



**Report on**  
**“Contracts and Procurement in Urban Transport”**  
**Capacity Building Workshop, Ahmedabad**  
**under**  
**“Mobilise Your City” Program**  
*(5<sup>th</sup> – 6<sup>th</sup> December 2019)*

Prepared by: **Urban Mass Transit Company Ltd.**





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## Acknowledgement

On behalf of Agence Française de Développement (AFD) and European Union Delegation in India (EU), we the Project Implementation Unit (PIU), would like to express our sincere gratitude to Mr. Vijay Nehra, Municipal Commissioner of Ahmedabad City for his support in organising the 2<sup>nd</sup> training workshop on ‘Contracts and Procurement in Urban Transport’ under the MYC program in Ahmedabad.

We extend our kind gratitude to Mr. K.L. Bachani (Deputy Municipal Commissioner and CEO, SCADL) as well as Mr. Arjav Shah (Deputy Municipal Commissioner and Executive Director, AJL) and all the key officials of various departments in Ahmedabad, for their support and contribution in making the training a success. We are also thankful to Mr. Vishal Khanama (GM – Operations, AJL) and staff of AJL and SCADL for their continued support to the MYC program and its capacity building sessions.

Our heartfelt thanks to all the trainers, including, Mr. Etienne Lhomet (DVDH), Mr. Sutanu Pati (UMTC), Mr. Gautam Patel (Coordinates Infrastructure Consulting), Dr. Parveen Kumar (WRI), Mr. Hiren Joshi (Coordinates Infrastructure Consulting), Ms. Azra Khan (WRI), and Mr. Vishal Ramprasad (WRI) for sharing their knowledge and experiences.

Last but not the least, we would like to thank the participants for their passion and contribution. We look forward to continued engagement, interaction and learning in the years ahead.

With Regards  
**MYC - PIU team**  
Dr. Ajay Kumar  
Ms. Jaishree Jindel  
Dr. Abhijit Lokre  
Ms. Reema Prajapati

## Abbreviations

ACP	Assistant Commissioner of Police
AFD	Agence Française de Développement
AJL	Ahmedabad Janmarg Limited
AMA	Ahmedabad Management Association
AMC	Ahmedabad Municipal Corporation
AMTS	Ahmedabad Municipal Transport Service
AUDA	Ahmedabad Urban Development Authority
CEPT	Centre for Environment Planning and Technology
COP	Conference of Parties
CO2	Carbon dioxide
DCP	Deputy Commissioner of Police
DFBOT	Design Finance Built Operate and Transfer
EU	European Union
GHG	Green House Gas
GMRL	Gujarat Metro Rail Corporation Limited
GSRTC	Gujarat State Road Transport Corporation
GUDA	Gujarat Urban Development Authority
IPT	Intermediate Public Transport
ITMS	Intelligent Transit Management System
MoHUA	Ministry of Housing and Urban Affairs
MYC	Mobilize Your City
NGO	Non-Government Organization
NIUA	National Institute of Urban Affairs
NMT	Non-Motorized Transport
NUTP	National Urban Transport Policy
PIU	Program Implementing Unit
PBS	Public Bicycle Sharing
PPP	Public Private Partnership
RTO	Regional Transport Office
SCADL	Smart City Ahmedabad Development Limited
SRFDCL	Sabarmati Riverfront Development Corporation Limited
UMTA	Unified Metropolitan Transport Authority
UMTC	Urban Mass Transit Company
UNFCCC	United Nations Framework Convention on Climate Change
WRI	World Resources Institute



## 1 Background

MYC is part of an international initiative supported by the French and the German Governments and was launched at Paris' 21st Conference of Parties (COP21) to the United Nations Framework Convention on Climate Change (UNFCCC) held in December 2015. The Program seeks to support governments at both local and national levels in transformational actions for a more sustainable urban mobility.

In India, MYC Project is supported by the Ministry of Housing and Urban Affairs (MoHUA) with a focus on reducing Green House Gas (GHG) emissions related to urban transport in three partner cities including Ahmedabad. In its attempt to support sustainable urban mobility plans in the city, one of the specific tasks is to build capacity among city officials to acquire holistic skills needed to deal with complex urban transport issues. Rapid population growth and even faster growth in motorization has created an urgent need for more sustainable and safe transport systems, while linking urban transport policies and measures to GHG emissions reduction as part of the climate change agenda.

As part of the Project, the PIU is entrusted to conduct a series of participatory and capacity building workshops at both national and local level. In this spirit, the 2<sup>nd</sup> capacity building/ training workshop on 'Contracts and Procurement in urban transport' was organised in Ahmedabad on 5<sup>th</sup> & 6<sup>th</sup> December 2019 at Ahmedabad Management Association (AMA).

**This report documents the proceedings of this 2nd training workshop and highlights the key messages.**

## 2 Objectives of the Training

The key objective of the training was to disseminate information for an effective and well-informed planning and implementation of urban mobility initiatives. Specific objectives were to:

- Procurement decisions have a larger than perceived impact on mobility in a city, hence choosing the right procedure, information and mechanisms is extremely important and critical especially to promote sustainable and green transportation in cities.
- Examine international experience with institutional arrangements and lessons for the city;
- Encourage participants to reflect on alternative paradigm for contracts and procurement in urban mobility - that seeks to introduce more efficient and innovative ways;
- Build a peer-to-peer learning environment and partnership platform for continuous exchange on the subject.

This training was primarily intended for:

1. Key "policy-level" decision makers who play a leadership role in planning and implementation of urban mobility strategies, programs and projects; and



2. Senior technical managers involved in transport planning, engineering and design, bus operations and management, public transport service planning, traffic management, engineering and enforcement, who currently oversee different aspects of urban transport and who would play a leadership role in developing and implementing specific components of an urban mobility strategy.
3. Academicians, students, teachers and practitioners involved in the field of traffic and transport planning.

## 2.1 Training Workshop Brief

The workshop addressed the need of developing the understanding on “Contracts and Procurement in Urban Transportation” focusing on different contracting and procurement methods, issues and solutions in contracting and procurement methods with the support of worldwide expertise specialized in this domain.

The workshop started with a welcome speech followed by a quiz to capture the understanding of the participants on the subject and also the intension was to break the myths related to ‘contracts and procurement’ in urban transport. The quiz introduced at the beginning of the session was to be followed at the end of the workshop to understand the change in understanding on transport issues among participants This was followed by a presentation to introduce the participants to different types, terminologies and basics of contracting and procurement. With this common understanding of the fundamentals, the first day’s presentation focused on procurement and contracting of the buses including electric buses, metro lite and bus terminal. The detailed understanding was provided through relevant good practices in other cities of India.

The second day’s presentations focused on sensitizing the participants with methods of contracting and procurement in parking, NMT, electric three wheelers, ITMS. Emerging practices that are being followed across the world and Indian cities to transform urban transport sector were discussed. These presentations, while highlighting the benefits of well-known interventions like last mile connectivity and use of non-motorised transport, also introduced the participants to upcoming practices of contracting and procurement in these areas.

The last 15 minutes of every presentation was dedicated to Question & Answer (Q&A) session. This interactive session helped in better understanding of the presented ideas and was successful in providing effective capacity building of the participants.

The last session of the workshop was again dedicated to the quiz that was introduced to the participants at the beginning of the workshop. The participants were again asked to fill in the same quiz. The objective was to document the participants’ learnings based on the past two-days discussions as reflected in their changes to the quiz responses.



The breaks during the workshop aimed at creating peer-to-peer learning environment as well as provide opportunity for informal exchange of ideas and help the participants in building network in our common work sector of Urban Mobility.

### 3 Training Day: Introduction to the workshop

Post registration of the participants, Dr. Abhijit Lokre, city-co-ordinator for Ahmedabad for 'MobiliseYourCity' program welcomed the dignitaries and participants. He introduced the 'Mobilise YourCity' program to the participants and also explained the objectives of the workshop. Dr. Lokre welcomed Mr Vijay Nehra, Municipal Commissioner, AMC and invited him to introduce the workshop to the participants.



Mr. Vijay Nehra welcomed the trainers and the participants on behalf of Ahmedabad Municipal Corporation. He underscored the importance of procurement and contracting in improving efficiency and effectiveness in the delivery of services. He mentioned that in today's environment, everyone is busy listing the challenges and problems faced by cities and the MYC focus on capacity building is an important initiative. He emphasized the importance of focusing on public transport as central to addressing the mobility challenge in cities. He talked on the subject of Road Safety and mentioned the large increase in the number of accidents due to road fatalities. Further he mentioned that the problem in any infrastructure project is not finances or budget but lack of institutional capacity in implementing the project. He then went on to mention that many challenges faced in urban mobility can be solved by drafting a model contract. During procurement process, the city administration needs to investigate the vested interests of all the parties and stakeholders and the people who are adversely impacted by the project. In the end he requested the participants to actively participate in the workshop and take full advantage of the knowledge shared during the workshop.

The session was followed by presentations on various topics of 'Contracts and Procurement in Urban Transport'. The presentations covered a wide array of topics ranging from understanding on various types, terminologies of contracting and procurement, procurement of buses, e-buses, contracting of bus terminals on Day 1 and methods of contracting and procurement of other modes and mechanisms of



urban transport including Public Bicycle Sharing (PBS), e- rickshaws, smart parking and open data + ITMS on Day 2. It also covered the integrated approach to contracting and procurement on Day 2. The workshop agenda is attached as *ANNEXURE II*.

### 3.1 List of organizations participating

Over 50 participants from multiple organizations participated in the workshop on 5<sup>th</sup> – 6<sup>th</sup> December, representing:

1. Ahmedabad Municipal Corporation (AMC);
2. Ahmedabad Janmarg Limited (AJL);
3. Ahmedabad Municipal Transport Service (AMTS);
4. Smart City Ahmedabad Development Limited (SCADL);
5. Sabarmati Riverfront Development Cell Limited (SRFDCL);
6. Ahmedabad City Police
7. Ahmedabad Urban Development Authority (AUDA)
8. Gujarat Metro Rail Corporation Limited (GMRL);
9. Gujarat State Road Transport Corporation (GSRTC)
10. Gandhinagar Urban Development Authority (GUDA)
11. NH Division, RTO
12. National Institute of Urban Affairs (NIUA);
13. Academic Institutions like CEPT University and NIRMA University;
14. Industry professionals and
15. Students

*(Please see ANNEXURE V for the list of participants)*

The workshop was structured to encourage peer to peer learning through exchange of ideas among participants, with a balanced mix of professionals from different dimensions. Since, the training program was targeted more towards technical staff, participation from senior, mid-level and junior executives was targeted and achieved. The representations were a balanced mix from all sectors including government, academics as well as the private sector.

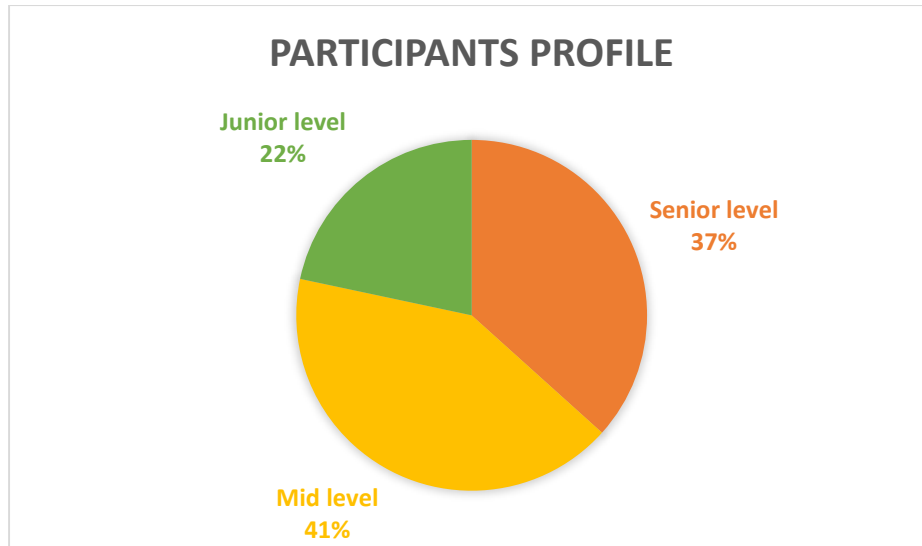


Figure 1 Profile of participants in Ahmedabad training

While looking at gender segregated data, the workshop had 20% women participants and 80% male participants.

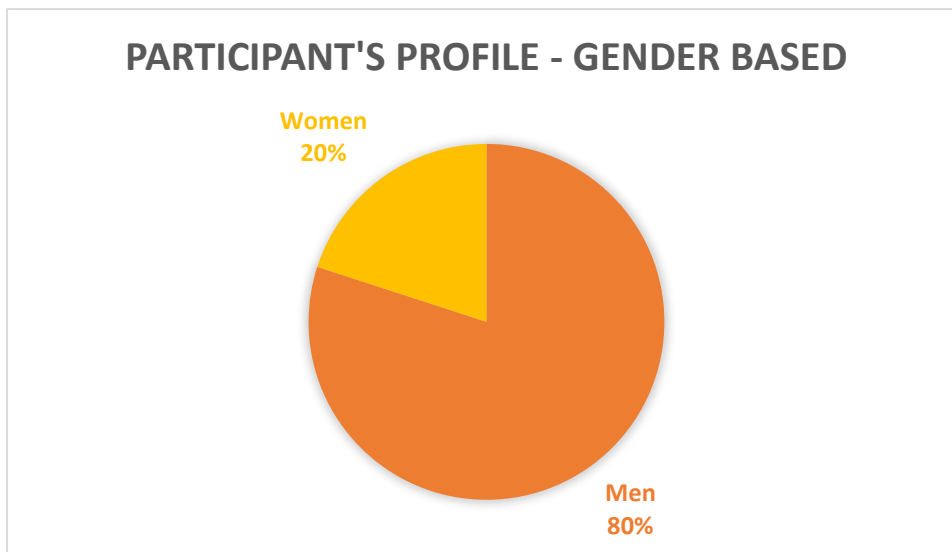


Figure 2 Gender based profile of the participants

### 3.2 Media Communication

A variety of communication channels also attended to raise awareness of the workshop amongst social media platforms. Both the host as well as participants shared the proceedings of the workshop on various forums.

The list of social media awareness spread by hosts as well as participants is provided in ANNEXURE IV

## 4 Summary of the proceedings of the workshop

Post workshop brief to the participants by the PIU team and a formal welcome note by Mr. Vijay Nehra, Hon'able Municipal Commissioner of Ahmedabad,

Following is the summary of proceedings of the workshop:



Figure 3 Participants intently listening to the trainer



Figure 4 Questions and learnings for both participants and the trainers

## 5 Proceedings for DAY 1

### 5.1 Introduction to MYC and objectives of the workshop

Dr. Abhijit Lokre introduced the MYC program and its vision of progressing towards carbon emission free mobility. He further shared about the involvement of AFD as well as MYC program at global level, focussing on sustainable urban transport initiatives around 20 countries and 100 cities.

He discussed the national and city level objectives of MYC in India, list of activities planned, stakeholders and project progress to-date and provided the road map for the three cities identified under the MYC program. He also

discussed cross-cutting activities planned under the program, namely –

- International exchange platform (community of practice, trainings, workshops, best practices);
- Support to access financing; and
- Tools to measure and report CO<sub>2</sub> emissions reductions.



Figure 5 Dr. Abhijit Lokre briefing the participants about MYC, its goals and objectives of the workshop

Since, aim of MobiliseYourCity's initiative is to reduce the GHG emission through Urban Transport, he further shared various data points on the need for cities to move towards sustainable mobility options. His presentation highlighted following aspects of urban transport –

- Urban transport in the context of Ahmedabad
- Climate Change and Urban Transportation linkages

Data on growth of Ahmedabad in the last few years including urban sprawl, total registered vehicles, trip rate, trip length, etc was shared. Trip rate of Ahmedabad (as per a study of 2018) is at par with Delhi and trip length of car is as high as 10 km. Vehicular ownership in Ahmedabad has grown at an alarming rate. Non-motorised trips have moved to private vehicles. Further he shared data like 30% of global CO2 emissions come from transportation sector, vehicular emissions standards (per 4-wheeler/ 2-wheeler), particulate matter and manifestations of the problem (like smog incidents in Delhi, Maharashtra drought, erratic hailstorms, forest fires, etc).

It was discussed that there is an urgent need to understand and mitigate these problems at policy, planning as well as institutional level and 'MobiliseYourCity' program aims to support cities in achieving this through capacity building and knowledge sharing around these aspects. This workshop on 'Contracts and Procurement' is another step towards achieving capacity building in urban transport.

## 5.2 Introduction to procurement, Project Feasibility structuring and PPP

Mr. Sutanu Pati from UMTC explained the basics of contracting and procurement. He especially mentioned that procurement is different from direct purchase. In other words, it also means acquisition of goods, construction or services including works. He then explained the procurement process and various methods of procurement including Quality Based Selection (QCS), Least Cost Selection (LCS), Quality Cost Based Selection (QCBS).



*Figure 6 Mr. Sutanu Pati from UMTC explaining the participants that risk allocation is a major factor while drafting a contract*

He explained the different perspectives of project feasibility including government, investor and user, and different take of all of them on project feasibility based on their requirements. He explained the importance of risk sharing among different stakeholders especially in PPP projects. He said that majority of the government contracts are drafted such that 'partnership' is missing and majority of the risk allocation is given to the private parties. This does not always result in desirable outcome. Lastly he explained the fundamental principles of contracting and procurement which included open-tendering, effective advertisement, non-discriminating tender conditions, public tender opening and awarding it to most advantageous bidder.

### 5.3 Procurement of public transport buses - Bus services/ BRTS

Dr. Ajay Kumar, formerly with the World Bank and now representing UMTC, informed the participants about the basic reasons for contracting and pre-requisites of contracting in urban bus services. He mentioned that important part of any contract is robust agreement between the parties which clearly states the rules and power of the stakeholders. He went on to mention that the private sector will be efficient if public sector respects and understand their rules of the game as well. He emphasized the importance of risk allocation among public and private parties and the role of the public sector after the contract is signed.



Figure 7 Dr. Ajay Kumar talking about the procurement of PT buses at AMA

The private sector is always motivated by profit. Allocation of risk between the public authority and private player should be done on the basis of capability to handle the risk. For example, the demand or ridership in bus service is not the type of risk a private player is ready to handle. Risk assessment should be done by both the parties before signing a contract. He especially mentioned that in bus service, quality of service should be the most important parameter in evaluation and the parameters for selecting the bidders must be quantifiable, measurable and comparable. The contract can be made more effective when the rules are set properly by the government.

He mentioned that improving the quality of public transport service is a requirement and authorities need to work towards increasing the bar of local contractors and this can be done by drafting the right kind of contract.

### 5.4 Financing of public transport in India: Affordability v/s Sustainability

Mr. Gautam Patel provided economic understanding of the public transport projects and emphasized that financing mechanisms are an important aspect and should not be ignored. He said that financial crisis of public transport service is a phenomenon and increasing interchanges, affordability, longer trip lengths, rising city sizes, etc., are some of the reasons. He mentioned that various global funding strategies are adopted in cities with world-known public transport systems like Bogota, Singapore, Brazil, etc. He explained the case of Delhi Metro to understand the financial sustainability of public transport systems in Indian cities and that there is a viability gap in our public transport systems. This viability gap funding is to be managed by the authorities. He then explained the existing funding policies and magnitude of funds provided to urban transport sector.



Figure 8 Mr. Gautam Patel explaining the participants about the financing of public transport

## 5.5 Procurement and contracting of electric buses

Dr, Parveen Kumar, WRI discussed contracting and procurement of electric buses. He started by explaining the participants about the benefits of e-buses in terms of its technology, operations, performance indicators. He then went on to mention the different procurement models that can be used for the buses. He gave an example of different procurement models that can help in procurement of e-buses which include private grant, public grant, least cost financing and innovative contractual implementation. According to him, majority of the cities prefer grant and avoid innovative contractual methods. He also explained FAME I and FAME II scheme for procurement of e-buses and benefits and restrictions attached to the scheme.



Figure 9 Dr. Parveen Kumar explaining the participants about the contracting and procurement of e-buses

He explained the Shenzhen model where the city has separately procured the e-buses and battery and a separate operator is responsible for charging facility. This alleviated the cash flow pressure and relieves financial burden of the bus companies. Shenzhen is the first city to operate completely on e-buses.

Dr. Parveen Kumar explained the three-step strategy for transition from Diesel buses to e-buses which included following:

- Pilot – procurement of few buses via government enabled policy
- Scale-up – To scale up the numbers with the help of innovative bus procurement model
- Self-propelled – To increase the number of buses based on market demand

## 5.6 Procurement of Bus Terminal: Case example of Yogyakarta bus terminal

Dr. Ajay Kumar explained how contracting systems can go wrong through case example of Yogyakarta bus terminal. The case highlights the important points to be considered while contracting and procurement of bus terminal. He highlighted that the role of bidders should be specific and multi-dimensional. Lack of this understanding can result in failure of project. He mentioned that a single bidder cannot have multiple expertise like constructing the terminal as well as operational, commercial complex skills. Understanding the qualification of potential bidder is an important part and contract should clearly reflect the role and responsibilities of the bidder. Limited knowledge of different roles identified in a tender is



not efficient and can lead to private player abandoning the project before the concession period. Lack of proper risk allocation and absence of shared responsibility can often lead to not realizing the full benefits of a PPP. Financing should be the sole reason for taking up PPP projects of bus terminals. He specifically mentioned that the cost of capital for any project is often higher for private sector than for the city governments. The PPP can be justified if the higher cost of capital is more than compensated by efficiency gains.

### 5.7 Procurement and contracting for Metro lite

Mr. Etienne Lohmet discussed procurement and contracting of Metro lite. He initially explained the French tramway systems and its technical and financial viability for French and Moroccan cities and what role it plays in changing the modal share in these cities. He mentioned that procurement of light rail had two solutions which are:

1. Design, Finance, Built, Operate and Transfer (DFBOT)

This solution was a long-term contract and risk of competition from existing bus service and no control on detail design study.

2. Design and Supervise

In this solution an SPV designs and handles the operations and also co-ordinates with government authorities and supervises various other contracts.

In Bordeaux light rail has played a very important role in reviving public spaces and reducing the mode share of private vehicles.

### 5.8 Summary of Day 1

In the end, day 1 of the workshop was summarised with vote of thanks to the trainers for providing insights to the participants on multiple subjects. The sessions were very informative for the participants. Each session ended with questions from the participants and the workshop witnessed a lot of interaction between the trainers and participants.



Figure 11 Mr. Etienne Lohmet explaining the participants types of contracting for Metro lite





Figure 12 Dignitaries to the workshop



Figure 13 Participants listening to the trainers



Figure 14 Participants at registration desk



Figure 15 Peer to peer interaction

## 6 Proceedings for Day 2

Dr. Ajay Kumar and Dr. Abhijit Lokre started day 2 by briefing the participants on the proceedings of day 1. Learnings from day 1 were discussed with the participants. PPP was one of the major topics of discussion. They mentioned to the participants that partnership is the most important aspect of PPP. Money making is the motive of the private sector and that idea is to be considered while promoting contracts for PPP. They also discussed that bus operations need better planning and implementation of the contracts. In that line, it was discussed that technology understanding of electric buses is an important aspect and is required to understand the contracts well. Also, in case of bus terminal contracting, it is essential to balance the high cost of capital of private sector and efficiency they bring. Along with contracting, right evaluation criteria for selection of right private player is critical to select appropriate bidder. It was mentioned that understanding procurement and contracting of metro-lite is equally important since many cities are moving towards that direction and technology, financing and planning aspects need to be understood. After the briefing session, the day started with the new presentations

from trainers covering variety of topics on contracting and procurement of electric three wheelers, Public Bicycle Sharing, parking and ITMS. It also provided an insight on how to draft an inclusive and integrated contract.

### 6.1 Planning, Procurement and roll out strategy for electric three-wheeler

Mr. Hiren Joshi talked about the role of auto rickshaws in Indian cities and their modal share which is around 11% of the total vehicles. He also mentioned that auto rickshaws act as a strong alternative to public transport in tier 2 and tier 3 cities and hence there is a need to regularize auto rickshaws. Electric three wheelers are an evolving IPT option. Auto rickshaw market is governed by unorganised players and an organised sector can come up with the evolution of electric three wheelers. Mr. Joshi further mentioned that Ahmedabad is trying to bring in electric three wheelers in the form of e-rickshaw but is struggling due to low acceptance. He said that central government is promoting e-three wheelers through subsidy, but correct contracting method and implementation of same, slowly e-three wheelers can penetrate in the city. Branding and promotion is a requirement for penetration of e-three wheeler in the city. The best approach would be to phase it in pilot, replicate it and city-wide expansion of services to be achieved.



Figure 16 Mr. Hiren Joshi talking on procurement and roll out strategy for electric three wheelers

### 6.2 Procurement methods for PBS and NMT projects

Mr. Etienne Lhomet started with the early adaptation of PBS system where the bikes were freely accessible for anyone to use. He mentioned the generations of bicycle which started as public bicycle sharing and currently 4<sup>th</sup> generation bicycles are used in world. After briefing the participants about the bicycle sharing system, he mentioned different business models of PBS as public, public-private and private depending on the financial condition of the government. He also said that operation of the system can be outsourced or in-house. Several variations can be worked out based on different factors. Operations in Paris are outsourced and is working well.



Figure 17 Mr. Etienne Lhomet introducing PBS system and integrated contract to participants

He then gave an example of 'integrated transport contract' in Bordeaux where there is seven-year contract to operate and maintain LRT, buses, ferry and shared bicycles. He mentioned that for introducing

Public Bicycle sharing in the city, infrastructure should come first along with a good public bicycle sharing policy.

### 6.3 Contracting for parking projects

Ms. Jaishree Jindel from UMTC explained the participants on how to do contracting for parking projects. Parking comes under multiple jurisdictions including private sectors, city authorities, state authorities and PSU's and hence, is a complex entity. Even though the revenue risk is generally with the private players, there is a requirement of incentivizing the system. She further mentioned that under smart city, mobility is one of the top priorities and smart parking is taken up by majority of municipal corporations. She mentioned that any city that wants to get its parking done right should work towards preparation of parking policy as demand



Figure 18 Ms. Jaishree Jindel explaining the participants on contracting for parking projects

management tool, parking implementation / management plan by undertaking traffic studies for the city. It should also monitor its contracts based on service quality desired by the city instead of inputs parameters like. Enforcement of parking regulations is also one of the most critical requirement, which in many successful cases (India and internationally) has been outsourced as part of Private sector's role in the PPP contracts. The city needs to focus on drafting good contracts for parking with special consideration on risk management and mitigation.

### 6.4 Contracting models for ITMS systems

Mr. Vishal Ramprasad from WRI explained the participants that a holistic approach to data from ITS is a must for better planning and access of any public transport systems. His session provided an insight to contracting methods of ITS systems and the role of private players in the system. He then explained the data collected from ITS systems and importance of open data systems. He mentioned that open data systems can add value of service for the rider in minimal or no cost. He mentioned some of the contractual obligations of the authorities when dealing with private players. He further mentioned that contracts must include clauses that retain the ownership of their data by the agency or the city. According to him, a good contract shall include clauses to support upskilling of the



Figure 19 Mr. Vishal Ramprasad explaining the participants on advantages of open data systems and clauses required to achieve the same

agency to reduce dependency. The policies that are currently in place to regulate services can include data sharing clause like data on drivers, origin destinations, trip length and trip time, etc.

### 6.5 Inclusive and integrated contracts

Ms. Azra Khan from WRI talked about the need for inclusiveness of contracts and an integrated contract. She mentioned that women’s work force participation rate is around 27% in India but lacks safe and accessible transport for women. Women are most dependent on public transport and lack of good public transport restricts their mobility and impacts their opportunities. She also mentioned that job opportunities for women in transport sector should be created. Women drivers or conductors are required to be employed. However, their safety in jobs should also be ensured. Ms. Azra mentioned that a holistic



Figure 20 Ms. Azra Khan talking to participants on inclusive contracts

approach to contracts should be in place including service planning and operations, institutional capacity, infrastructure and vehicles and enforcement / grievance system. Some examples are licensing and service protocol for women, incentivizing the service for women, to improve capacity of staff in understanding and improving gender concerns, etc. Prompt systems like panic buttons, fast redressal is a requirement for women safety in public transport.



Figure 21 Question Answer session with the participants



Figure 22 Interaction with the participants

A group photo was organised with AFD, PIU team and the officials. Further the participants were requested to fill the evaluation sheet for the training.



Figure 23 Group photograph with the participants, trainers, AFD and PIU team

## 7 Training Feedback

This section analyses the effectiveness of the workshop based on the evaluation and feedback provided by the participant, against three broad themes: content, trainers and outcomes. Questions pertaining to each of these three aspects were asked in the feedback form and analysed based on the rating provided on the quality scale by participants.

An analysis of these responses is shared below –

## 7.1 Content related parameters

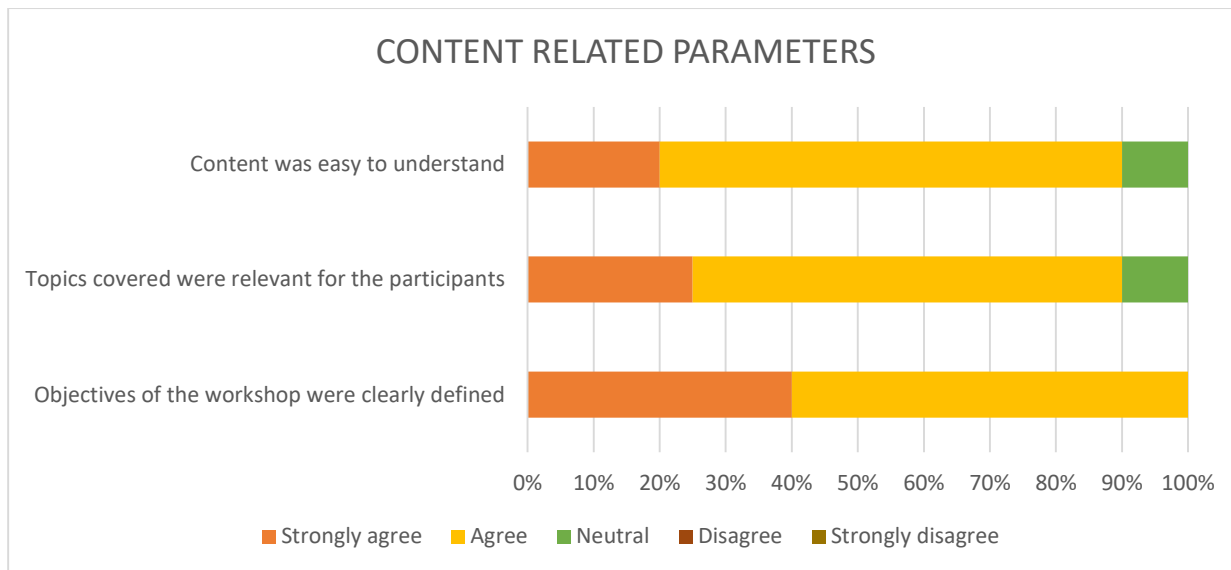


Figure 24 Analysis of participants' views on content related parameters

As shown in figure 24, 90% of the participants agree that the content was easy to understand and 90% of the participants agree that the topics covered were relevant for the participant. Also 100% of the participants agree that objectives of the training were clearly defined to them. These responses reflect that the presentations were easily comprehensible by the participants resulting in their effective capacity building.

## 7.2 Trainer related parameters

It can be observed from Figure 25, that 85% of the participants felt that the time allotted to the session was sufficient whereas 84% of the participants felt that the training delivery of the trainer was interactive and participative. Also, all participants felt that the trainers were well versed and prepared for topics of the sessions. These stats reflect the effectiveness with which the trainers were able to connect with the participants that helped in better understanding of the concepts being presented.

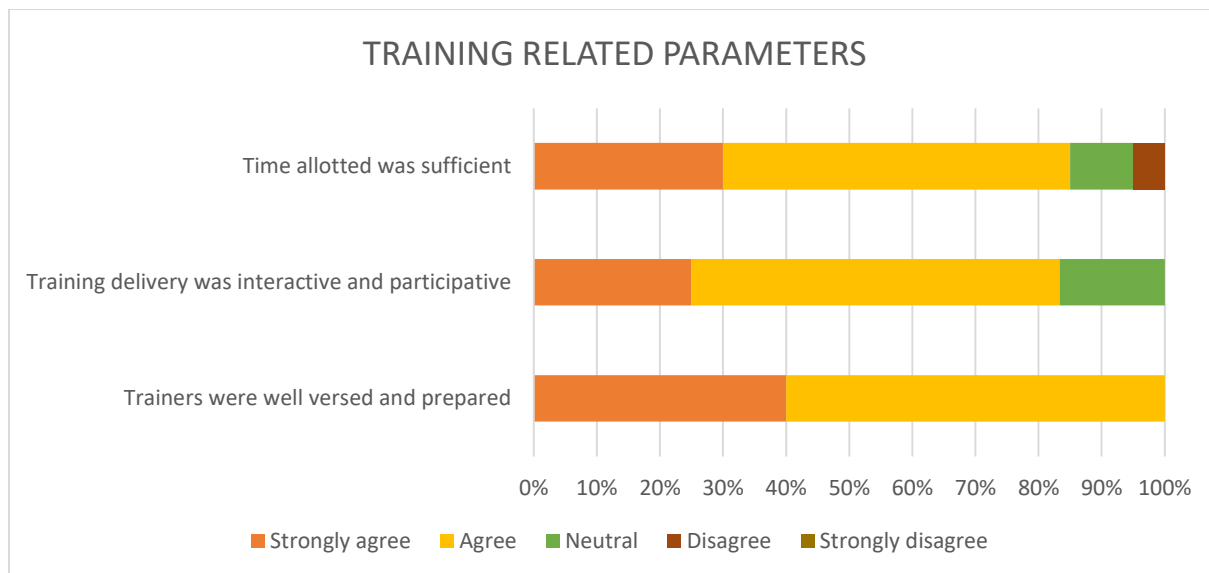


Figure 25 Views of participant's on training provided

### 7.3 Outcome of the training

As shown in Figure 26, 83% of the participants agree that they can apply the content provided in the training in their current line of work, whereas 90% of the participants agree that the training helped sensitize and informed the participants about the session topics enhancing their existing knowledge base.

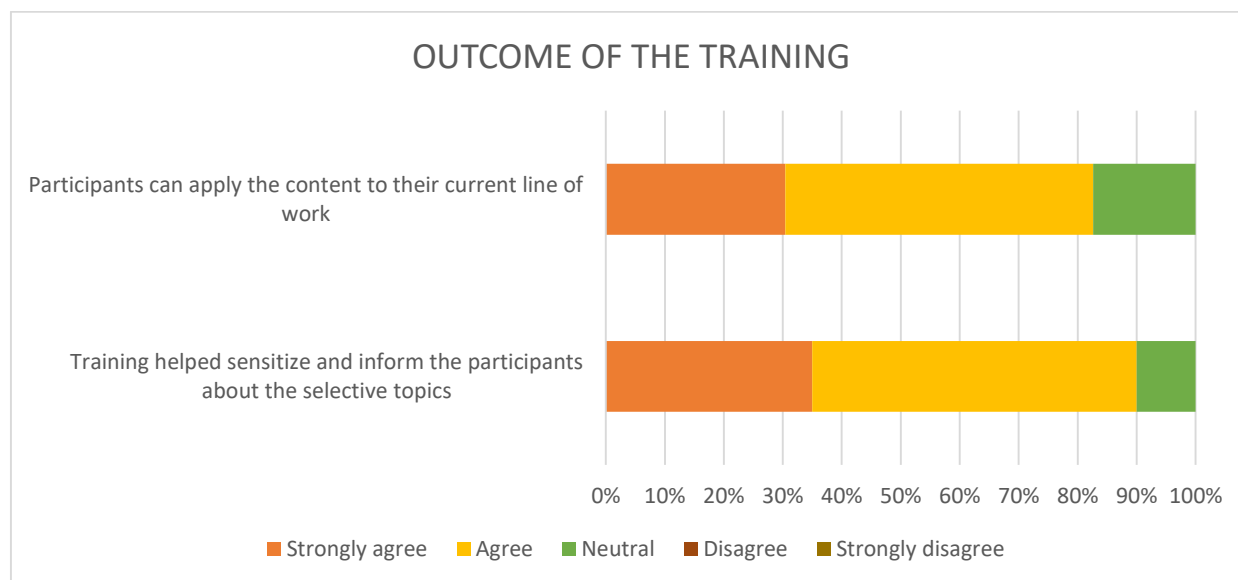


Figure 26 Outcome of the training



The analysis of these feedbacks clearly reflects that the training workshop on ‘Contracts and Procurement of Urban Transport’ organised in Ahmedabad was a successful event and has definitely led to an increased awareness among the decision makers, technical staff and junior staff of different organisations of Ahmedabad city.



*Figure 27 Vote of thanks to the participants on behalf of AFD and PIU team*





## 8 Annexures

The particulars related to the training are attached as annexures. The list of annexures is as mentioned below:

- a) Annexure I- MYC Brief
- b) Annexure II- Agenda of the training
- c) Annexure III- Training Evaluation form
- d) Annexure IV- Social media Reports on MYC Training Workshop
- e) Annexure V – List of Participants for workshop



## Annexure I: MYC brief



## MobiliseYourCity Programme, India

MobiliseYourCity Partnership is a global climate partnership for integrated urban mobility planning in developing countries, and an international transport alliance under the UN Marrakech Partnership for Global Climate Action (COP22, 2016). As of June 2019, the MYC Partnership comprise of an inclusive network of 42 cities and 11 countries, working as an umbrella brand of European development cooperation particularly related to the field of sustainable urban transport.

The MYC program in reference, is an international initiative launched during the 21<sup>st</sup> edition of the Conference of Parties (COP21) held in Paris under the United Nations Framework Convention on Climate Change (UNFCCC) in December 2015. In India the program is being implemented by French Development Agency (AFD) in collaboration with the Ministry of Housing and Urban Affairs (MoHUA), Government of India (GoI).



Source: <http://mobiliseyourcity.net/>

Urban Mass transit Company Limited (UMTC) is India's leading urban transport consultancy firm that focuses on developing sustainable urban mobility solutions in India. Urban Mass Transit Company (UMTC) is a joint sector Company promoted by Ministry of Housing & Urban Affairs (MoHUA), Govt of India and Secretary, MoHUA is on board of UMTC as the Chairman. UMTC is closely working with the State Governments and Urban Local Bodies in conceptualizing, planning, designing and implementing mobility solutions for more than 60 cities across India. **For this programme, UMTC has been appointed as Project Implementation Unit (PIU) and assist AFD and MoHUA in completion of this project.**

As part of Program implementation, at the national level, PIU's foremost tasks include to ensure the linking of urban transport policies to GHG emission reduction, and develop an MRV structure to measure and report the outcomes to access climate finance. The envisaged strategy and its



operational documentation tools, will contribute in achieving the Nationally Determined Contributions (NDCs) outlined by the Government of India (GoI) under the Paris Agreement, which is "to reduce the emission intensity of its GDP by 33%-35% by 2030 from 2005 level". PIU is currently engaged on **development of a GHG emission mitigation strategy/ framework document for the urban transport sector of India** (NAMA - Nationally Appropriate Mitigation Actions - or an equivalent), and its registration with UNFCCC secretariat.

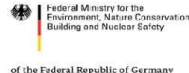
Similarly, at the local level, PIU is assisting three pilot cities viz. **Ahmedabad, Kochi and Nagpur** in their efforts to reduce urban transport related Green House Gas (GHG) emissions by **preparing Sustainable Urban Mobility Plans (SUMP), preparing pre-feasibility studies for urban transport priority projects** identified through consultations with local key stakeholders by conducting awareness programs and training sessions for setting up mobility observatory.

In case you have any queries, please feel free to reach out to the following officials from the PIU:

- **Dr. Abhijit Lokre, City Coordinator - MYC India, Urban Mass Transit Company**  
Email: [abhijitlokre@gmail.com](mailto:abhijitlokre@gmail.com), Mobile: +91-9898070375
- **Ms. Reema Prajapati, City Coordinator - MYC India, Urban Mass Transit Company**  
Email: [reema.prajapati@umtc.in](mailto:reema.prajapati@umtc.in), Mobile: +91-9537236919

You may also follow the link <http://mobiliseyourcity.net/> for further information regarding the MYC program.

Supported by:



Part of:

Marrakech Partnership



Implemented by:



## Annexure II: Agenda of the Training workshop

### 'Contracts and Procurement' Training under the 'MobiliseYourCity' program with Ahmedabad Municipal Corporation

#### AGENDA (5<sup>th</sup> & 6<sup>th</sup> Dec 2019)

(Venue: Ahmedabad Management Association (AMA), Ahmedabad)

##### Day 1: 5<sup>th</sup> December, 2019

Time	Session	Presented by
09:00 – 10:00	Registration	UMTC
10:00 – 10:15	Welcome and introduction to MYC	UMTC
10:15 – 10:30	Introduction to Quiz – urban transport	Dr. Ajay Kumar (World Bank – UMTC)
10:30 – 11:15	(1) <b>Introduction to procurement:</b> different terminologies of contracting (RFQ, RFP, EOI, etc.,) (2) <b>Project Feasibility, Structuring and PPP:</b> appropriate contracting method & selection criteria (3) <b>Procurement guidelines and regulations</b> (CVC/ state procurement guidelines, Services Procurement of DEA, etc.)	Mr. Sutanu Pati (UMTC)
11:15 – 11:30	<b>Tea Break</b>	
11:30 – 12:15	<b>Procurement of PT (bus) services: Bus services / BRTS</b> Understanding of types of contracts for various activities - works, equipment with special focus on Services, etc. for buses like the LOS & KPIs/ obligations of Govt. sector and Obligations of Pvt sector/ termination clauses, etc.	Dr. Ajay Kumar (World Bank – UMTC)
12:15 – 13:00	<b>Financing of Public Transport in India: Balancing Affordability v/s Sustainability</b>	Mr. Gautam Patel (UMTC)
13:00 – 14:00	<b>Lunch Break</b>	
14:00 – 14:45	<b>Procurement and Contracting for Electric Buses</b> – Current plans of Govt. of India under FAME II and case study of an international city	Dr. Parveen Kumar (WRI)
14:45–15:00	<b>Tea Break</b>	
15:00 – 16:30	<b>Procurement of Bus Terminal: Case example of Yogyakarta Bus terminal</b> Detailed understanding of types of contracts for various activities - works, equipment, with special focus on <b>Services</b> , etc. for MRTS like the LOS & KPIs/ obligations of Govt. sector and Obligations of Pvt sector/ termination clauses, etc.	Dr. Ajay Kumar (World Bank – UMTC)
16:30 – 17:15	PPP / Procurement and Contracting for <b>Metro Lite (Light Rail)</b>	Mr. Etienne Lhomet (UMTC)
17:15 – 17:30	<b>Summary of Day 1</b>	UMTC

Please note: Last 15 minutes of every session shall be reserved for Q&A session

**Day 2: 6<sup>th</sup> December, 2019**

Time	Session	Presented by
09:30 – 10:00	Recap of Day 1	UMTC
10:00 – 10:45	Planning, Procurement and roll out strategy for electric three wheeler in Indian cities	Mr. Hiren Joshi (UMTC)
10:45 – 11:15	<b>Tea Break</b>	
11:15 – 12:00	Procurement methods for PBS & NMT projects How have other cities in India and outside India undertaken the projects successfully, key learnings	Mr. Etienne Lhomet (UMTC)
12:00 – 12:45	Contracting for Parking Projects Pure play auctioning to setting up and operations of Smart Parking	Ms. Jaishree Jindel (UMTC)
12:45 – 13:45	<b>Lunch Break</b>	
13:45 – 14:30	Contracting models for ITMS systems: AMC, Data Ownership, Data Security, Change in Tech, etc. Is procurement of ITMS systems different from others? How is it different? Key aspects to keep in mind during these contracts and learnings from other cities	Mr. Vishal Ramprasad (WRI)
14:30 – 15:15	Inclusive & integrated contracts: How to ensure preparation of such documents, hygiene factors to consider, etc	Ms. Azra Khan (WRI)
15:15 – 15:30	<b>Tea Break</b>	
15:30 – 16:00	Discussion on Quiz	Dr. Ajay Kumar (World Bank – UMTC)
	<b>By Invitation Only</b>	
16:30 – 17:30	<b>Local Steering Committee Meeting</b>	<b>UMTC &amp; Committee members</b>

Please note: last 15 minutes of every session shall be reserved for Q&A session



Annexure III: Training Evaluation form



# Ahmedabad Training Workshop

Contracts and Procurement in urban transport

(5<sup>th</sup> & 6<sup>th</sup> December 2019)

As a feedback to the two- day training workshop organised on “**Contracts and Procurement in urban transport**”, under the project ‘**Mobilise Your City**’ - this survey aims to register your opinions and evaluate the impact and usefulness of the sessions undertaken.

1. Please indicate your responses against each question -

Parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Objectives of the training were clearly defined					
Topics covered were relevant for the participant					
Content was easy to understand					
Trainers were well versed and prepared					
Training delivery was interactive and participative					
Time allotted was sufficient					
Training helped sensitize and inform the participants about the selected topics					
Participants can apply the content to their current line of work					

2. Please share your feedback for the session and any other suggestions:

3. Additional Information:

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Email ID: \_\_\_\_\_

## Annexure IV: Social media report about MYC workshop in Ahmedabad

 **theurbanlab** @theurblab · Dec 5

Setting the agenda. Municipal Commissioner AMC, @vnehra speaks at the MYC workshop on Contracts and Procurement. Critical to understand that it is private transport that is subsidized!  
[@jaishreejindel](#) [@MobiliseCity](#)



   3 

 **theurbanlab** @theurblab · Dec 5

Dr. Ajay Kumar speaks about procurement of city buses. Risk assessment is crucial. How is risk being allocated? Who pays? [@jaishreejindel](#)  
[@MobiliseCity](#) [@abhjitlokre](#)



   4 



**theurbanlab** @theurblab · Dec 5

Affordability in public transport. Riding a 2 wheeler is less expensive than riding a bus. Gautam Patel interacts with participants at the @MobiliseCity workshop. @jaishreejindel @abhijitlokre



**theurbanlab** @theurblab · Dec 6

Day 2. @jaishreejindel talks about contracts and procurement for parking. Private sector needs to understand risk. Our procurement methods need to be 'smart'. @MobiliseCity @abhijitlokre







**Jaishree** @jaishreejindel · Dec 6

Wonderful interactive session on procurement models of e Rick and e auto by Hiren Patel. #WeAreTransport



**Urban Mass Transit Company Limited (UMTC)** @UMTC\_IN... · Dec 11

Organised by @UMTC\_INDIA



**Jaishree** @jaishreejindel · Dec 5

#Ahmedabad room full of officials from #GSRTC, #AMTS, #AJL, #AMC, #NHSRCL, #GMRC listening to electric bus technology and procurement @kparveen79 - #CapacityBuilding under @MobiliseCity @EU\_in\_India @BosleBruno @AFD\_en @ut\_MoHUA @UMTC\_INDIA @Secretary\_MoHUA @WRIIndia

[Show this thread](#)



3





**Jaishree** @jaishreejindel · Dec 5

Procurement case example of Porto (Portugal) and Casablanca (Morocco) deliberated during workshop at Ahmedabad. @ELhomet @AFD\_en @EU\_in\_India @MobiliseCity



**Jaishree** @jaishreejindel · Dec 5

#Ahmedabad room full of officials from #GSRTC, #AMTS, #AJL, #AMC, #NHSRCL, #GMRC listening to electric bus technology and procurement @kparveen79 - #CapacityBuilding under @MobiliseCity @EU\_in\_India @BosleBruno @AFD\_en @ut\_MoHUA @UMTC\_INDIA @Secretary\_MoHUA @WRIIndia





**Jaishree** @jaishreejindel · Dec 5

DrAjayKumar sharing his extensive knowledge on planning, operations and PPP of urban mobility services. #Yogyakarta Indonesia Bus Terminal PPP has eerie similarities with some Indian cases. @WBG\_Transport @MobiliseCity



Annexure V: List of attendees

Day 1

\* MOBILISE YOUR CITY \*  
(5-6 DEC 2019)

Sr. No.	Name	Designation & Organisation	Contact	Signature
1	Anursh Inli	AMTS	932723396	
2	SPANDAN DAS	JRA, NICA	704237235	
3	Kachyapsinh Jadeja	ATP, AUDA	079-27545051	
4	Niraj Bhatt	AMTS, G-SRTC	9409460740	
5	Sutarna Patel	Consultant UMTC	982902442	
6	Palkesh Parikh	SATCL, AMC	9770025701	
7	Kunal Sampurn	SATPCL, Amc	99971035	
8	Siddhant Arora	UMTC (Aravali)	997442580	
9	Anuj Singh	CEPT	9707815675	
10	Gadakh Patel	Consultant	982022258	
11	Ash Pandey	Amc, DTM(G)	932927406	
12	Ankita Patel	A.E.	9601520005	
13	Sangay G. Patel	DEF-GUDA	9879603683	
14	Bhadrav Raju	A.E. GUDA	9099914354	
15	Vedant Patel	Urban Planner GUDA	9099914357	
16	Ade. Khemnar	ASST. COM - G-SRTC	8359915212	
17	Nisha Dave	AE - NH Division	9173621069	
18	Richa Thakur	CEPT University	8780342861	
19	Vijay Ojha	AMC		
20	Chetan Deshpande	AMC		
21	Tarun Patel	ATP AUDA	079 275 45051	
22	H.C. Joshi	D.T.O G-SRTC Ranip Ahmedabad	6359918237	
23	TARUN PATEL	P.S., Ahmedabad Police	9925118880	
24	Arjun Joshi	P.T. Ahmedabad Police	9825390527	
25	Nishant Nayak	NH, R&G Deptt.	7043914441	
26	P.A. Sampurn	Execut. GUDA Sangra	9099914358	
27	Poojita Shah	SE-EX AMRCL	7574023746	
28	Migra Gadhvi	SE-EX - AMRCL	7574023754	
29	AR GOB			
30	Vijay Nanna			
31	Anuj Samant	cept university	9724306167	
32	Gayatri Doctor	cept university	9898439522	

\* MOBILISE YOUR CITY \*  
(5-6 Dec 2019)

Sr. No.	Name	Designation & Organisation	Contact	Signature
33	VIJAY ANADKAT	Fellow ICFR-I	974503305	
34	Vinod Kumar	Trans Signi. MIP	9067033257	
35	Vishal Khandare	UMTC DEPT	9279598855	
36	Amey Anthony	Urban Management Centre	9601825666	
37	Ravindra J. Patel	Junior Assistant	9971014854	
38	Adarna	Misna University (IAPNU)	9276861037	
39	Kishan B. Poojapati	Assist. Eng. (R&B)	923832002	
40	Dhaval Shah	Asst. Manager (AJL)	9974088887	
41	SWATI KOTHARI	IAPNU	972775467	
42	JAGRIT JODH			
43	DR. ANAN KUMAR			
44	ADHIT LAKRE	- UMTC		
45	REEM PRATAPATI			
46	GHELLY LAKRE			
47	Anuja Kothavala	URBAN LAB		
48	Nandhan Chippa			
49	Pooja Kumari	Senior Manager, WRI India	9449987312	
50	Jagdeep Patel	SATPCL	93270380912	
51	Adarsh Kaur	CEPT UNIVERSITY	982011279	
52	Manvika	CEPT		
53	Gaurang Kumar s. Vora	AMC - AE	9828085524	
54	Vishal J. Vaidya	AMC - T.S	9724019954	
55	Roshan Solanki	PMC	9261517176	
56	J. G. Patel	PA&AO	9879670685	
57	R. G. Thakur	MANAGER	9794007781	
58	SARANG MODI	AJL AM	9328016702	
59	Devor Khor	DATA AJL	9327382382	
60				

Day 2

(5-6<sup>th</sup> DEC 2019)

Sr. No.	Name	Designation & Organisation	Contact	Signature
1	Manoj J. Solanki	Dy CE (Traffic Engineering) AMU	9327513536	[Signature]
2	Dinesh N. Agarwal	ADDC (Traffic Engg) AMU	9343038805	[Signature]
3	R. L. Pawar	DYM (G) AMU	9329238893	[Signature]
4	Rakesh N. Patel	Asst Engineer AMTS	9329333598	[Signature]
5	Venod Parmar	Junior Engineer	9069033251	[Signature]
6	Vishal Pawarwal	WRI	9702886633	[Signature]
7	Kunal Kumpura	SRFDCL	9909510359	[Signature]
8	Pravara S. Vora	AE (Traffic) AMU	932885524	[Signature]
9	Vishal N. Vasoya	T.S. (Traffic) AMU	9724419954	[Signature]
10	Ninaj Bhatt	Asst. GSRTC	9429460740	[Signature]
11	SWATI KOTHARI	Student of Arch. & Plan, Nirma University	9727758467	[Signature]
12	Himanshu Joshi	Divisional Traffic Officer GSRTC	6359948237	[Signature]
13	Rajendra J. Patel	Junior Assistant GSRTC	9714011834	[Signature]
14	Arun Gehlot	P.T. Ahmedabad City	9726340747	[Signature]
15	TARUN PATEL	P.E., Ahmedabad City	9925118830	[Signature]
16	ANUJ SINGH	CEPT - Student	910701515	[Signature]
17	HIKUN JOSHI	COORDINATOR	9879556166	[Signature]
18	Megha Gandhi	sr. Exc - AMRU	878093102	[Signature]
19	Pranjita Shinde	sr. Exc - AMRU	7574023749	[Signature]
20	Disha Dave	NH Division A'bad	9173631069	[Signature]
21	Milam Nayak	NH Div. A'bad	7043114441	[Signature]
22	Ankita Patel	NH Division A'bad	9601580005	[Signature]
23	Vedant Patel	GUVA, Ghagan	9099944387	[Signature]
24	Jatish G. Path	EAD No. AVIDA	9973407050	[Signature]
25	Sayaj G. Patel	GUVA, Ghagan	9879603683	[Signature]
26	J. A. Dajai	AUDA - Ahmedabad	7016184238	[Signature]
27	Gayatri Doctor	CEPT, Associate Prof.	9898439522	[Signature]
28	Vijay Anandk	Fellow WRI-India	9716503305	[Signature]
29	Anusha Sonathiya	Student, NIRMA University		[Signature]
30	Kantik Patel	Student, NIRMA University		[Signature]
31	Aditya Patel	Student, NIRMA UNIVERSITY		[Signature]
32	ISHAM PRAJAPATI	NH Division A'bad		[Signature]