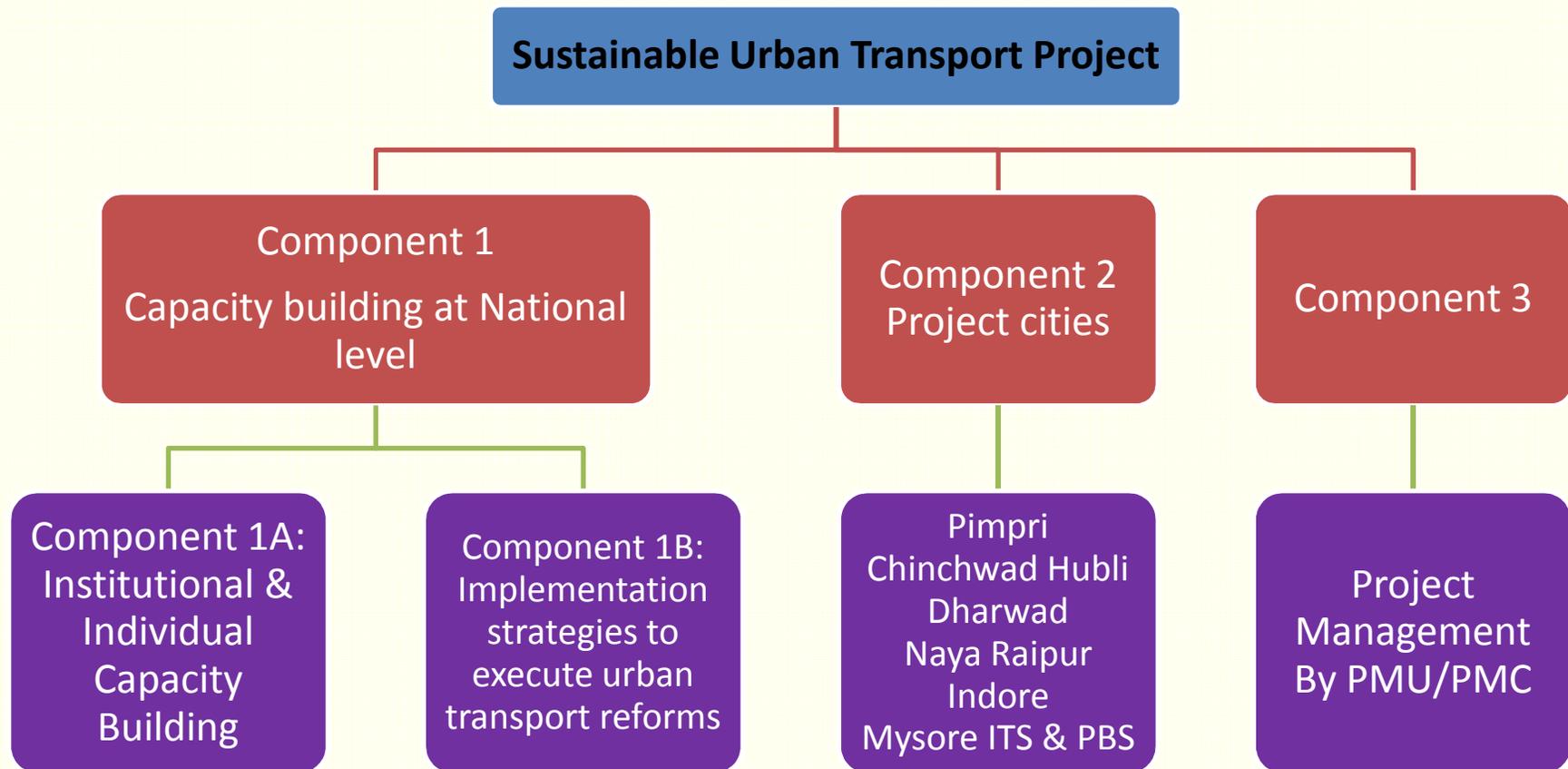
1st Extension
November
2015

Closing date
March 2018

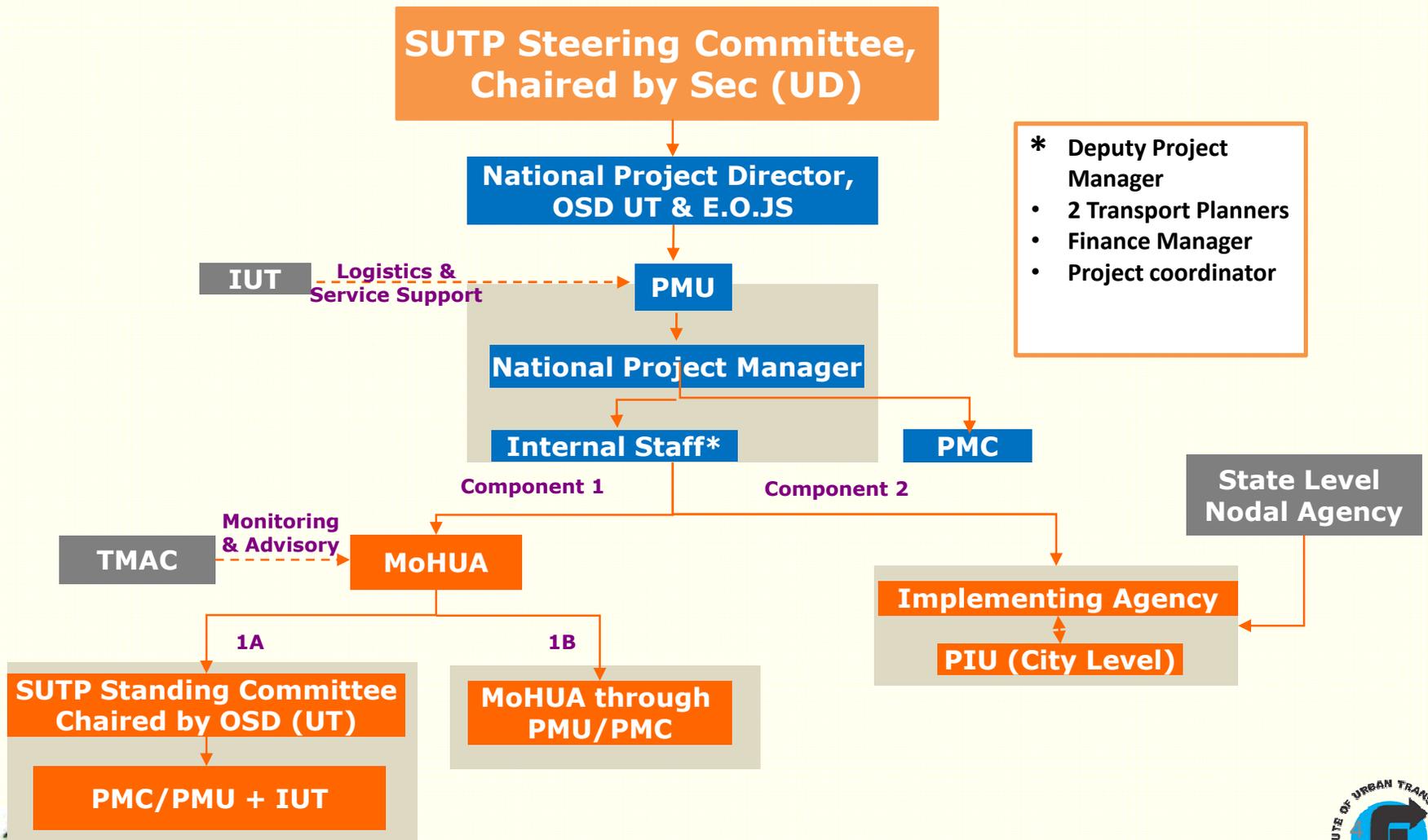
Total Budget (Sanctioned) –
Rs. 21,945 Million



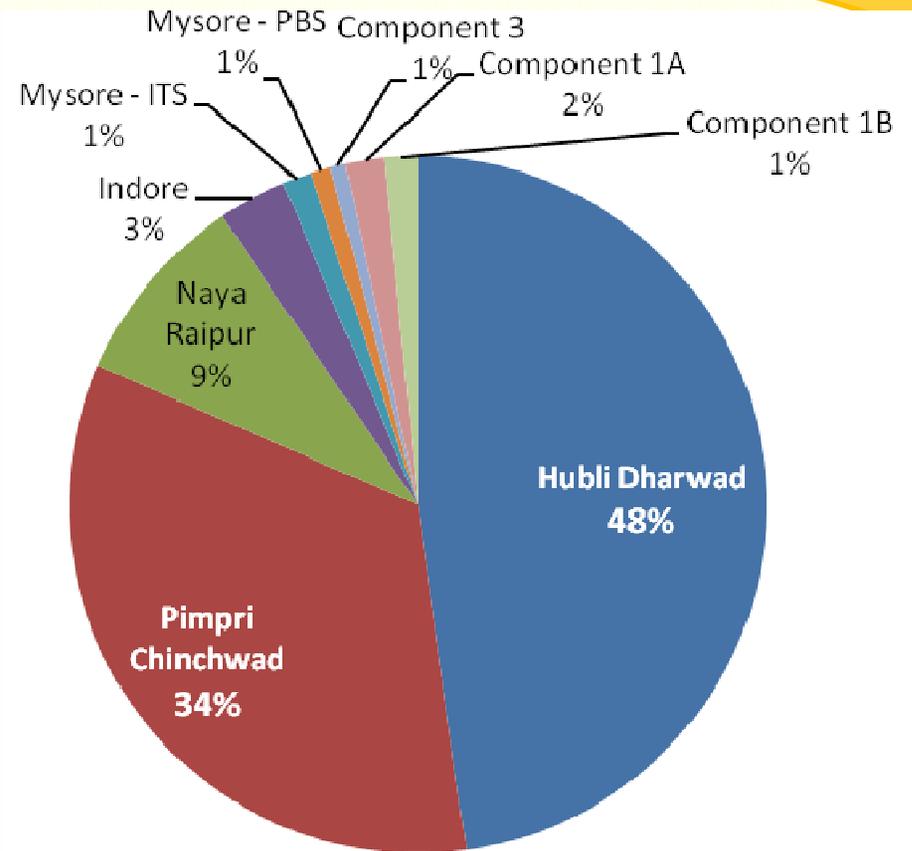
Project Components



Project Management Structure



	State/City/ Components	Total Budget Sanctioned (Rs. In Million)	Expenditure (Rs. In Million)
1	Component 1A	396.00	250.00
	Component 1B	336.60	271.85
2	Karnataka - Hubli Dharwad	10,485.72	8,178.37
	Maharashtra - Pimpri Chinchwad	7,407.15	5,251.75
	Chattisgarh - Naya Raipur	1,974.38	1,248.49
	Madhya Pradesh - Indore	698.67	305.15
	Karnataka - Mysore - ITS	291.29	261.60
	Karnataka - Mysore - PBS	205.23	75.41
3	Component 3	150.03	227.80
	Grand Total	21,945.07	16,070.41



Outcomes: SUTP Component 1

Component 1A

- **Institutional Capacity Building -**
 - Strengthening of IUT by preparing a Business Plan .
 - Providing permanent premises for the IUT at Anand Vihar, New Delhi.
 - Setting up of a Knowledge Management Centre.
- **Individual Capacity Building -**
 - 10 Subject Modules & Training Kits developed, Training of Trainers and Training of 1500 Professionals.
 - 15 Toolkits prepared
 - Promotion, raising-awareness, and dissemination activities performed

Component 1B

Consultancies	Status
PC1 - Development of operations manual for UMTA and Urban Transport Fund	Released by Hon'ble UDM in UMI 2016
PC2 - Development of guidance documents for TMICC, and NUTP	Released by Hon'ble UDM in UMI 2016
PC3 - Development of guidance documents for NMT, PBS and TOD	Released by Hon'ble UDM in UMI 2016
PC4 - Development of Urban Transport Research Programme	Completed
PC5 - GHG Emissions reduction assessment	Completed
PC6 - LUTP	449 officials trained
PC7 - Impact Evaluation of Buses Procured under JnNURM	Terminated
PC8 - Model Contracts for City Bus Operations & guidance documents	Released by Hon'ble UDM in UMI 2016

Outcomes: SUTP Component 2

City	Goods & Works	Status
<p>Mysore ITS has become a Model and has induced many cities to replicate similar system.</p>	<p>500 buses, 105 stops 6 terminals 45 boarding platforms in Mysore and acquisition of a motion-based driving simulator for drivers training</p>	<p>Launched on 17 November 2012 Operational on 1.10.2015. Ridership increased by 15%, with overall improvement in efficiency, earnings route adherence and user satisfaction.</p>
<p>Indore ITS</p>	<p>Automatic Fare Collection System, Automatic Vehicle Location System & PIS</p>	<p>Intelligent Transport System (ITS) and Automatic Fare Collection System (AFCS) on BRTS corridor was launched on 23.06.2018 in Indore.</p>
<p>Pimpri-Chinchwad</p>	<p>4 BRT corridors (44 kMs), 2 flyovers/ROBs, Access improvements, Junction improvements.</p>	<p>Three BRT corridors are operational. Corridor 2 launched on 5th Sept 2015 Corridor 3 on 28th November 2015. Corridor 1 launched on 28.08.2018.</p>

Outcomes: SUTP Component 2

City	Goods & Works	Status
Naya Raipur	Bus depot, shelters, BRTS stations, ITS on BRTS, 32 Km of NMT (cycle track & pedestrian walkways), TOD RMP and BRT Lite system	All works are complete and BRT-Lite is operational from 1 May 2017.
Hubli Dharwad	22 KM BRTS, 4 grade separators, 1 ROB, 3 Terminals, 3 depots, 1 Workshop, 33 BRTS stations, ITS, NMT, Motion based driving simulator	98% of physical progress achieved on packages funded by World bank by the project closing date. The formal launch of the BRTS is planned for 15.12.2018.
Mysore (PBS)	Public high end bike sharing scheme and operations & maintenance	450 bikes, 48 docking stations and a central control centre, the scheme was inaugurated for public use on 04.06.2017 by Chief Minister of Karnataka and has 9700 registered users.

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CHALLENGES AND LEARNINGS

Challenges

Training

- Commitment for releasing nominees for training was not fully honoured and capacity was underutilised

Technical Assistance and Studies

- Time overruns, inadequate skill sets.

Implementation

- Inadequate capacity for procurement, project and finance management.
- Appreciation of the essence of safeguards took much more time
- Designs and plans kept evolving during execution phase
- Contractors had resource mobilization constraints
- Availability of rolling stock was not tied up
- Ownership of the Public transport project was not defined
(operational business plan & the agency for operation was not defined)

Learnings from Projects

Administration and Reporting

- **Continuity of dedicated team** of project officials; appropriately delegated administrative and financial powers, is crucial for projects of this nature.

Procurement

- Procurement plans need to be instruments of planning and control
- Internal approval process for Bid Process Management and contract monitoring were fuzzy; should be crystal clear.
- Interface management in contracts should be built in

Execution of engineering work at sites

- Direct contact at apex levels helps in approvals from railways/highways.
- The role of the PMC, as a third-party inspector must be appreciated by PIUs.

Learnings from Projects

- Unavailability of skills to deliver the “designed concepts” in available time.
- Timely availability of **good for construction drawings** would have avoided abnormal delays and increases in costs.

AFCS implementation

- The complexity of applicable guidelines of the RBI were not appreciated in totality while conceptualizing open loop fare collection systems.

Financing and Disbursement

- Appointment and retention of a finance person at PIA level is essential.
- Delay in implementation of SUTP and NURM scheme’s closure, the related components were either not procured or were further delayed as PIAs had to obtain funds from their state governments or internal resources

Learnings from Projects

The ITS project at Mysore was distinct as it started as a wholly indigenous and futuristic project; it did face multiple challenges/issues during its entire cycle of implementation.

These included:

- Domain knowledge related challenges
- Business Processes and Solutions related challenges
- Project Management challenges and related contractual problems.
- Business data related
- Stakeholders / Commuters/ Crew related
- Skill acquisition challenges

Learnings from Projects

- The complexity of applicable guidelines of the Federal Bank (RBI) were not appreciated in totality while conceptualizing fare collection systems.
- Business Processes, Roles and Responsibilities should be finalised before project design.
- Project owners should step in at design stage.

HOW TO DO THINGS DIFFERENTLY

Pointers for similar future projects

- Capacity building programs should have preapproved list of personnel, to minimise last minute delays pertaining to approvals and cancellations
- Dedicated team of project officials at PIU level, which must include Procurement specialists, financial experts and technical experts.
- Procurement processes to be clearly understood and efficiently implemented by execution team
- Design to be frozen in totality before execution works begin
- Ownership of the project by apex bodies leads to faster and easier execution
- Public outreach programs to be inbuilt in the project execution framework
- Exhaustive Project Plan to be made and adhered to
- Delegation of power for approvals should be project specific in the SPVs
- Non-lapsable project fund to minimise delays.

DEA'S PROJECT READINESS CHECKLIST FOR PROJECTS

DEA Project Readiness

1. Before Appraisal

PIU -

- Key project staff (project director, procurement, FM, safeguard) in the PIUs should be identified early in the project cycle by the PIAs.

Procurement Plan and Actions -

- The PIA should ensure that the procurement plan of the project detailing contract packages, modes of procurement, pre-requisites for awarding the contracts, approval flow chart, decision making structure and schedule for each contract be in place.
- Bidding documents for all contracts, to be awarded during first 18 months of project implementation should be prepared, approved and issued.

R&R –

- It is required to ensure that budgeting for at least 30% of land acquisition & resettlement requirements has been made. Land acquisition/pre construction activities, where relevant, have started.
- Relief and Resettlement Plan, where relevant, for the first two years of the project implementation should be finalised and confirmation that R&R activities are aligned with the Procurement Plan, be conveyed.

DEA guidelines on Project Readiness

2. By Appraisal of the Project

Institutional Arrangement and HR -

- The project submitting agency should check that at least 50% of land acquisition (if required) to be completed.

Implementation Readiness –

- All Statutory clearances like environmental/forest clearances, EFC/CCEA, if applicable to be in place.
- Administrative approval for shifting of utilities should be taken
- Bids for contract worth at least 30% of the project cost (or the first phase) are received and award finalised prior to negotiations.

3. By Negotiation

The PIAs should ensure that at least 30% contracts for civil works, if applicable, to be awarded before signing of the loan.

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BUDGET SANCTIONED AND EXPENDITURE

Disbursement

SUTP - IBRD Loan			
PIA	Sanctioned Loan (Million USD)	Disbursement reconciled 31.10.18 (Million USD)	% Disbursed
HDBRTS	55.45	48.68	87.78
PCMC	35.58	28.40	79.81
NRDA	13.94	11.48	82.39
Fee	0.26	0.26	100.00
Total	105.23	88.82	84.40

SUTP-GEF Grant			
PIA	Sanctioned Loan (Million USD)	Disbursed (Million USD)	% Disbursed
MOUD	5.05	4.37	86.47
NRDA	1.9	1.51	79.24
AICTSL	2.41	2.53	105.14
PCMC	1.8	1.33	73.82
HDBRTS	3.2	3.32	103.72
KSRTC	2.49	2.26	90.82
Mysore PBS	1.6	1.38	86.20
Total	18.45	16.69	90.49