

# Terms of Reference for Developing Policy Notes for Resolving Regulatory, Institutional and Fiscal Constraints in Providing Efficient and Sustainable City Bus Services

- (To be inserted in Section 5 of RFP)

## Project Consultancy – 1(PC-1)

### 1. Background

Road transport in India has mainly been regulated under the Motor Vehicle Act 1939, later amended in 1988 and 1994 which greatly liberalized the issue of permits to private operators to provide public transport (PT) services. However, deficiencies continued to exist in the quantity, quality and spatial spread of PT services, going from inadequate monopoly operations to a proliferation of unorganized and fragmented private operations in many cities.

The MV Act 1939 included a special chapter enabling enactment of RTC Act 1950 for the constitution of State Road Transport Corporations (SRTCs) to provide or secure or promote the provision of, an efficient, adequate, economical and properly coordinated system of road transport services in the state and or in any of the areas of the State. Under the Act the States retain regulatory functions including powers to specify routes and issue permits for plying stage carriages, to fix fares, and to set technical standards and safety norms. The incorporation of SRTCs effectively encouraged monopoly operation of PT services.

However, the SRTCs could not keep pace with emerging mobility needs, partly due to restrictions on their ability to increase fares to meet increasing costs. As a result, while interstate/city travel now has a mix of private operators as well as SRTCs providing services; on intra-city routes, public bus services in mega cities (Delhi, Bangalore, Chennai, Mumbai, and Hyderabad) are provided mainly by SRTCs while those in other cities are provided by individual private bus operators. Any deficiency in supply is filled by intermediate public transport modes (such as auto rickshaws, jeeps, taxicabs, stage cars) responding to a growing demand and commercial opportunity. However, these poorly regulated private modes provide service which is widely considered fragmented, unsafe and uncomfortable.

In recent years GoI has made efforts under NURM to improve urban PT systems in cities with a million plus inhabitants by adding new buses to the existing fleet of buses or to replace old buses. PT systems with new buses have been introduced in cities which never had any formal PT system previously. In those cases new agencies have been formed either to operate the buses or to manage the provision of services by private operators. As a consequence, operations are managed by SRTCs or Special Purpose Vehicles (SPVs) or individual private bus operators, or by the Municipal Authorities/Government department's bus companies. In many cases, however, the new agencies appear to lack the physical facilities as well as the technical or human resource capacity to maintain services adequately.

In view of inadequacy of fare box revenue for meeting all financial requirements of the PT operator, the financing structure for urban PT services varies across the cities and states but in general tends to be ad hoc in nature as dedicated or sustained sources of funding have not been allocated. The PT agencies often have to absorb the concessions granted by state or city governments to a variety of beneficiaries. Further, the multiplicity of taxes puts an additional burden on PT agency's finances to varying levels in different states.

MoUD therefore proposes to undertake a detailed review of the urban bus sector policy, regulatory, institutional and fiscal arrangements, identify areas for improvement and develop effective solutions to ensuring an environment conducive for sustaining efficient urban PT services within the country.

## **2. GEF- 5 Project on Efficient and Sustainable City Bus Services (ESCBS)**

Efficient and Sustainable City Bus Services (ESCBS) is a step forward in the initiative taken by the Government of India (GoI) after National Urban Renewal Mission (NURM) and Sustainable Urban Transport Project (SUTP), under GEF 5, to promote bus based public transportation in the country.

The proposed project is consistent with the focal area of Climate Change Mitigation of GEF 5, specifically with its objective 4, 'Promote Energy Efficient, Low- Carbon Transport and Urban Systems'.

The proposed project is designed to complement the baseline project, Bus Funding Scheme of the Government of India under the NURM, through additional activities that would help realize its full potential. This proposed project intends to fund the incremental cost of activities aimed to enhance sustainability, energy efficiency, and quality of city bus services, and therefore the potential for GHG emissions reductions from the baseline project.

Based on an assessment of the key issues in the urban bus sector, the Project is designed to specifically focus on (i) Review of the legal, regulatory, institutional and fiscal constraints to operation of sustainable city bus services, identification of areas for reform and development of policy notes for initiating deliberations at the national, state and city levels for addressing these issues; (ii) A comprehensive capacity building program for the nascent urban bus sector including training programs, knowledge and exchange events for sharing of best practices and experiences among public and private stakeholders; (iii) Targeted city level modernization interventions to showcase low cost high impact initiatives in bus operations and user responsive initiatives.

The proposed project is to be implemented over a four year period through the following three as its' main components:

### **Component 1: National Capacity Building for Urban Bus Sector**

Primary objective of this component is to build capacities in the field of urban bus service operations. The main activities identified under component include (i) developing policy notes to assist nodal government departments at the national and state level to address identified issues; and (ii) capacity building of the urban bus sector through development of knowledge materials (manuals and training toolkits), training activities, knowledge sharing and cross learning events, dissemination of best practices etc. in cutting edge areas aimed at development of the overall urban bus sector in the country. This project component will be implemented by the Ministry of Urban Development (MoUD).

### **Component 2A: City Demonstration Projects – Physical Improvements**

This component supports physical improvements targeted at modernizing the city bus services in demonstration cities including (i) modern depot equipment for improved maintenance and life of buses, (ii) modern ITS - for vehicle tracking, passenger information systems and automatic fare collection – to make the services more user friendly, (iii) modern MIS - for improved management information systems, inventory management systems, vehicle dispatch and crew scheduling, maintenance management, improved collection management, analysis, reporting and use of data for more scientific planning – to enable optimal use of facilities. This project component will be implemented by the respective project cities.

### **Component 2B: City Demonstration Projects - Technical Assistance and Capacity Building**

The capacity building and technical assistance component is targeted at supporting the modernization efforts of the selected four demonstration cities. This involves assistance to improve their quality of service through technical assistance in focus areas such as service planning and route rationalization, greater private participation including mainstreaming informal sector, improved branding and overall financial sustainability, vehicle and driver performance management with a view to improving fuel efficiency, overall financial sustainability and reform implementation. It will also include assistance in capacity building through conducting workshops & training events. This project component will be implemented by the respective project cities.

Primary Stakeholders in this program are MoUD, Ministry of Environment and Forest (MoEF) and the World Bank. MoUD is the nodal agency for this program implementation. The World Bank will be the leading GEF agency for the Project and also do due-diligence to ensure the quality of the entire project and the GEF grant will be routed through the World Bank.

Under the Component 1 of the project, the MOUD intends to hire a competent consultancy organisation as Project Consultants (PC) to prepare policy notes on regulatory, institutional and fiscal constraints in the urban bus service sector.

### **3. Objective of the Consultancy Services and Broad Scope of Work**

The aim of this study is to help facilitate awareness and consensus at various levels of government around key issues in the legislative/ regulatory, institutional and fiscal space constraining the urban bus sector and potential solutions to mitigating the same for effective, efficient, well-coordinated and sustainable operations of PT services across the country. The broad scope of work of this study involves (a) a critical examination of the legislative, regulatory, institutional and fiscal provisions for operation of city bus services at the national, state and city level through a representative sample of states and cities, (b) identification of deficiencies therein and recommendations for improvements to existing legal, regulatory, institutional and fiscal frameworks as applicable to the urban bus sector to improve its overall effectiveness, efficiency, and viability including improved service delivery, (c) development of policy notes and consultations and deliberations with stakeholders on possible solutions.

The broad scope of services to achieve the above stated objectives amongst others would include:

- Stage 1: Review and assessment of relevant domestic policies and International cases impacting the Urban Bus operations**
- Stage 2: Identification of key issues and possible recommendations and Focus Group Discussions with industry/sector specialists and important stakeholders**
- Stage 3: Detailed review of the regulatory, institutional and fiscal constraints in selected cities/ states with a focus on their performance and resulting anomalies**
- Stage 4: Stakeholder Discussions and Workshops to share the observations, issues and gaps and outline recommendations**
- Stage 5: Final Recommendations for filling in policy gaps and necessary amendments in legislation, regulatory and fiscal arrangements**
- Stage 6: Draft Policy notes on Regulatory, Institutional and Fiscal Constraints**
- Stage 7: Consultations and Deliberations for finalizing the Policy Notes**

## 4. Detailed Scope of Work

### STAGE 1: REVIEW AND ASSESSMENT OF RELEVANT DOMESTIC POLICIES AND INTERNATIONAL CASES IMPACTING THE URBAN BUS OPERATIONS

#### Task 1: Desk Review of domestic level policies applicable to Urban Bus Service operations

The desk review of applicable policies and arrangements within India would be undertaken as the first task to understand and appraise the provisions and their impact on the current situation of the urban bus sector. The review will include the following but will not be limited to:

- a) Country wide Industry and operator structure:
  - I. Number, types and size of players involved in managing and operating public transport services in the country
  - II. Ownership and primary function – private or public
  - III. Detailed analysis of comparative financial and operational performance of the sector – industry averages, good practice and benchmarks
- b) Legislative and Regulatory framework:
  - I. Types and hierarchy of existing laws (including but not limited to Motor Vehicles Act, RTC Act, BPMC/GPMC Act. and their contents - areas of applicability along with delegation of powers at various levels of the government in framing rules and regulations for operationalising the applicable provisions of legislation to PT.
  - II. Understand the role of three tiers of government as provided in the legislative and regulatory framework and the constitutional treatment
  - III. Review the legal and regulatory provisions for institutional and financial structures for PT operations
  - IV. Assess impact, impediments and deficiencies of applicable legislative/ regulatory provisions on the performance of PT services in Indian cities.
  - V. Assess the degree of rigidity or flexibility built into the existing provisions impacting PT performance
- c) Institutional Arrangements:
  - I. Review various existing institutional arrangements currently applicable, directly or remotely, to urban PT operations in India
  - II. Evaluate their organizational structures, functional areas and responsibilities and powers w.r.t. supporting legislation (RTC Act, BPMC/ GPMC Act, Companies Act. etc)
  - III. Review the staffing levels within operating organizations and availability of trained human resource
  - IV. Assess their functionality, strengths and weaknesses
  - V. Evaluate the financial sustenance of operating organizations
- d) Fiscal Arrangements:
  - I. Assess existing fiscal arrangements for all capital, working capital, revenue expenses' needs made available for sustenance of PT operations – includes funds requirement for acquisition of rolling stock, plant and equipment, infrastructural facilities such as Depots, bus stops, terminals, central workshops, etc; fare box revenues & operational expenses gaps, etc.
  - II. Evaluate applicable taxing policy and assess tax burden on the bus operating authorities for purchase/import/operations of buses;
  - III. Identify loss of fare box revenues on account of various concessions, operation of socially relevant but uneconomic operations, etc and the extent of subsidies made available to PT agency for such services.
- e) Summarize the gaps and constraints due to skewed legislative, regulatory, institutional, financial and fiscal arrangements.

The parameters for review will be finalised in consultation with the Client and shall be used for review of international and city/ state policies.

## **Task 2: Review International Policies Applicable to Urban Bus Service operations**

While the study areas would be limited to Indian cities, study of international experiences as relevant lessons for India shall form a part of the scope of work under the assignment. The selection of international case studies should be based on their level of economic development (developed or developing) and similar economic and political situation as that of India. Examples could include both successful and unsuccessful models in urban bus service sector.

The methodology and the case studies shall be finalised in discussion with the Client. However, the number of cases to be considered would be 5.

The expected outcome of this task is the profiling and review of regulatory, institutional, financial and fiscal arrangements in other countries, their evolution, reasons for their success/ failure and aspects that could be replicated or have relevance in the Indian context.

## **STAGE 2: IDENTIFICATION OF KEY ISSUES AND POSSIBLE RECOMMENDATIONS AND FOCUS GROUP DISCUSSIONS TO PRESENT THE DRAFT HYPOTHESIS**

### **Task 3: Development of Hypothesis with regard to Key Issues and Possible Recommendations**

Based on the review and comparative assessment of the domestic and international frameworks and policies with regard to urban bus sector the Consultants shall develop an initial set of hypothesis with regard to (i) specific areas of attention for the Indian Bus Sector and (ii) likely solutions for addressing the identified problems. They shall also revisit and submit a revised approach and methodology for implementing the remainder of the study at this stage, if required.

### **Task 4: Identification of 12-15 sample states/cities for review of impact of regulatory, institutional and fiscal constraints on city bus operations**

This task would include selection of 12-15 state/city combinations for the study of regulatory, institutional and fiscal arrangements at the state and city level and specific constraints on city bus operations emanating from that arrangement.

The case studies would be representative of differing operating arrangements (viz. those constituted under RTC Act, BPMC Act, Companies Act) across states in the country (including fully publicly operated and managed model as well as those having outsourced private sector operations management, both successful and unsuccessful cases). This will be useful to assess the current range of bus service delivery and PT agency performance with respect to service quality, physical and financial performance parameters in each case. The size and scale of operations may also be a deciding factor in the selections so as to cover a good variation.

The final sample size shall be arrived at in consultation with the Client and the World Bank

### **Task 5: Conduct a Focus Group Discussion (FGD) with industry/sector specialist and important stakeholders**

The findings of the review and initial hypothesis shall be discussed in a FGD consisting of 15-20 selected industry specialists consisting of policy makers, practitioners, researchers and think tanks, so that necessary deliberations are made towards proposed good practices, areas requiring amendments and a broad outline of recommendations as an outcome of the study. The approach and methodology of the consultants for the further study including for identification of sample cities/states shall also be shared.

## Task 6: Revised Report on Initial Hypothesis

Based on the outcome of discussions, consultants shall submit a revised report on the initial hypothesis and the details of the FGD.

## STAGE 3: DETAILED REVIEW OF THE REGULATORY, INSTITUTIONAL AND FISCAL CONSTRAINTS IN SELECTED STATES AND CITIES WITH A FOCUS ON THEIR PERFORMANCE AND RESULTING ANOMALIES

### Task 7: Data collection and review of the regulatory, institutional and fiscal constraints of the Identified states/cities

The combined purpose of Task 7 and Task 8 is to determine the validity of the initial hypothesis and assess its usefulness and functionality on a range of cities. The broad outline of recommendations will be tested so that specific modifications can be made to these after studying the legislative framework, institutional set up and fiscal arrangements in the bus sector from the city perspective. For this purpose, the consultants shall prepare the data collection requirements from the selected states and cities and have these cleared by the PMU. The data to be collected could focus on the following:

#### a) Legislative Framework

- Responsibility allocation at the different tiers of Government - State level and Urban Local Body (ULB) level
- Legislative and regulatory aspects guiding urban PT operations –related provisions thereof.
- Impact of each of above provisions of enactments/rules and regulations on success and or failure of PT operations, service quality and on physical and financial performance parameters of PT agency.
- Legislative provisions, mechanism and the authority for route network planning, service levels and performance stipulations; route/area licensing and fare setting/revision, enforcement, etc
- Acts /Laws currently followed by the Agency in carrying out its functions
- Role of the State and or Regional Transport Authority
- Other relevant legislative instruments including regulations and procedures (e.g. permits)

#### b. Institutional Set up / Business Entity

- Organizational Framework
  - Organization structure of various forms of PT operating Agencies in general (STU and others) and those taken for case studies in particular
  - Authority, responsibility, duties and functions along with extent of delegation of powers for various activities and functions.
- Legal basis for PT Agency's institutional set up (acts and laws defining the functions and powers with the organization) and its operational jurisdiction, characteristics and impact thereof on PT agency performance.
- Its decision making powers in terms of planning, implementation and operations of the service
- Overview of the size of operations (available fleet size, available facilities, infrastructure, manpower strength etc) and the organization's expansion plans, mechanisms of financing of the expansion plan
- Physical, financial and service quality performance including productivity, sources of income and expenditure, costs and revenue etc. relative to benchmarks; elements of cost of PT service delivery that are negatively impacted by existing provisions of Legal and institutional frame-work i.e. labour laws etc.
- Staffing and availability of skilled manpower
- In-house and out-sourced activities along with reasons for the choice and the results; Nature of contracts for outsourcing of various services e.g. gross cost or net cost contract- basis of selection for each PT Agency (PTA) and operational feedbacks towards delivery of services and sustainability of PTA.
- Roles and functions of other contributing organizations impacting PT performance.

#### b) Financial and Fiscal Arrangement

- Taxation structure impacting public transport (excise duty, sales tax, fuel tax, other applicable cess etc.) – impact on capital costs and operating costs
- Mechanisms of financing of Bus Fleet, Operator and other agencies / financiers shares, ownership of buses in such cases, Nature of depreciation and its treatment in costing; any depreciation fund created; mechanism for funding replacement, growth and financial sustainability of PT agency -planned/followed in each case.
- Deficit analysis including impact of public service obligations i.e. concessions for students and disabled, operation of socially relevant but uneconomic routes/services, and subsidies if any paid by the government
- Profitability of operations both public and private.

c) Industry Structure

- Evaluation of the size and role of unorganized sector vis-à-vis the organized operator
- The strengths and weaknesses of one compared to the other

The consultants shall collect data with a view to reviewing the existing frameworks at both the state level and the city level to be able to get a complete picture of the existing arrangements, its pros and cons and probable impacts on the actual service performance. All necessary data/information will be collected by the Consultant by visiting each of the state capitals of the various identified case study states/cities along with city visits (in case the cities are different from state capital cities) where opinions and data would be gathered from all relevant stakeholders including the state department, operating authority, related organizations, and other stakeholders, besides collection of secondary data.

**Task 8: Identification of issues and recommendations for improvement of city bus operations**

Analysis of the collected data regarding the legislative, institutional and fiscal arrangements in each of the case study areas will be carried out as part of this task. The initial hypothesis created must at this stage be validated and checked for applicability in each of the selected states/cities and at the centre. A detailed matrix of legislative, institutional and fiscal aspects impacting, guiding, or supporting the public transport service functions would be worked out to identify provisions helpful or detrimental to their success. The assessment would help identify the impact of applicable institutional, legislative and regulatory and fiscal aspects on PT performance and service quality.

The suggested issues to be addressed must include the following:

- I. Identification of specific provisions of legislative, regulatory frameworks that impact performance, service delivery and sustainability of PTAs;
- II. Attributes / characteristics of Institutional set ups that need to be amended/addressed to make them stronger institutions delivering city bus services
- III. Identification of taxes and concessions that are burdensome for city bus operations and impact their financial viability and attributes of fiscal system that need to be amended to ensure financially sustainable operations.
- IV. The role played by the unorganized sector in meeting mobility demands and specific provisions in acts, institutional structure and fiscal interventions that could regulate their operations and establish their usefulness in contributing to integrated PT service delivery.

Deviation from the proposed hypothesis and the expected outcome must be carefully examined for each city/state. Based on the findings from this analysis, necessary changes must be incorporated to the list of possible / potential recommendations. The recommendations must range from proposals for specific amendments to legislation and regulations, to improvements in institutional structuring and fiscal planning at all the three levels of city, state and centre. The recommendations that are applicable at the national level, state level and city level must be clearly identified. Careful consideration must be given to cases where a generic state or city level recommendation will work uniformly across all states. Only if necessary, specific recommendations must be given for a particular state/city if

there are bottlenecks observed from the detailed review of the case studies. The Consultants should draw on both international experience as well as Indian experience emanating from the case studies in arriving at these.

Examples of various areas that must be covered as a part of the overall recommendations are as follows:

- Proposed architecture of roles and responsibilities for urban bus public transport at the Centre, State, City and operator level including in the areas of fare fixation, issue of route permits, route planning, financing, private contracting, enforcement etc.;
- Areas of amendments to existing laws (both state and central) and regulatory procedures to make city bus services sustainable and the laws more universally applicable;
- Development of alternate models / options of a sustainable institutional arrangement for public transport planning and operation along with SWOT analysis;
- Optimal business model for sustainable urban PT services along with options for introducing private participation as a viable commercial proposition;
- Possible financing policy, allocations and mechanisms for financing of public transport systems (both capital and operational expenditures including from other possible non- fare revenue sources);
- Sustainable fare fixation mechanisms;
- Human resources development and capacity building for urban bus sector
- Proposal for rationalization/ waiver of taxes and concessions and suitable recommendations for not only ensuring tax relief, timely reimbursement of concessions to operators but also for incentivizing public transport
- Proposal for integrating the unorganized public transport operations with the organized operations with suggested improvements in their regulatory structure
- Any other Legislative, Institutional and fiscal measures conducive to make urban PT operations effective, efficient, economical, and sustainable meeting needs of all stakeholders and increasing PT modal share to Optimal levels.

This city/state level analysis and draft recommendations must be documented for each state/city as a part of Deliverable no. 7.

#### **STAGE 4: STAKEHOLDER DISCUSSIONS AND WORKSHOPS TO SHARE THE OBSERVATIONS, ISSUES AND GAPS AND OUTLINE RECOMMENDATIONS**

##### **Task 9: Detailed stakeholder discussions in all the case study cities**

The consultant must carry out a detailed discussion preferably in the form of a workshop at the state level (preferably in the state capital cities of the respective states being studied). Participation must be ensured from state officials, relevant city officials and operators from the state, including from other cities within the state, to review the findings and analysis and the outline of recommendations developed in the previous stage. The observations from the participants must be used to finalise the set of issues and subsequent recommendations at all three levels.. The workshops shall be organized by the Consultants.

##### **Task 10: Conduct workshop to present recommendations and to seek feedback**

Following the state/city level workshops, the consultants shall review and consolidate the results to be able to arrive at the overall key issues constraining the sector as well as propose recommended solutions and options for addressing these. Two full day national level workshop must be organized ensuring participation and representation from all important and concerned ministries, state governments across the country, small and large STUs, private operators, regulatory agencies, industry/sector specialists, ULB representatives etc. The analysis, gaps and recommendations of the review of applicable national, state and city level policies in bus operations shall be presented to stakeholders. The workshop will be used to confirm the findings of the consultants and to test the



practicability and viability of recommended solutions. The workshops shall be organized by the Consultants at locations approved by the MoUD.

## **STAGE 5: FINAL RECOMMENDATIONS FOR FILLING IN POLICY GAPS AND NECESSARY AMENDMENTS IN LEGISLATION, REGULATORY AND FISCAL ARRANGEMENTS**

### **Task 11: Final recommendations**

The consultants shall use the feedback received at the workshop and stakeholder meetings to further fine tune its analysis of the constraints faced by the urban bus sector and the viable set of recommendations for addressing the constraints and improving the sustainability of operations. Options that were found to not be workable in the Indian context would be discarded so that a final subset remains.

The subset of recommended options in this stage shall be detailed out by the consultants in terms of the specifics of changes to be made, actions to be taken and their implementation. Compilation of all the previous deliverables along with the recommendations will be made and submitted in the form of a Final Recommendations Report as Deliverable 9.

## **STAGE 6: DRAFT POLICY NOTES ON REGULATORY, INSTITUTIONAL AND FISCAL CONSTRAINTS**

### **Task 12: Draft Policy Notes on Regulatory, Institutional and Fiscal Constraints**

The analysis and findings of regulatory, Institutional and Fiscal issues and constraints in the sector must be transferred into a crisp set of policy notes targeted at specific intervention areas, level of government or both. These could be in areas such as (i) institutional arrangements (ii) financing (iii) human resource development (iv) mainstreaming unorganized transit (v) fare setting mechanisms (vi) private sector participation, etc. The policy note or notes shall be prepared outlining the key issue identified and proposing a set of recommended solutions for addressing the issue. These must be in an appropriate form, manner and language conducive to ease of adaptability by different agencies.

The draft policy notes would be in the form of a “**ready to put up proposals**”, to competent authority at Gol, State, Municipal and City levels as the case may be, for approval of the draft policies, regulations, institutional and fiscal changes including the draft of each one of the suggested amendments etc. separately.

## **STAGE 7: CONSULTATIONS AND DELIBERATIONS FOR FINALIZING THE POLICY NOTES**

### **Task 13: Final Policy notes on Regulatory, Institutional and Fiscal Constraints**

A round of consultations and deliberations must be conducted on the draft policy notes across the country. The consultations should be organized in at least the major regions of the country (maximum of 3 workshops). Based on the results of the consultations the policy notes shall be further revised and finalized through detailed discussions with a task force (comprising experts selected by MoUD). These discussions could be carried out in a high level half day task force workshop organized by the Consultants at a suitable location as suggested by MoUD. Following which the policy notes shall be resubmitted incorporating all comments given by the task force members.

## **4. Implementation Arrangements**

The draft Policy Notes shall be reviewed in detail by a Task Force constituted by the MoUD for the purpose. The Task Force may include members from the RTCs, Ministry of Road Transport and Highways, MoUD etc. In addition, there would be a mechanism for review and feedback from the World Bank and Gol represented by the PMU at the MoUD for each deliverable after which a revised report is required to be submitted.

## 5. Consultant's Team Requirements

It is expected that the PC will provide the services of a team of experts with skills and experience commensurate with the task requirements. The minimum qualifications of key staff likely to be involved in the PC have been given in Table 1.

**Table 1: Key Positions and Qualifications**

Position & No.	Years of Exp.	Minimum Qualification	Responsibilities and Experience Required	Person Months
Team Leader cum Public Transport Specialist (National- 1)	20	Masters Degree in Urban Development/ Transport/ Engineering/ Public Policy and Administration /Business Administration or equivalent	The Team Leader should have atleast 20 years of experience in and extensive knowledge of urban bus based public transport systems in India and knowledge of international systems is a plus. He should have a thorough understanding of the structures, governing policies and processes of public transport authorities/ institutions in the Indian context either as senior staff or adviser to one or more such agency equivalents. Experience in formulating or implementing institutional reforms and policies will be an added advantage. The ideal candidate would also have experience in government finance, structures and processes.	10
Co Team Leader cum Public Transport Specialist (International-1)	20	Masters Degree in Urban Development/ Transport/ Engineering/ or equivalent	The Co Team Leader cum Public Transport Specialist should have at least 20 years of experience of the structures, governing policies and processes of urban public transport authorities/ public transport systems internationally. He should also have a clear understanding of applicable legislative, regulatory and institutional policies of bus based public transport systems and operations and their pros and cons. The ideal candidate would have significant experience in understanding government structuring & financing and experience of the working of public transport institutions internationally and in designing operations, processes and financial plans for such institutions. The candidate should also have experience in formulating sectoral reforms.	8
Financial Analysis	10	Masters degree in Business	The Financial Specialist should have at least 10 years of experience in financial	6

Position & No.	Years of Exp.	Minimum Qualification	Responsibilities and Experience Required	Person Months
Specialist (1)		Management (Finance) or equivalent	analysis of corporate/ corporations; He/she should have experience of profitability and life cycle costing analysis; ; tariff fixing, revision and structuring, tariff elasticity and sensitivity analysis; assessment of subsidies against concessions; sustainability analysis, feasibility of public-private participation and contracts-design, implementation, monitoring and control, for publicly operated companies / organisations. with specific experience of public transport agencies.	
Public Finance Specialist	10	Masters degree in Business Management (Finance) or equivalent	The Specialist should have a background in Public financial management and at least 10 years of experience in areas of taxation, tax burdens, concession/ subsidy burdens, governance, assessing legal implications of financial proposals, current budgeting and accounting mechanisms relevant to a public sector undertaking.	6
Legal Specialist	15	Degree in Law or equivalent	The Legal Specialist shall have relevant work experience of at least 15 years in legislation related to governance, regulatory and institutional framework. The ideal candidate will have a good understanding of working of transport institutions/organisations, related authorities acts, legislations and all other government related process required in formulating reforms and policy making.	4
Contract Management Specialist (1)	20	Degree in Engineering or equivalent	The Contract Management Specialist shall have relevant work experience of at least 20 years in contracts-design, implementation, monitoring and control related to procurement of goods and services and related legislation, regulatory and institutional framework. The ideal candidate will have a good understanding of working of transport institutions/organisations, Experience of contract management for PT Systems / PT Agencies will be an advantage.	4
Urban Transport Specialist (2)	8	Masters degree in Transport Engineering or Planning/ Urban Planning	The Urban Transport Specialists shall have relevant work experience of at least 8 years. The ideal candidate will have an understanding of urban bus services and operations. He will assist the Team Leader and the other team members on the technical aspects of the project and will also assist in day -to-day coordination with the data collection, arranging workshops and stakeholder meetings, preparation of project deliverables etc.	20 *2

## 6. Duration of Services

The overall duration of services will extend over the project period of 20 months.

## 7. Deliverables

In addition to outputs described in the Section 3: scope of services, the consultant is required to deliver the following during the contract period:

S. No.	Deliverables	Main Content of the Deliverables	Time Frame (Months from the signing of the Contract)	No .of Copies along with a CDs
1.	Inception Report	Setting out the final work plan and personnel schedule for undertaking the project	1	3
2.	Report on Review of Regulatory, Institutional and Fiscal Policies (Indian)	Review of applicable Indian policies, regulations/regulatory framework/ Institutional set ups / fiscal systems and their provisions;	3	3
3.	Report on Review of Regulatory, Institutional and Fiscal Policies (International)including initial hypothesis	<p>Identification of benchmark international case studies;</p> <p>Review of applicable international (for cities/ countries selected) policies / regulatory, institutional and fiscal aspects their provisions;</p> <p>Comparative assessment of provisions of National and International policies regulations, institutional set ups and fiscal aspects wrt of provision of efficient, effective, affordable and sustainable urban PT in the Indian environment</p> <p>Setting out the initial hypothesis</p> <p>Review and update the approach &amp; methodology for the remaining of study going forward</p>	6	3
4.	Report on Case Study Selection, Revised Hypothesis and Proceedings of Focus Group Discussions	<p>Details of Sampling methodology adopted for selection of case studies;</p> <p>List of sample case studies;</p> <p>FGDs will present the findings of the review study.</p> <p>Proceedings of Focus Group Discussions carried out on the initial hypothesis</p> <p>Revised hypothesis</p>	8	3
5.	Report on Review of Regulatory, Institutional and Fiscal Constraints of Case Studies States & Cities	<p>State and city level analysis</p> <p>List of applicable policies and their provisions;</p> <p>Identification of gaps and issues</p> <p>First level of recommendations</p>	12	3
6.	Report on National and State Level Workshops and Final Recommendations on Regulatory, Institutional and Fiscal Constraints in Urban Bus Sector	<p>State level workshops to present the findings of the state/city review using the hypothesis formulated.</p> <p>Presentation of findings of the review study and overall key issues constraining the sector as well as propose recommended solutions and options for addressing these at the National Level workshops</p> <p>Compilation of feedback received during the Workshops and incorporation of suitable suggestions;</p>	15	3

S. No.	Deliverables	Main Content of the Deliverables	Time Frame (Months from the signing of the Contract)	No .of Copies along with a CDs
		Final list of detailed recommendations Compilation of all the previous deliverables along with the recommendations		
7.	Draft Policy Notes on Regulatory, Institutional and Fiscal Constraints	The draft notes in the form of 'ready to put up proposals', for approval of the draft policies, regulations, institutional and fiscal changes including the draft of each one of the suggested amendments etc. separately.	18	3
8.	Final Policy notes on Regulatory, Institutional and Fiscal Constraints	Proceedings of the 3 Workshops organized to share the Draft Policy Notes  Final Policy Notes after incorporating feedback from concerned stakeholders	20	5

## 8. Payment Schedule

S. No.	Deliverables	Time Frame (Months from the signing of the Contract)	% of Contract Value
1.	Inception Report	1	10
2.	Report on Review of Regulatory, Institutional and Fiscal Policies (Indian)	3	10
3.	Report on Review of Regulatory, Institutional and Fiscal Policies (International)including initial hypothesis	6	10
4.	Report on Case Study Selection, Revised Hypothesis and Proceedings of Focus Group Discussions	8	10
5.	Report on Review of Regulatory, Institutional and Fiscal Constraints of Case Studies States & Cities	12	20
6.	Report on National and State Level Workshops and Final Recommendations on Regulatory, Institutional and Fiscal Constraints in Urban Bus Sector	15	15
7.	Draft Policy Notes on Regulatory, Institutional and Fiscal Constraints	18	15
8.	Final Policy notes on Regulatory, Institutional and Fiscal Constraints	20	10