

Leapfrogging to Electric

An Institutional Framework for All-Electric City Transport Undertakings (E-CTUs) in Small and Medium Cities

The problem. Most city transport undertakings were built around diesel and CNG buses that they own and run in-house. They lack the structure, skills and financing model that electric buses demand — a key reason e-bus adoption has been slower than intended. Many small and medium cities launching bus services for the first time under PM-eBus Sewa can instead **leapfrog to an all-electric city transport undertaking (E-CTU)**.

24 in-house staff

For a starter fleet of about 100 e-buses (0.24 per bus)

8 concessionaires

Operator, IT, support staff, legal, advertising, fare collection, CA and a PMU

3 departments

Operations & Planning, Administration, Finance

5 Punjab cities

Jalandhar, Ludhiana, Amritsar, Patiala and SAS Nagar under PM-eBus Sewa

How an E-CTU differs from a conventional CTU

- **Procurement:** e-buses cost 2–3 times as much as diesel buses, so they are leased under a Gross Cost Contract (GCC), preferably a wet lease, rather than owned.
- **Infrastructure:** charging is a fourth core asset, planned with the DISCOM; depots are capped at about 100–120 buses.
- **Operations:** routes, schedules, battery size and charging are planned together; integration with shared e-IPT improves viability.
- **Maintenance:** less effort per bus, but new skills and SOPs for batteries, motors, software and chargers.

The framework

Four work-streams: an independent **Board** that includes the DISCOM, transport experts and private-sector members; a lean **in-house team** led by a CEO, COO, CS and CFO; **eight concessionaires** for outsourced functions; and a **Programme and Monitoring Unit** with a control room.

From Jalandhar to Punjab

Municipal Corporation Jalandhar has taken up the model as the **Jalandhar Electric Transport Undertaking (JETU)** for its 97 PM-eBus Sewa e-buses, set up as an SPV under the Punjab Bus Metro Society. The Government of Punjab can adopt the same template for all five of its PM-eBus Sewa cities, with shared state-level support from PBMS and PMIDC.

E-CTU IN-HOUSE TEAM (24)

Executive (4)

CEO, COO, Company Secretary, CFO

Operations & Planning (8)

GM, Managers (Operations, Planning), 2 Asst. Managers, Time Keeper, 2 Infrastructure Inspectors

Administration (4)

GM, Managers (HR, Administration), Asst. Manager

Finance (8)

GM, Managers (Procurement & Revenue, Accounts), Asst. Manager, 2 Ticket Inspectors, 2 Accounts Officers

PM-EBUS SEWA E-BUSES

Jalandhar (JETU)

97

Ludhiana · Amritsar

100 each

Patiala

50

SAS Nagar (Mohali)

About 100