



“Leave this world a little better than you found it.”

- Robert Baden Powell

GEF-World Bank-UNDP supported

Sustainable Urban Transport Project (SUTP)

SUTP is an initiative of the Government of India, assisted by GEF, World Bank, and UNDP, aiming at strengthening capacity in the Government, participating states and cities in planning, financing, implementing, operating and managing Sustainable Urban Transport Systems. The project also assist states and cities in preparing and implementing “Green Transport” demonstration projects for reducing greenhouse gases in the urban environment. The Project objectives are aligned with India’s National Urban Transport Policy 2006, particularly for priority to public transport non-motorised transport usage.

Reflection and Updates in the Fifth Year of Implementation

- SUTP is in its fifth year of implementation. Out of forty five technical assistance activities in capacity building, seven are complete and six are in advance stages of finalisation; that two are on-going. 2818 officials from cities & governments have been trained under through workshops & training programs, which is a significant input. Out of eighteen Goods & Works procurement packages, thirteen have been awarded, four packages are in various stages of procurement and one package is to be initiated.
- All five demonstration cities viz. Mysore, Indore, Naya Raipur, Pimpri-Chinchwad and Hubli-Dharwad have progressed however concerns persisted on safeguards front.

Events

Guwahati hosts Workshop on TMICC and NUTH on 30th June & 21st July 2015

Guwahati Municipal Corporation (GMC), DIMTS and Project Management Unit & PMU/PMC discussed Guwahati City Specific Operations Document prepared by DIMTS with a view to gain deeper insight into Guwahati city peculiarities & alternative concepts for TMICC and NUTH.

Participants

The workshop received participation from various state and city level authorities/departments. Senior officers of Government of Assam, Urban Development Department, Transport Department, Assam State Transport Corporation (ASTC), Guwahati Metropolitan Development Authority (GMDA), Guwahati Municipal Corporation (GMC), Department of Inland Water Department (DIWT), Guwahati City Police and Guwahati Traffic Police and Regional Metrological Department among others participated in the workshop. Shri MGVK Bhanu, Addl. Chief Secretary to CM, GoA, Shri. VS Bhaskar, Addl Chief Secretary, Tourism and IT Department, GoA, Shri. Dhiren Baruah, Chairman, GMDA spared valuable time from his busy schedule and added to the stature of the Workshop.



Takeaways from Guwahati Workshop

Proposed Project Concept of Guwahati TMICC: TMICC objectives, project area, phasing, location of TMICC, architecture, element of Guwahati TMICC such as Traffic management and monitoring, Road network surveillance, interface with other agencies like police enforcement, transit, weather and indicative costs of the conceptual project were explained.

Proposed Project Concept of Guwahati NUTH: NUTH objectives, project area, phasing, location of NUTH, architecture, element of Guwahati NUTH such as dissemination of information pertinent to traffic, parking, incident, construction, weather and indicative costs of the conceptual project were presented.

Stakeholder and Organization (TMICC & NUTH): Various transportation sector entities in Guwahati, roles and responsibilities of these entities in implementation of TMICC and NUTH including the type and nature of data sharing were also presented.

Contents:

About SUTP	1
Project Update.....	1
Events – Guwahati Workshop.....	1
Articles – Leaders Programme	2

Articles – Chennai transforms into a people centric city.....	5
Articles – Knowledge Management Centre.....	6
Articles – Model contract documents	8
Project progress	10

Suggestion given by Participants/Stakeholders

The city stakeholders were enthusiastic regarding the project concept and offered the following suggestions:

- Capacity Building initiatives should form part of the project
- Operations and maintenance of TMICC and NUTH may be part funded using fines collected by the traffic police through the enforcement measures.
- GMDA and Traffic Police may be the agencies responsible to implement the TMICC
- Transport Department to implement the NUTH
- TMICC and NUTH may be located at a single facility
- Area of the project may be retained as GMA that is under the jurisdiction of GMDA
- Wider coverage of surveillance cameras



Figure 1- Participation of various stakeholders

Articles

Capacity Building Programme – Cultivating “Leaders in Urban Transport Planning”

The Ministry of Urban Development, Government of India, under SUTP, with support of the World Bank jointly with the Land Transport Authority (LTA) Academy, Singapore, Korea Transport Institute (KOTI), Seoul and UITP, Dubai has developed capacity building programme for the Government officials with an aim to develop them in the area of Urban Transport Planning.

Objectives of the programme are:

- To help build capacity for holistic and comprehensive planning at leadership levels.
- The target group for this programme is of senior level decision makers at national, provincial and city level having a responsibility for policy formulation.

LUTP- Dubai, UITP

Ministry of Urban Development (MoUD) under Sustainable Urban transport Project (SUTP) conducted training program organized by UITP – Centre for Transport Excellence, in collaboration with the World Bank, designed 2nd Batch for the Leaders Programme in Urban Transport Planning & Management. The program brought 35 participants from across the World- India, United Arab Emirates, Qatar, Bahrain, Saudi Arabia, Oman, Burkina Faso, Australia and Kenya; who had been facing similar problems in their cities. This platform gave all of us an opportunity to sit together, discuss and streamline their ideas of how to solve the problems in their respective cities. The World Bank experts helped the participants to develop an understanding of the key points of Urban Transport with the help of Case studies:

- Jakarta's Transportation problems (Indonesia)
- Delhi Metro Airport Express (India)
- Trans Milenio: The Battle over Avenida Septima (Columbia)
- Lamata: Regulatory arrangement for Urban Transportation, Lagos (Nigeria)
- Yogyakarta Bus terminal: The Private Provision of Municipal Infrastructure (Indonesia)
- Guwahati
- Accra
- Cairo etc.



The program was conducted in Dubai and extended over a period of 7 days from 18th April to 24th April, 2015.

How did it help

The program had two phases, one is self-study which started one month prior to the training program, and the second phase included the case studies and lectures by the World Bank experts in Dubai. There were 12



High density along transit corridor



participants from India from Central government, State government, Local authorities and technical experts. The profile of the participants included categories of decision makers, policy makers and planners from national, state and city level government officials. This varied mix of the officers of different levels made it even more worthy as everyone learnt from each other's experience.

The training program used hands on approach, with lectures, case studies, site visits and group works. The case studies and group work gave everyone an opportunity to brainstorm on the issues faced by different cities across the world and how different solutions were arrived at to solve those problems. This exercise brought out the fact that every city is facing similar set of problems and there is always scope to learn from each other. In addition to case studies, group work made everyone analyse the problems faced by the cities in depth using the Urban Transport Data Analysis Tool and identify the root cause to the problem faced by the cities. The tool really helped us to diagnose the root cause behind the factors impeding the urban mobility in the cases given to the groups- Guwahati, Accra, and Cairo etc. This tool helped to find out the options should be planned to resolve the issues. The lecturers used to cite relevant examples to explain the topics which helped the participants to understand and relate to the topic in a better manner.



Integrated Transit Modes



Pedestrian infrastructure (FOB) connecting MRT

The participants were asked to suggest solutions for the respective cities on the basis of the analysis done and the understanding developed through the lectures of World Bank experts on supply & demand management, PPP framework, Corridor management, governance framework etc.

In addition to class room exercises, site visits were also organized as a part of the training program, the objective of the site visits was to relate the classroom discussion to practical implementation. The site visits to Tram, Tram Control centre, Bus Depot, RTA (Roads & Transport Authority) and PTA (Public Transport Agency) office. This exercise made everybody aware of the procedure through which Dubai implemented different policies in their country and how has it impacted their urban mobility.



Modernized depot

The visit to tram control centre and the zero tolerance policy amongst drivers and other staff is one which has made the implementation effective in terms of passenger safety. The class room exercise and site visits gave an insight to the issues ranging from institutional arrangement, regulatory framework, financing options, multi modal integration and intergraded planning etc., the roles of these factors were discussed during the training with help of lectures, case studies, open discussions and site visits. By the end of the training one point which came up very strongly is that the problems faced by the cities may be same but the root cause may vary so the solution. There is no fit to all solution exist and the solution for each city should be considered only after analysing the ground conditions specific to the city.



All information, data and the article have been assimilated & written by Ms. Sonal Agrawal, an Architect –Infra-structure Planner. She is working as a Transport Planner with SUTP/PMU/MoUD and has been providing technical assistance to MoUD for various Urban Transport Projects.

“Parking is not a constitutional right, it is a commodity and one has to pay the price according to its usage.”

Unknown

Chennai transforms into a people-centric city



In an age of vanishing footpaths and widening carriageways, the Corporation of Chennai is introducing a host of initiatives by prioritising pedestrians and cyclists—giving these social heroes their due. From adopting a progressive policy that makes walking and cycling—or non-motorised transport (NMT)—its priority, to rigorously implementing the policy through its **Chennai Street Design Project**, the city is transforming itself from a car-centric to a people-friendly city. The Institute of Transportation and Development Policy (ITDP) has been working closely with the city since 2009 to help plan, design, and implement several sustainable transport initiatives.

Until recently, Chennai’s footpaths were only “foot-wide” paths—with trees, utility boxes, and bus stops obstructing movement and forcing pedestrians to walk on the carriageway. Despite poor pedestrian and cycling infrastructure, over six million trips are made on foot and cycle every day in Chennai—a third of daily trips. Public transport journeys—another third of all trips—also start and end on foot (or cycle). As in other cities of India, walking and cycling is an integral part of Chennai’s transport landscape.

With over 10,000 traffic crashes reported every year, Chennai has one of the highest rates of road deaths in the country. Four people are killed on the roads of Chennai every day. Pedestrians and cyclists are highly vulnerable, and the absence of safe walking and cycling facilities worsens the situation.

Recognising the urgent need to transform the scenario, the Corporation initiated the Street Design Project to build high quality footpaths on all 471 Bus Route Roads in the city in 2012. For the first time, the Corporation has begun reimagining the city’s arterial roads as “complete streets,” taking into account the needs of all the street users. The new designs include continuous footpaths, separate cycle tracks (on selected streets), and organised on-street parking. The designs also integrate bus stops, street vending and all other street furniture, locating them carefully such that they do not hinder the walking experience of pedestrians.

The street design process involves carrying out detailed topographic surveys as well as surveys of pedestrian and motor vehicle use along each street. Architecture professionals are empanelled to prepare detailed designs for the streets, taking into account the site conditions.

The new footpaths are designed per the Indian Roads Congress’ revised Guidelines for Pedestrian Facilities (IRC 103:2012). The updated IRC guidelines stipulate that pedestrian facilities are to be designed to ensure continuous, unhindered walking spaces that reduce conflicts between pedestrians and vehicles.

While executing the project, the Corporation of Chennai leads an inclusive process involving multiple stakeholders, including the general public, utility service agencies, traffic police, and disability rights associations. In addition, the Corporation convenes regular meetings of the Non-Motorised Transport Subcommittee of the Chennai Unified Metropolitan Transport Authority (CUMTA) to review progress and encourage the exchange of information among stakeholders.



After the first phase, 26 streets now have wide and continuous footpaths and work on the 60 streets has commenced as part of the second phase. Following the footpath improvements, Chennai's citizens have voted with their feet. People who previously walked in the carriageway are now using the widened footpaths—clear evidence of the improved convenience for pedestrians.

The city's commitment to safer access for pedestrians and cyclists was further reinforced when Chennai Corporation's Council adopted a progressive NMT policy in 2014. The policy aims to arrest the current decline in walking and cycling in the city by creating safe and pleasant network of footpaths, cycle tracks, greenways and other NMT facilities.

The policy is not an empty rhetoric. Through the policy, the Corporation has set ambitious goals: by 2018, build safe and continuous footpaths on at least 80% of all streets, increase the share of walking and cycling trips to over 40%, and, most significantly, eliminate pedestrian and cyclist deaths. The city aims to achieve these goals by mandating various measures through this policy. These goals are also backed up with funds—the policy mandates that a minimum of 60 percent of the Corporation's transport budget is allocated to construct and maintain NMT infrastructure.

Additionally, to ensure long-term sustained change, the Corporation has initiated a technical training programme for Corporation engineers. Organised in collaboration with Anna University and ITDP, the certification programme aims to build technical expertise on NMT user needs, design principles, planning, and implementation; improve management capacity and disseminate best practices. Three batches of approximately 20 engineers each have successfully graduated from this course.

By rewriting the hierarchy—putting pedestrians, cyclists, and public transport users at the top, where they always should have been—Chennai is showing the way for other Indian cities. The city has won several accolades for its progressive initiatives including the Best NMT Project award at UMI conference Delhi, a special mention at the Volvo awards, and the India Today Best City Award 2014. With its bold move of adopting the NMT Policy and implementing pedestrian friendly streets, the city is leaping ahead in its vision to improve the quality of urban life for all its citizens, regardless of gender, class, and physical ability.



All information, data and the article have been assimilated & written by Ms. Shreya Gadepalli is the India Regional Director for the Institute for Transportation and Development Policy (www.itdp.in). She has worked with ITDP for over fifteen years on various sustainable transport projects across the world. Ms Gadepalli has been key player in the development of BRT in India and is regarded as one of the experts in BRT and NMT planning in the country.

Setting up of Knowledge Management Centre (KMC) for Ministry of Urban Development, Government of India

Background

Under SUTP, **Knowledge Management Centre (KMC)** as a learning repository including a data base is being set up, which can be effectively utilized by all the stakeholders working in the domain of Urban Transport and shall facilitate systematic collection, assimilation, transformation, loading, interpretation and analysis of data in evolving future policies, programs and strategies.

Intended Users of KMC

In India, KMC shall through its web portal, will host information on Urban Transport which will be beneficial in taking urban transport related decision by the Government, Business, Consultants, Academia, Citizens, Policy makers, Industry, Consultancy & Research community besides enhancing the level of awareness of citizens on Urban Transport matters.

Functionalities of KMC

KMC shall have the following key functionalities & features:

- Domain specific transportation data
- Reports & Documents as an aid in further decision-making and analysis
- Best practices and Industry Standards
- Toolkits & Modules
- Webinars as an interactive element to KMC
- Expert Reviews
- Sector News & Updates
- Wikis/Blogs
- Share Your Thoughts
- E-Learning Session

The KMC through its portal will offer a gamut of documents and knowledge applications i.e. DPR, CDP, Toolkits, e-Learning Resources, Blog, Wiki, Webinars, Industry thoughts exchanges etc. These documents and other electronic means of knowledge exchange shall be developed / customized to create electronic searchable repository of information in relevance to transport sector. Information artefacts like databases, documents and other electronic information channels shall be integrated to deliver composite knowledge outputs through universal search services, thereby following a holistic approach to information dissemination. The computing, application and information systems shall be configured and deployed over cloud infrastructure, thus making KMC available globally to intended audience.

The KMC shall not only provide information but shall also act as a decision support system for policy makers by providing analytical solutions which help them support their propositions at various platforms. KMC shall further support in organizing and summarizing the transportation related raw data into organised information for the stakeholders.

The implementation and deployment scope of KMC can be classified into five steps as shown below:

Information Resources: This component shall include information related to Urban Transport. The comprehensive information collation exercise shall include information from research & development activities, E-library & Blogs, E-Learning articles and discussion forums, Links to International agencies/journals and the domain specific events and updates and provide updated information on policies, programmes & practices.

Data Collection: This component shall cover the exercise of data collection in row form for 46 cities from various sources and setting up the standard format and methodology of these data collection activities in future.

Database Development: This component shall take care of the standardized and uniform format for information collection & classification and methodology of quality checks for the collected information, thereby ensuring accurate information dissemination. The raw source data obtained shall be brought to common platform, subject to appropriate transformation logic before loading it to destination database.

Web-Portal Design & Development: The information exchange and dissemination shall be done through a web based platform (SAP). The User Interface Design and data entry, retrieval and query forms into server formats shall be developed for access through browsers on client machines for respective usages. This web portal shall be based on a cognitive decision making system with the capability & mechanism to update the content in future.

Online Portal Hosting & Data Storage: The web portal shall be on cloud based environment which shall be scalable in nature and offer search engines. The portal shall have user-friendly front-end UI along with data formatting, storing and presentation to the stakeholders.

UMTC is currently being engaged as consultant to develop the KMC at IUT. Once hosted successfully the data repository can be extended for many other cities in the country.



All information, data and the article have been assimilated & written by Mr. Surender Ganta, Senior Officer, UMTC. He is an Automobile engineer and MBA in M&S (Operations). He works with the procurement, operations, management and planning of ibus and other projects.



Developing Model Contract Agreement for City Bus Private Operations: An Overview

Background

Urban Transport has been identified as a critical lifeline supporting the growth of the economy. A well-developed and planned transportation system acts as an integral facilitator to the development of regional, economic and social activity. Transport services need to be efficient to address the expanding travel demand



and affordable but simultaneously generate sufficient revenues for their financial viability.

While State Transport Undertakings (STUs) have provided transportation services for several decades after independence but in the recent years, Special Purpose Vehicles (SPVs) tasked with providing city bus transport

services in an efficient, economic and sustainable manner. In this process, SPVs may seek participation of private sector in investments and/or for management of PT operations/ other activities including, in some cases, managing the bus networks, following a general perception that private enterprise provides efficient transit services and their operational efficiency and financial performance are relatively better than those of the public sector.

However, experience also shows that private operators focus mainly on maximisation of returns on investment and tend to default in providing universal accessibility to efficient transit services, appropriate infrastructure, effective coordination / integration of amongst modes/functions and user tariffs. There exists a continual conflict between maximisation of profit and serving of public interest. In order to have an effective and efficient bus transport system, the objectives of Authority and Operators need to converge.

In order to address these challenges and improve bus transport services, a number of cities are encouraging private sector participation to extract stronger managerial capacity, access to new technology and specialized skills. Though operational, such Public Private Participations have been experiencing challenges, due to lack of adequately designed contractual and institutional frameworks, adversely affecting revenue and cost streams, service quality and its monitoring and control, etc. consequently, the extent of successful implementation of PPPs has been limited.

Project Overview: City Bus Private Operations

Under SUTP, the Ministry of Urban Development, Government of India has undertaken a project to carry out study to develop a model contract template for Indian cities for use to contract private entities to operate public city bus services. For this purpose, the Ministry has engaged the services of M/s Deloitte Touche Tohmatsu India Private Limited as consultants to review current public transport contracting experience in India and international best practices to determine how publicly contracted, privately provided public transport services can be more efficient and effective in the Indian context through development of the better contract terms.

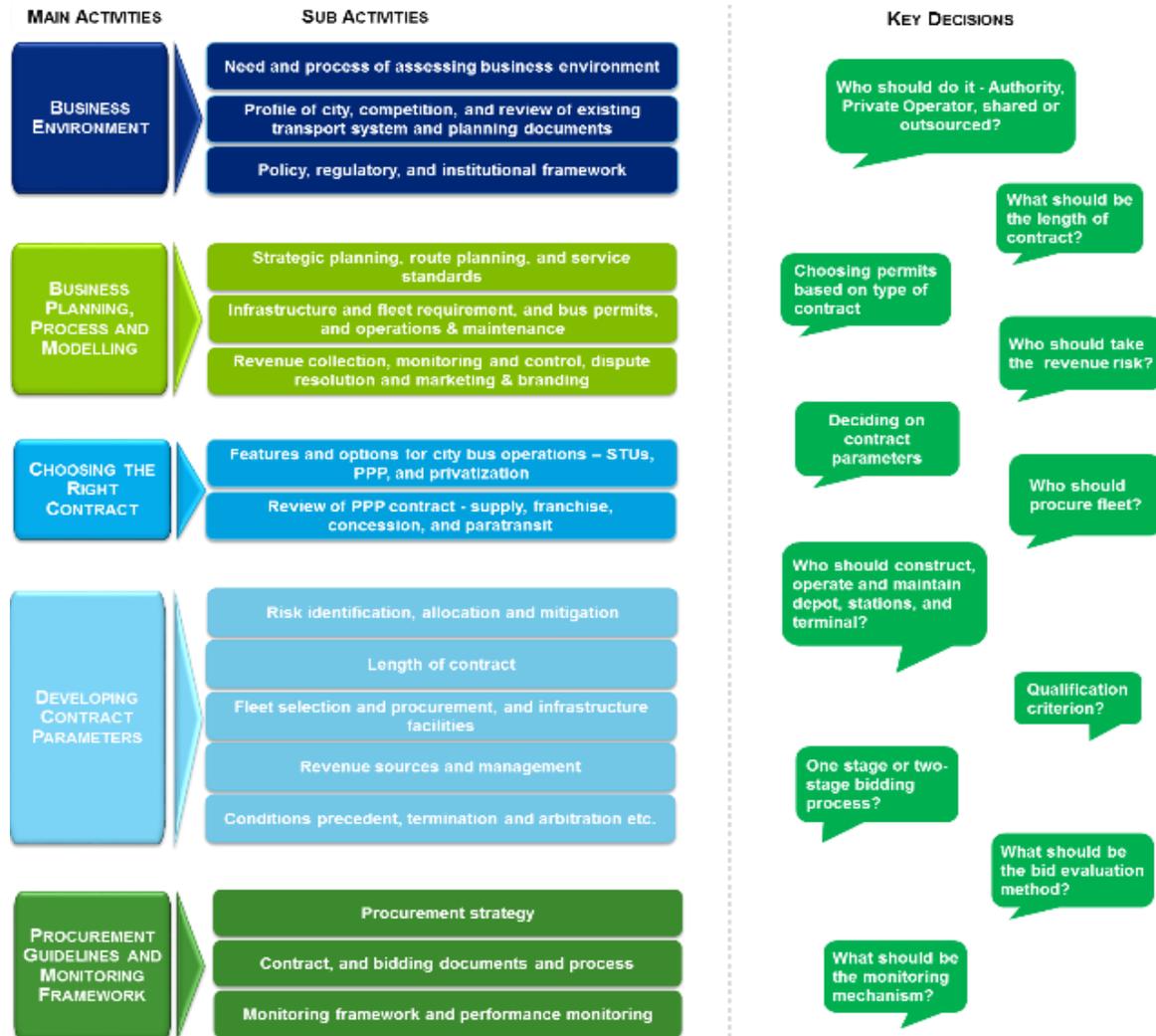
In this context, the guidelines document for development of model contractual framework outlines the process of preparing a comprehensive bus contract suitable to the context and environment, examining various structures and alternatives for participation of private bus operators, discusses various forms and content of a PPP contract, and then provides procurement and management guidelines.

Purpose and Use of the Guidelines Document

The purpose of the guidelines document is to provide a strategy for each city to develop a contract for bus operations, specific to its own unique circumstances and needs. As every city is different, no single standard contract model would be adequate or effective. The document attempts to identify and classify these differences and develop a considered and strategic approach to choose the type and elements of the contract, in order to deliver efficient public transport services. The guidelines are intended for use by cities/authorities

that are charged with the responsibility of improving city bus private operations and passenger transport services. The document will assist Authorities to choose the appropriate business model and contract type, based on the existing business environment and a broad understanding of the desired outcomes.

Structure of the Guidelines Document



Overview of the Guidelines Document

Generally, cities encourage participation of private operators through concession contracts for obtaining improved service quality, and aligning service performance with community or public objectives. While the structure of the contract is important, success has shown to be largely dependent on the business model covering factors such as understanding of business environment affecting bus transport system, city conditions, expectations of the various stakeholders, financial sustainability, certainty, stability, and legal protection of the bus operators etc. Accordingly, the guidelines document lists out various activities normally required to be undertaken for delivery of bus transport services (the basis of the business plan). This includes: the roles and responsibilities of business partners; infrastructure; vehicle fleet ownership and investments; risk management; planning; monitoring and control; and all other activities for delivering desired bus transport services. Towards the end, the document lays out the draft structure of four types of model contracts that could be used by the cities for operating city bus services. These contracts differ in terms of the role allocation between Authority and operators, terms of payment, bidding parameters etc. The cities may modify certain parameters of the contracts, depending on their unique business environment and characteristics. The document also provides a list of business plan activities to be undertaken by the cities when providing city bus services. Model contracts are being prepared. Watch out for information in our next edition.



Progress on components and sub-components of SUTP July 2015:

Component 1A : Capacity Building of Institutions and Individuals:

Subcomponent 1 - Strengthening Institute of Urban Transport (India)

Strengthening of IUT

Under the SUTP, one Transport Planner attended the capacity building training held at UITP, Dubai from 18-24th January, 2015. Three Transport Planners attended the CEPT-Batch-4 capacity building program at Ahmedabad from 12th-17th July, 2015.

Knowledge Management Centre (KMC)

Procurement of SAP License completed. Data Collection for 46 cities has been completed and have now been stored in the Input data format. Development of the data base is in progress.

Training and Skill Development

Consultancy for Individual capacity development through training of trainers and training professionals (PC2):

Training of Trainers and Training of City Officials

As part of Training of city officials, out 1000 officials to be trained a total of 878 officials have been trained.

As part of training of city officials, IUT has organised 19 training programmes at Shimla, Chennai, Bangalore, Hyderabad, Bhubaneswar, Pune, Kolkata, Guwahati, Ranchi, Chandigarh, Lucknow, Delhi, Ahmedabad, Jaipur, Thiruvananthapuram, Bhopal, Patna, Raipur and Delhi.

Developing Toolkits

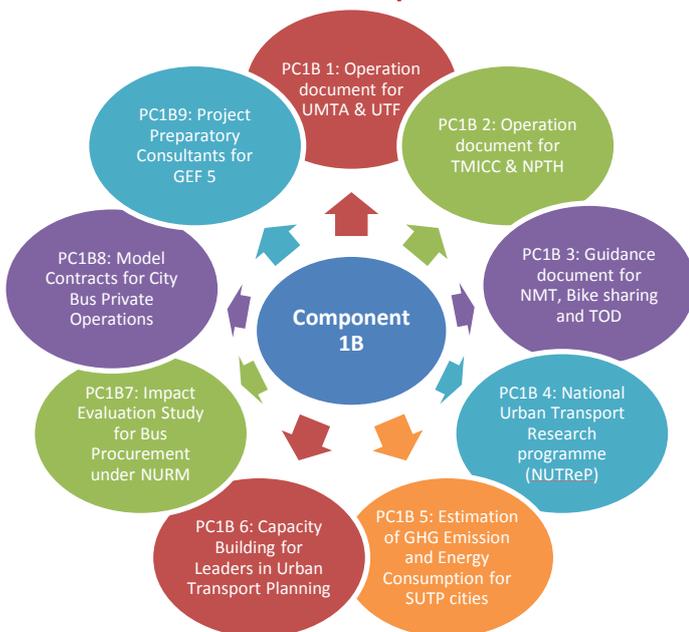
Consultancy for preparation of toolkits (PC3):

10 toolkits have been completed. 5 additional toolkits are taken up which are Revision of CMP guidelines, city transport network, Urban mobility laws, Urban Freight Management and ITS for public transport and BRT. 3 out of 5 are submitted and 2 are under preparation.

Dissemination activities (PC 4):

- Fifteenth issue of GEF-SUTP Newsletter have been distributed to various stakeholders.
- Website (www.sutpindia.com) is updated regularly. The website has scored 32401 hits.

Component 1B: Technical Assistance to the MoUD for capacity enhancement at National, State and Local level for to implementation of National Urban Transport Policy



- Draft UMTA manual & bill being prepared.
- City Specific documents being finalized. List of empanelled consultants for TMICC and NUTH available at – www.moud.gov.in
- Guidance document for NMT, TOD and PBS being revised. Draft city specific documents being prepared.
- Operations Manual for National Urban Transport Research Program being finalized.
- Estimation of emission reduction for five SUTP cities being done periodically.
- Leaders program for officials working in urban transport on-going. Upcoming event is in KOTI Seoul is from 11-17th October'15.
- Data collection for 31 cities of JNNURM bus funding being done
- Guidance document and Draft city specific being prepared for preparation of model contracts for city bus private operators.

Component 2: Implementation of Demonstration Projects in Selected Cities

Naya Raipur-BRTS

The two major works package on Bus Rapid Transit (BRT) and Non-Motorised Transport (NMT) infrastructure are ongoing albeit with slow progress. The contract for Intelligent Transport System (ITS) has been awarded.

Pimpri-Chinchwad-BRTS

The flyover on Corridor 3 i.e. interchange section at Nashik-Phata is substantially complete and opened to traffic. The pace of the Contractor for Empire Estate interchange is to be picking up but will take time to complete. BRT station contract packages are ongoing on both corridors. PCMC is gearing up for launch of corridor 2 on 5 September 2015 and corridor 3 within in a month. Also Parking master plan for Pimpri Chinchwad being finalised.



Indore-ITS

ITS for BRTS bid to be retendered. Procurement ongoing for remaining 3 Technical assistance activities.

Mysore-ITS

Most of the problems encountered by the ITS system for Mysore city bus have now been addressed. Operational acceptance is expected soon. Comprehensive Services and Operations Analysis (CSOA) study to improve bus operations is on-going.

Hubli-Dharwad BRTS

Procurement of Depot, Terminal, NMT and BRT station works and key consultancy services under the project have been concluded. The package for ITMS is under evaluation.

Upcoming Events

- Leaders Program in Urban Transport Planning and Management (LUTP) at KOTI, Seoul (4th batch) during October, 2015
- UMTA, UTF and TOD, NMT, PBS workshops in September/October, 2015.
- For upcoming events/workshops please visit www.sutpindia.com & <http://www.iutindia.org>.

For further details contact at- iutindia.sutp@gmail.com

Contact Details:

Shri M.K. Sinha, OSD(UT)&EO (JS) National Project Director	Shri I.C. Sharma, National Project Manager	Shri R.K. Singh, Director (UT-I)	Shri Sudesh Kumar Team Leader
Ministry of Urban Development Tel: +91-011-23061114, 23061102(Fax) Email: osdut-moud@nic.in	PMU, GEF-SUTP Tel: +91-011-23062615 Email: iutindia.sutp@gmail.com	Ministry of Urban Development Tel: +91-11-23062798 Email: rknarwals@yahoo.co.in	Mott MacDonald Pvt. Ltd. Tel: +91-120-254 3582 Email: sutp@mottmac.com

Newsletter coordinated by

Ms. Sonal Agrawal, Transport Planner, PMU, SUTP

Edited by

Ms. Surabhi Kureel, Senior Transport Planner, Mott MacDonald & Ms. Rana Amani, Deputy Project Manager, PMU, SUTP

www.sutpindia.com