



## TRANSPORTATION ENGINEERING

*DIPLOMA WALLAH*

**CIVIL**

**JHARKHAND UNIVERSITY OF TECHNOLOGY (JUT)**

### TRANSPORTATION ENGINEERING - INDUSTRY SESSION NOTES

#### Industry Assignment Topics

##### 1. Importance and Applications of Transportation Engineering Studies in Industry

###### Definition

Transportation engineering studies encompass comprehensive investigations and analyses of transportation systems, infrastructure, and operations to support decision-making, design, construction, and management. In the industrial context, these studies translate theoretical knowledge into practical applications that directly impact project feasibility, safety, efficiency, and economic viability. The importance of these studies lies in their role as the foundation for sound engineering decisions, risk mitigation, cost optimization, and ensuring that transportation infrastructure meets current and future needs while adhering to safety standards and environmental regulations.

###### Explanation (8 key points)

1. Transportation engineering studies provide essential data for informed project planning and design decisions.
2. These studies identify feasibility, constraints, and opportunities before major capital investment.
3. They quantify traffic demand, predict future growth, and justify infrastructure capacity requirements.
4. Safety analysis through studies prevents accidents and saves lives through evidence-based design.
5. Environmental and social impact assessments ensure sustainable development and community acceptance.
6. Cost-benefit analyses in studies justify project investment and secure funding from stakeholders.
7. Quality control testing ensures materials and construction meet design specifications and durability standards.

8. Maintenance studies optimize resource allocation and extend infrastructure asset life.

### **Detailed Explanation of Importance**

#### **1. Feasibility and Viability Assessment:**

Transportation engineering studies determine whether a proposed project is technically feasible and economically viable. Feasibility studies investigate:

- Route corridor feasibility through terrain and environmental analysis
- Traffic demand justification for proposed infrastructure
- Economic viability through cost-benefit analysis
- Financial feasibility and funding availability
- Social acceptability and stakeholder support

Without proper studies, projects may be constructed in wrong locations, with inadequate capacity, or where demand doesn't justify the investment.

#### **2. Safety Enhancement:**

Studies contribute significantly to safety improvements:

- Accident analysis identifies high-risk locations and factors
- Sight distance studies ensure adequate visibility for safe operations
- Geometric design standards are based on research and safety studies
- Traffic safety audits identify hazards before construction
- Safety performance metrics guide maintenance priorities

Proper transportation studies have reduced accident rates by 20-40% in studied corridors compared to unstudied improvements.

#### **3. Capacity Planning:**

Traffic studies quantify current demand and project future requirements:

- Origin-destination studies reveal traffic patterns
- Volume and composition analysis shows vehicle type mix
- Growth rate projections guide long-term planning
- Capacity analysis determines required number of lanes and facilities
- Demand forecasting prevents under/over-design

#### **4. Cost Optimization:**

Studies identify cost-effective solutions:

- Alignment studies minimize earthwork and environmental impacts, reducing construction costs
- Material studies optimize selection for durability and economy
- Traffic management studies reduce congestion and user costs
- Maintenance studies identify cost-effective preservation strategies

Studies can reduce project costs by 10-30% through optimization.

## 5. Environmental Protection:

Environmental studies ensure sustainable development:

- Environmental Impact Assessments identify ecological concerns
- Noise and air quality modeling guides mitigation measures
- Water drainage studies prevent environmental damage
- Habitat preservation planning minimizes ecological disruption
- Carbon footprint assessment guides sustainable design choices

## 6. Stakeholder Confidence:

Properly documented studies build stakeholder confidence:

- Data-driven decisions justify project to public and funding agencies
- Transparent methodology and findings increase credibility
- Identifies and addresses community concerns
- Social impact assessment ensures equitable development
- Conflict resolution through participatory planning

## 7. Regulatory Compliance:

Studies ensure adherence to standards and regulations:

- IRC (Indian Roads Congress) standards compliance verification
- Environmental clearance requirements met through studies
- Safety certifications based on study findings
- Land use and zoning compliance
- Traffic management plan approval

## 8. Risk Management:

Studies identify and mitigate project risks:

- Geotechnical investigations reveal foundation and slope stability risks
- Environmental risks identified and addressed

- Traffic safety risks quantified and managed
- Cost escalation risks through preliminary studies
- Schedule risks identified through phasing analysis

## Applications of Transportation Engineering Studies in Industry

### 1. Transportation Planning Studies:

#### Urban Master Plans:

- Long-term (20-30 year) vision for city mobility
- Land use and transportation integration
- Modal split targets (car, bus, metro, pedestrian, bicycle)
- Network planning for roads, public transit, and other modes
- Case Study: Bangalore Master Plan 2015 guided transit investments

#### Regional/National Corridor Studies:

- Identify major transportation corridors
- Justify highway corridors and alignments
- Estimate costs and benefits
- Priority ranking for investment
- Case Study: National Golden Quadrilateral Corridor Study (Delhi-Mumbai-Chennai-Kolkata-Delhi)

### 2. Traffic and Transportation Studies:

#### Traffic Volume Studies:

- Count vehicles at locations to measure demand
- Classify vehicles (car, truck, bus, two-wheeler, bicycle)
- Identify peak hours and seasonal patterns
- Project future traffic growth
- Applications: Lane designation, intersection design, toll rate setting

#### Speed Studies:

- Measure vehicle operating speeds
- Identify speed characteristics vs. road design
- Assess speeding and safety concerns

- Determine appropriate speed limits
- Applications: Design speed selection, enforcement priority areas

### Origin-Destination (O-D) Studies:

- Track vehicle movement between areas
- Reveal traffic patterns and desire lines
- Support route planning and corridor studies
- Identify congestion sources

### Parking Studies:

- Assess parking demand and supply
- Determine appropriate parking rates and regulations
- Plan future parking facilities
- Applications: Parking policy formulation, parking lot design

### Public Transportation Studies:

- Assess transit demand and ridership patterns
- Evaluate route effectiveness
- Determine appropriate fare levels
- Plan service frequency and schedule
- Applications: Bus route optimization, metro line planning

## 3. Design Studies:

### Geometric Design Studies:

- Recommend curve radii based on design speed
- Determine lane widths and shoulder widths
- Specify sight distances and vertical clearances
- Design intersection layouts

### Intersection Studies:

- Analyze conflict points and safety
- Evaluate signal timing optimization
- Design turning lanes and refuges
- Applications: Traffic signal timing, left-turn lane design

### Pavement Design Studies:

- Assess existing pavement condition
- Determine remaining life
- Specify rehabilitation vs. reconstruction
- Design new pavement layers

## 4. Material Testing and Quality Control:

### Material Property Testing:

- Aggregate testing (gradation, strength, durability)
- Bitumen properties (viscosity, temperature susceptibility)
- Concrete strength (compressive, tensile)
- Ensures material quality before incorporation in pavement

### Construction Quality Control:

- Field density testing of compacted fill and asphalt
- Concrete strength verification through cylinder tests
- Thickness measurement of pavement layers
- Ensures construction meets specifications

### Performance Monitoring:

- Pavement condition surveys (rutting, cracking, distress)
- Structural evaluation of existing pavements
- Long-term performance data collection
- Guides maintenance and rehabilitation decisions

## 5. Safety Studies:

### Road Safety Audits:

- Systematic examination of roads for safety hazards
- Pre-construction audits prevent future safety issues
- Post-construction audits identify maintenance needs
- Applications: Hazard identification, countermeasure design

### Accident Analysis:

- Statistical analysis of accident data

- Identify high-accident locations (black spots)
- Determine accident causes
- Design targeted safety interventions

### **Safety Impact Assessment:**

- Predict safety outcomes of design alternatives
- Evaluate safety effectiveness of proposed improvements
- Prioritize safety investments

## **6. Environmental Studies:**

### **Environmental Impact Assessment (EIA):**

- Assess impacts on air, water, noise, ecology
- Identify environmental concerns
- Propose mitigation measures
- Ensure regulatory compliance

### **Drainage and Flood Studies:**

- Analyze existing drainage patterns
- Design new drainage systems
- Assess flood risks
- Plan stormwater management

## **7. Economic and Financial Studies:**

### **Feasibility Studies:**

- Assess project economic viability
- Calculate net present value (NPV)
- Determine internal rate of return (IRR)
- Compare project alternatives

### **Cost-Benefit Analysis:**

- Quantify project benefits (time savings, accident reduction, vehicle cost reduction)
- Compare to project costs
- Justify investment to funding agencies

- Support prioritization of multiple projects

## 8. Social and Resettlement Studies:

### Social Impact Assessment:

- Identify affected communities
- Assess impacts on livelihoods and social cohesion
- Plan mitigation and enhancement measures
- Ensure equitable development

### Resettlement Planning:

- Identify displaced persons and affected assets
- Plan livelihood restoration
- Ensure fair compensation and rehabilitation

### Real-Life Examples

#### Delhi Metro Project:

Extensive transportation studies justified investment in metro rail, reducing traffic congestion and improving air quality through mode shift from cars to metro.

#### Chennai Metro Phase 2:

Traffic studies showed demand for metro coverage of southern suburbs. OD studies guided alignment, and demand forecasts justified the Rs. 63,246 crore investment.

#### Bangalore IT Corridor:

Traffic studies on key corridors identified congestion. Studies recommended dedicated bus lanes and metro, which now serve 15+ lakh daily commuters.

---

## 2. Link Between Transport Planning, Traffic Studies, Designs, Material Testing, Construction, and Maintenance

### Definition

The transportation system lifecycle comprises interconnected phases: transport planning defines strategic vision and priorities, traffic studies provide data-driven inputs for planning decisions, geometric and structural design translates traffic demands into physical specifications, material testing ensures quality of construction inputs, construction realizes the designed infrastructure, and maintenance preserves asset value. These phases form an integrated system where outputs of each phase feed into and inform subsequent phases. This linkage ensures that transportation infrastructure is planned based on actual needs, designed appropriately for those needs, constructed to meet design standards, and maintained to preserve

functionality and safety. Breaking this linkage (e.g., constructing without proper design or maintaining without understanding original design intent) leads to infrastructure failure, premature deterioration, and safety issues.

### Explanation (8 key points)

1. Transport planning identifies strategic corridors and priorities based on national/regional development goals.
2. Traffic studies quantify demand and patterns that justify planned infrastructure and guide capacity sizing.
3. Design phase translates traffic demands and land use patterns into geometric and structural specifications.
4. Material testing ensures that construction materials meet design assumptions and performance expectations.
5. Construction execution must adhere to design specifications verified through quality control testing.
6. Maintenance operations preserve pavement condition and infrastructure functionality based on design life expectations.
7. Each phase provides feedback for continuous improvement and refinement of subsequent projects.
8. Integration of all phases achieves sustainable, safe, and economical transportation infrastructure.

### Detailed Integration Analysis

#### A. Transport Planning → Traffic Studies

##### Planning Outputs Inform Traffic Studies:

- Identified corridors require O-D studies to quantify inter-city traffic
- Development zones requiring new access roads need land-use based demand forecasting
- Multi-modal integration plans require modal-split studies
- Safety priorities from plans guide accident analysis studies

##### Example:

National Highway Development Program (NHDP) identified Golden Quadrilateral as priority corridor. Traffic studies on this corridor showed average daily traffic of 60,000-80,000 vehicles (in 2008), justifying 4-lane expressway standard vs. 2-lane highway.

## B. Traffic Studies → Design Phase

### Traffic Study Outputs Guide Design:

#### 1. Traffic Volume Data:

- Peak hour volume determines number of lanes
- 30th highest hourly volume (used in capacity analysis) guides lane count
- Design hour volume (DHV) =  $P \times \text{AADT}$  ( $P$  typically 0.12-0.15)

**Example:** If AADT = 50,000 vehicles, DHV =  $50,000 \times 0.12 = 6,000$  vehicles

- Single lane capacity  $\approx 1,600$  vehicles/hour (at 50 km/h, 2-second spacing)
- Lanes required =  $6,000 \div 1,600 \approx 4$  lanes minimum

#### 2. Vehicle Composition:

- Mix of cars, trucks, buses, two-wheelers affects:
- Lane width requirements (wider for trucks)
- Pavement thickness (trucks cause more damage)
- Intersection design (larger turning radii)
- Grade requirements (lower for routes with heavy vehicles)

**Example:** Truck percentage of 20% vs. 5% doubles pavement thickness requirement due to exponential damage relationship (4th power law).

#### 3. Speed Characteristics:

- 85th percentile speed used as design speed
- Design speed drives:
- Horizontal curve radii (tighter curves require smaller radius)
- Vertical curve lengths (sight distance requirements)
- Superelevation rates
- Lane and shoulder widths
- Intersection spacing

**Example:** 85th percentile speed of 80 km/h requires  $R \geq 430$ m for safe horizontal curves without superelevation. At 100 km/h,  $R \geq 650$ m.

#### 4. Peak Hour Directional Split:

- Shows if traffic is balanced both directions or heavily directional
- Directional imbalance affects:
  - Whether one direction needs more lanes
  - Reversible lane applications
  - Signal timing optimization

**Example:** If morning peak 80% of traffic moves toward city center, 3 lanes into city, 1 lane out justified, vs. 2-2 balanced split.

### 5. O-D Pattern Study:

- Local vs. through traffic split guides:
- Local road network design (to serve local trips)
- Highway bypass design (to serve through traffic)
- Intersection spacing and design

## C. Design Phase → Material Selection and Testing

Design Specifications Guide Material Requirements:

### 1. Pavement Design Output:

- Traffic loading (expressed as Cumulative Standard Axles) determines layer thickness
- Subgrade CBR (California Bearing Ratio), estimated through traffic loading, determines base/subbase thickness
- Bituminous vs. concrete choice depends on:
  - Traffic volume (concrete better for high volume)
  - Climate (concrete better for hot climates)
  - Maintenance philosophy

**Example:**

- High-volume expressway: Concrete pavement (rigid, long-life)
- Medium volume rural road: Bituminous (lower first cost)
- Low-volume road: Gravel (lowest cost)

### 2. Material Specifications from Design:

- Subgrade compaction: 95% Standard Proctor Density (from design assumptions)
- Base course: 80mm minimum (from structural design)
- Bituminous: AC layer 40-50mm (from pavement design)
- Concrete: 200mm thickness (from structural analysis)

### 3. Environmental Conditions Affect Material Choice:

- High rainfall areas: Material drainage capability critical
- Freeze-thaw zones: Durable aggregates required
- Corrosive environments: Material durability specifications adjusted

## D. Design Specifications → Material Testing

### Design-Specified Material Properties Tested:

#### 1. Aggregate Testing (Per Design Requirements):

- Gradation: Design specifies particle size distribution
- Los Angeles Abrasion Value: Durability requirement per traffic level
- Aggregate Impact Value: Strength requirement per design loads
- Flakiness Index: Shape requirement for compaction quality
- Water Absorption: Durability in wet climate

#### Test Example:

- Design specifies: "Class 1 Coarse Aggregate"
- Test conducted: LA Abrasion  $\leq 30\%$  (for high traffic)
- Material approved only if test result  $\leq 30\%$

#### 2. Bitumen Testing (Per Design Specifications):

- Viscosity Grade selected based on:
- Climate (hotter = higher grade)
- Traffic volume (higher volume = stiffer)
- Design specifies: "Bitumen Grade 60/70" or "80/100"
- Tests verify: Penetration, Softening Point, Ductility

#### 3. Concrete Testing:

- Design specifies: "M30 Concrete" (30 MPa strength)
- Tests measure: Compressive strength through cylinder tests at 7, 14, 28 days
- Material rejected if strength < design specification

---

## **E. Material Testing → Construction Phase**

### **Quality Control Testing During Construction:**

#### **1. Incoming Material Verification:**

- Supplier submits test certificates
- Before acceptance into stockpile, contractor conducts verification tests
- Percentage testing per specifications (e.g., 1 test per 1000 tons for aggregates)

#### **2. In-Situ Compaction Verification:**

- After fill placement, density tested using sand replacement or nuclear gauge
- Required: 95% Standard Proctor Density minimum
- Non-complying areas reworked before pavement placement

#### **3. Pavement Layer Testing:**

- Bituminous layer: Core sampling, thickness measurement, bulk density verification
- Concrete layer: Curing, strength testing, surface smoothness measurement
- Thickness: Measured every 50-100m to verify design specifications met

---

## **F. Construction → Maintenance and Operations**

### **Construction Quality Determines Maintenance Needs:**

#### **1. Proper Construction Leads to Long Service Life:**

- Well-compacted base: Extends pavement life 30-50%
- Correct material gradation: Reduces future raveling and rutting
- Good drainage construction: Prevents early pavement failure

### **Example:**

- Properly constructed bituminous pavement: 15-year design life
- Poorly constructed (low compaction, wrong materials): 8-10 year life, requiring costly rehabilitation early

## 2. Construction Defects Require Premature Maintenance:

- Poor compaction → Rutting within 2-3 years
- Wrong bitumen grade → Bleeding in hot climates, cracking in cold
- Inadequate drainage → Potholing and raveling

## 3. As-Built Information for Maintenance:

- Material test certificates document actual properties built-in
- As-built drawings show layer thicknesses and utilities
- Maintenance planning based on these specs

## G. Maintenance Phase → Feedback to Planning and Design

### Performance Monitoring Guides Future Decisions:

#### 1. Pavement Condition Data:

- Annual surveys document:
- Rutting depth
- Cracking extent
- Surface distress types
- Remaining life estimation
- Data informs maintenance scheduling and rehabilitation needs

#### Example:

- Rut depth > 20mm suggests early rehabilitation needed
- Rutting pattern (center vs. wheel paths) diagnoses cause (traffic vs. material vs. design)

#### 2. Traffic Growth Monitoring:

- Periodic traffic counts (every 3-5 years) track actual growth vs. forecast
- If traffic grows faster than projected, early expansion needed
- If growth slower than forecast, maintenance suffices longer

#### 3. Safety Performance Data:

- Accident data monitored on maintained sections
- If accident rate increases, design or maintenance issues investigated
- Maintenance improvements (markings, barriers, lighting) based on accident analysis

#### 4. Material Performance:

- Long-term field performance of material batches documented
- If certain suppliers' materials show early failure, sourced changed for future projects
- Material specifications refined based on lessons learned

### Integrated Framework: Complete Lifecycle Example

#### National Highway 44 (Mumbai-Delhi Section) - Case Study:

##### 1. Transport Planning (2005-2008):

- NHDP identified this as prime priority corridor
- Development vision: High-speed connectivity between major metros
- Planning decision: 4-lane divided expressway standard

##### 2. Traffic Studies (2008-2010):

- O-D studies showed 60% traffic Delhi-to-Bangalore, 40% local/intermediate traffic
- Volume studies: 45,000 AADT (average daily traffic)
- Composition: 65% cars, 25% trucks, 10% buses
- Speed characteristics: 85th percentile = 95 km/h
- Output: 4 lanes justified, design speed 100 km/h appropriate

##### 3. Design Phase (2010-2012):

- Geometric design: 100m radius minimum horizontal curves, 3.5m lanes, 3m paved shoulders
- Vertical curves: Crest length 300m minimum (SSD = 180m for 100 km/h)
- Pavement design: Cumulative traffic forecast 20-year: 250 million Standard Axles
- Material specs: Concrete pavement, 300mm thickness, M40 strength concrete

##### 4. Material Testing (2012-2014, During Construction):

- Aggregate testing: LA Abrasion  $\leq$  25% (high traffic requirement)

- Concrete testing: M40 strength minimum (28-day cylinder tests)
- Bituminous testing: Grade 60/70 bitumen (not applicable in this case due to concrete choice)
- Subgrade testing: 95% Proctor density required for embankments

### 5. Construction (2013-2017):

- Quality control tests during construction ensure:
- Base layer: Compaction verified weekly
- Concrete pour: 2-3 cylinder tests per truck
- Surface finish: Smoothness within  $\pm 3\text{mm}$  over 3m
- As-built documentation: Records material batches, test results, contractor certification

### 6. Maintenance (2017-2037, 20-year Service Life):

- Annual condition surveys:
- 2017-2020: No distress, pavement in excellent condition
- 2020-2025: Minor cracking, minimal maintenance
- 2025-2030: Moderate distress, preventive maintenance (crack sealing, surface treatment)
- 2030+: Major rehabilitation or reconstruction planned

### 7. Performance Feedback (2017-Present):

- Traffic growth: Actually 4% annually vs. 3% forecast
- 2024 traffic: 65,000 vehicles AADT (14-year growth rate 2.7%)
- Performance: Pavement performing well, remaining life good
- Safety: Accident rate 0.8 per 100 million vehicle-km (below national average of 1.2)
- Lessons: Design conservative; concrete pavement superior to bituminous for this corridor; 4-lane capacity sufficient through 2040s

### 3. Phases of Highway Project and Its Report Preparation

#### Definition

A highway project progresses through distinct phases from initial concept to long-term operation and maintenance. Each phase has specific objectives, deliverables,

and decision points. Understanding these phases ensures systematic project development, stakeholder alignment, and successful project realization. Report preparation at each phase documents findings, justifies decisions, and provides a basis for subsequent phases. Comprehensive documentation creates an institutional knowledge base and supports project continuity despite personnel changes.

### Explanation (8 key points)

1. Highway projects span 10-15+ years from concept to full operation.
2. Each phase has specific outputs that feed into the next phase.
3. Decision gates at phase completion determine project progression.
4. Comprehensive reports at each phase document findings and justify decisions.
5. Public participation and stakeholder engagement vary by phase.
6. Environmental and social clearances required at specific phases.
7. Budget and cost estimates refined as project progresses through phases.
8. Delays and scope changes in early phases are cheaper to address than in construction.

### Phases of Highway Project (Detailed)

---

#### Phase 1: Preliminary Planning and Feasibility Study (12-18 months)

##### Objectives:

- Confirm need for the project
- Identify preliminary corridor options
- Assess preliminary feasibility (technical, economic, environmental, social)
- Determine rough costs and benefits
- Obtain initial funding for detailed studies

##### Key Activities:

###### 1. Demand Assessment:

- Review national/regional development priorities
- Analyze population growth in potential service areas
- Study economic development potential
- Assess existing infrastructure capacity and deficiencies

- Interviews with stakeholders (ministries, state governments, industry)

## 2. Preliminary Corridor Identification:

- Map potential route corridors (typically 2-3 alternatives)
- Consider major population centers and development zones to serve
- Assess major terrain obstacles and avoiding options
- Review existing road network and integration possibilities
- Preliminary alignments using available maps and data (may not be field-surveyed yet)

## 3. Economic Analysis:

- Estimate construction costs (rough order of magnitude, ±40-50% accuracy)
- Identify major cost drivers and cost risks
- Estimate benefits:
  - Time savings vs. existing route
  - Vehicle operating cost savings (fuel, maintenance reduction on better roads)
  - Accident reduction (from safer design)
  - Economic development potential
- Calculate preliminary net present value (NPV) and internal rate of return (IRR)
- Compare with alternative uses of funds

## 4. Environmental Screening:

- Identify major environmental concerns (forests, water bodies, protected areas)
- Assess if corridors can avoid major environmental sensitivities
- Preliminary identification of mitigation possibilities

## 5. Social Considerations:

- Identify major towns and villages in potential corridor
- Preliminary assessment of displacement requirements
- Local stakeholder feedback on routing preferences

## 6. Cost-Benefit Comparison:

- Compare multiple corridor options on economic basis

- Identify most viable option (highest NPV or IRR)
- May recommend further study or proceed to next phase

**Deliverables:****1. Feasibility Report (150-300 pages):**

- Executive summary
- Project background and justification
- Demand analysis and traffic projections
- Corridor identification (options described)
- Preliminary cost estimates by corridor option
- Benefit analysis and cost-benefit comparison
- Environmental and social screening summary
- Recommendations (preferred corridor, next steps)
- Appendices (maps, charts, assumptions)

**2. Maps and Plans:**

- Demand/catchment maps
- Route corridor maps showing 2-3 alternatives
- Rough alignment sketches
- Existing infrastructure maps

**3. Cost and Schedule Estimates:**

- Preliminary cost estimate ( $\pm 50\%$  accuracy)
- Phasing and implementation schedule
- Funding requirements

**Stakeholders Involved:**

- Ministry of Road Transport and Highways (national highways)
- State government
- Planning Commission/NITI Aayog
- Funding agencies (World Bank, Asian Development Bank if international loans)
- Key district authorities

**Decision Gate:**

- Funding approval for detailed studies
- Corridor selection and endorsement
- Proceed to detailed survey and design phase

---

**Phase 2: Detailed Survey, Investigation, and Design (18-30 months)****Objectives:**

- Detailed surveys of selected corridor
- Comprehensive environmental and social assessment
- Final design of selected corridor
- Detailed cost estimation ( $\pm 15-20\%$  accuracy)
- Obtain environmental clearance

**Key Activities:****1. Detailed Surveys and Investigations:****Topographic Surveys:**

- Total Station or GPS-based surveys of corridor (every 50-100m cross-sections)
- Contour mapping
- Orthophoto/aerial photography of corridor
- Accuracy:  $\pm 0.1\text{m}$  horizontal,  $\pm 0.05\text{m}$  vertical

**Geotechnical Investigations:**

- Bore holes every 1-2 km along alignment
- Laboratory tests: CBR, gradation, strength, compaction characteristics
- Embankment and cutting stability assessment
- Foundation bearing capacity analysis

**Hydrological/Drainage Studies:**

- Flood plains and flood levels (100-year flood)
- Drainage patterns and water bodies crossing
- Culvert and bridge location determination
- Drainage design for pavement

**Traffic Studies (Detailed):**

- Volume counts on existing parallel routes and near proposed alignment
- O-D studies to confirm demand assumptions
- Vehicle composition and speed studies
- Peak hour factors, directional split

**Environmental Studies (EIA):**

- Baseline environmental conditions documentation
- Impact assessment on:
  - Forests and wildlife habitat
  - Water resources and quality
  - Air quality and noise
  - Soil and agriculture
  - Archaeology and heritage sites
- Mitigation measures proposed for each impact
- Environmental Management Plan prepared

**Social and Resettlement Studies:**

- Census of affected families and assets
- Livelihood pattern assessment
- Compensation evaluation
- Resettlement site identification
- Livelihood restoration planning

**2. Detailed Design:****Geometric Design:**

- Horizontal alignment (curve radii, tangent lengths, superelevation)
- Vertical alignment (grade, crest/valley curve lengths)
- Cross-section details (lane width, shoulder width, median design)
- Intersection design at service areas and connecting roads
- Sight distance verification

**Structural Design:**

- Pavement design (layer thicknesses, materials)
- Bridge design (major structures over rivers, valleys)
- Culvert design for drainage
- Retaining walls where required
- Embankment/cutting stability

**Detailed Cost Estimation:**

- Quantity takeoffs from design (earthwork volumes, paving area, bridge spans)
- Rate analysis for each item (labor, material, equipment)
- Contingency (typically 10-15% for established corridors)
- Cost escalation considerations
- Accuracy: ±15-20%

**3. Environmental Clearance Process:**

- EIA report submitted to environmental ministry
- Public consultation (presentations, objection period)
- Review by expert committee
- Environmental clearance issued (with conditions)

**4. Social Clearance and Rehabilitation Plan:**

- Resettlement plan approved by state government
- Land acquisition plan finalized
- Compensation rates agreed
- Rehabilitation site development commenced

**Deliverables:**

1. **Detailed Design Report (400-600 pages):**
  - Executive summary
  - Corridor description and justification
  - Survey data summary (topography, soils, hydrology)
  - Traffic analysis and design justification
  - Geometric design details (plans, profiles, cross-sections)

- Structural design details (pavement layers, bridge designs)
- Construction and material specifications
- Cost estimate (detailed, by major items)
- Implementation schedule
- Maintenance and operations plan outline

## 2. Environmental Impact Assessment Report:

- Baseline conditions
- Impact assessment (positive and negative)
- Mitigation measures (Environmental Management Plan)
- Monitoring and compliance procedures

## 3. Resettlement Action Plan:

- Affected population census
- Livelihood restoration measures
- Rehabilitation timeline and responsibilities
- Grievance redress mechanism

## 4. Detailed Drawings:

- General arrangement drawings (alignment, cross-sections)
- Geometric design drawings (curves, intersections)
- Typical pavement sections
- Major bridge designs
- Culvert and drainage designs
- Signal and sign plans

## 5. Cost Estimate:

- Itemized detailed estimate
- Unit rates with sources
- Contingency breakdown
- Price escalation assumptions
- Cost by major category (earthwork, pavement, bridges, etc.)

## Stakeholders:

- Highway authority and consultant design team
- Environmental ministry and experts
- Affected state governments
- Land acquisition authorities
- Environmental and social NGOs
- Affected communities (consultations)

**Decision Gate:**

- Design approval by authority
- Environmental clearance grant
- Social clearance and R&R plan approval
- Funding confirmation for construction phase
- Proceed to tender and contract award

---

**Phase 3: Land Acquisition and Pre-Construction Preparation (12-24 months)****Objectives:**

- Acquire required land
- Complete resettlement and rehabilitation
- Develop supporting infrastructure (labor camps, material stockpiles)
- Award construction contracts
- Final design refinements if needed

**Key Activities:****1. Land Acquisition:**

- Statutory notification of intent to acquire
- Field surveys and demarcation of affected plots
- Compensation assessment and award
- Payment of compensation
- Physical possession handover (typically after 60% payment)
- Dispute resolution for contested claims

**2. Resettlement and Rehabilitation:**

- Identification and census update
- Rehabilitation site development (housing, water, electricity)
- Income restoration programs
- Livelihood training
- Monitoring of rehabilitation progress
- Grievance redress

### **3. Pre-Construction Preparation:**

- Detailed quantity surveys for construction inputs
- Material source identification and approval
- Labor camp site development
- Equipment staging areas
- Temporary access road development
- Utility relocation (power lines, water pipes, telecom)

### **4. Contract Packaging and Tender:**

- Division of work into contracts (typically 50-100 km packages)
- Tender document preparation (specifications, drawings, contract terms)
- Bid evaluation and contract award
- Contract signing

### **5. Final Design Refinements:**

- Detailed design review for constructability
- Contractor input into design optimization
- Value engineering for cost reduction
- Detailed engineering for specific construction methods

### **Deliverables:**

#### **1. Land Acquisition Status Report:**

- Number of plots acquired
- Compensation paid
- Outstanding disputes (if any)
- Physical possession status

**2. Resettlement Progress Report:**

- Families rehabilitated
- Housing completed
- Income restoration status

**3. Contract Documents:**

- Tender documents
- Bid evaluation reports
- Contract agreements signed
- Performance security details

**4. Pre-Construction Plans:**

- Labor and material management plan
- Safety and health plan
- Environmental management plan for construction phase
- Quality assurance plan

**Decision Gate:**

- Land acquisition ≥95% completed
- Resettlement ≥90% completed
- Contracts awarded
- Contractor mobilization approval
- Proceed to construction

---

**Phase 4: Construction and Supervision (24-60 months, varies by project size)****Objectives:**

- Execute construction as per approved design and specifications
- Ensure quality control and safety compliance
- Monitor environmental and social management plans
- Document construction progress and any design modifications

**Key Activities:****1. Construction Execution:**

**Embankment and Excavation:**

- Clearing and grubbing of project land
- Excavation of cuts and borrow pit material
- Fill placement and compaction (in 150-300mm layers)
- Slope protection (grass seeding, stone pitching)

**Drainage and Structures:**

- Side drain construction
- Culvert construction (RCC or masonry)
- Major bridge construction (pile driving, superstructure)
- Storm water drainage system

**Pavement Construction:**

- Base course (WBM or RCC) construction
- Subbase course placement
- Bituminous layer placement (if asphalt design)
- Or concrete slab casting (if concrete design)
- Surface treatment/finish layer

**2. Quality Control and Testing:****Material Testing:**

- Incoming material verification (aggregates, bitumen, cement)
- Percentage testing per specifications

**Construction Testing:**

- In-situ compaction verification (weekly)
- Layer thickness measurement
- Core sampling from completed pavement
- Concrete strength testing (cylinder tests at 7, 14, 28 days)

**3. Safety and Health Management:**

- Worker safety procedures and training
- Personal protective equipment provision and enforcement
- Accident reporting and investigation

- Medical facilities at project site

#### 4. Environmental Management:

- Construction pollution control (dust, noise, water)
- Waste management
- Vegetation protection and replanting
- Spoil disposal management
- Fuel and chemical storage safety

#### 5. Social Management:

- Local employment as stipulated in R&R plan
- Community liaison for minor disruptions
- Grievance redress mechanism operation

#### 6. Progress Monitoring and Documentation:

- Monthly progress reports (% of work completed, financial status)
- Photographic documentation
- As-built drawings preparation (recording actual construction)
- Test result documentation
- Material batching tickets and logs

#### Deliverables:

##### 1. Monthly Progress Reports:

- Physical progress percentage by contract
- Financial expenditure status
- Issues and resolutions

##### 2. Quality Assurance Reports:

- Material test results
- Construction tests (compaction, thickness, strength)
- Non-conformances and corrective actions
- Quality certification

##### 3. As-Built Documentation:

- As-built drawings (actual dimensions, material details)

- Test certificates (material and construction tests)
- Contractor's declaration of compliance
- Third-party inspection reports

#### 4. Environmental and Social Compliance Reports:

- Monthly environmental compliance status
- Corrective actions for violations
- Community feedback and grievance resolution

#### 5. Inspection and Punch-List:

- Pre-opening inspection findings
- Remaining defects punch-list
- Contractor's correction deadline

#### Stakeholders:

- Contractor and sub-contractors
- Engineer/Supervisor (third-party inspection)
- Quality assurance personnel
- Environmental and social compliance monitors
- Highway authority oversight

#### Decision Gate:

- Physical completion ( $\geq 99\%$  work done)
- Quality certification
- Environmental compliance verified
- Punch-list cleared
- Proceed to opening and operations phase

---

## Phase 5: Project Opening and Commissioning (1-3 months)

#### Objectives:

- Final inspections and approval
- Opening ceremony and traffic release
- Initiate operation and maintenance systems

### **Key Activities:**

#### **1. Final Inspection:**

- Comprehensive inspection by independent authority
- Verification of all work done to specification
- Testing of safety features (barriers, markings, signs)
- Clearance certificate issued

#### **2. Opening Ceremony:**

- Official inauguration by dignitary
- Media coverage
- Traffic release to public

#### **3. Establishment of O&M Systems:**

- Operations and maintenance staff deployment
- Toll collection systems activation (if applicable)
- Emergency response procedures activation
- Monitoring systems (traffic, pavement condition)

### **Deliverables:**

#### **1. Final Inspection Report:**

- All requirements met
- Clearance for opening

#### **2. Operations and Maintenance Manual:**

- Maintenance schedule
- Personnel roles and responsibilities
- Emergency procedures
- Equipment and tools inventory

---

### **Phase 6: Operations and Maintenance (Design Life, typically 20-30 years)**

### **Objectives:**

- Maintain road safety and serviceability
- Preserve pavement and structures

- Monitor performance and plan rehabilitation

**Key Activities:****1. Routine Maintenance:**

- Pothole repair
- Pavement patching
- Drainage cleaning
- Sign and barrier maintenance
- Vegetation trimming

**2. Periodic Maintenance:**

- Crack sealing and rejuvenation
- Resurfacing every 5-7 years (thin overlay)
- Drainage system upgrade
- Safety feature renewal

**3. Monitoring and Assessment:**

- Annual pavement condition surveys
- Traffic count updates (every 3-5 years)
- Safety performance monitoring
- User feedback collection

**4. Major Rehabilitation/Reconstruction:**

- Every 15-20 years when pavement structure life exhausted
- Typically: Remove existing pavement, place new layers
- Similar process to original construction

**Deliverables:****1. Annual Maintenance Reports:**

- Work completed
- Costs incurred
- Pavement condition trends
- Future maintenance recommendations

**2. Pavement Condition Assessment Reports:**

- Distress survey findings
- Remaining life estimates
- Rehabilitation timing recommendations

---

## Highway Project Report Preparation

### Purpose of Reports:

- Document findings and decisions at each phase
- Provide justification for decisions to stakeholders
- Create institutional knowledge and decision audit trail
- Support continuity despite personnel changes
- Meet regulatory and funding requirements

### General Report Structure:

#### 1. Executive Summary (2-5 pages):

- Project overview
- Key findings and recommendations
- Major issues and mitigation
- Next steps

#### 2. Background and Introduction:

- Strategic context and policy framework
- Project justification
- Objectives and scope
- Report organization

#### 3. Existing Situation and Problem Statement:

- Current status of transportation network
- Deficiencies and problems
- Stakeholder feedback
- Why project is needed

#### 4. Demand/Need Analysis:

- Population and development trends

- Traffic data and projections
- Economic analysis
- Service area definition

#### 5. Options Analysis:

- Alternative approaches/alignments considered
- Comparison criteria (cost, environmental impact, social impact, technical feasibility)
- Evaluation of each option
- Recommended option with justification

#### 6. Recommended Design/Plan:

- Description of recommended option/alignment
- Design standards and specifications
- Layout and cross-sections
- Major structures and features

#### 7. Environmental and Social Considerations:

- Environmental assessment
- Mitigation measures
- Social impact and resettlement planning
- Community consultation outcomes

#### 8. Cost and Financial Analysis:

- Cost estimates (itemized)
- Cost-benefit analysis
- Economic viability (NPV, IRR)
- Funding options
- Phasing for implementation

#### 9. Implementation and Risks:

- Implementation schedule
- Phasing plan
- Identified risks and mitigation

- Contingency planning

#### **10. Conclusions and Recommendations:**

- Summary of key findings
- Recommended actions
- Next phase activities

#### **11. Appendices:**

- Maps and plans
- Detailed calculations
- Survey data
- Meeting minutes and consultations
- Supporting documents

#### **Quality Standards for Reports:**

##### **Clarity:**

- Written in plain language
- Avoid jargon or explain technical terms
- Use visuals (maps, charts, photos) effectively
- Logical organization and flow

##### **Completeness:**

- All relevant data included
- Questions anticipated and answered
- Gaps acknowledged and explained
- Supporting documentation provided

##### **Accuracy:**

- Data verified from reliable sources
- Calculations double-checked
- Assumptions clearly stated
- Uncertainties acknowledged

##### **Credibility:**

- Methodology transparently presented

- Stakeholder consultations documented
- Expert review and endorsement
- Consistent with standards and regulations

### Common Report Types in Highway Projects:

#### 1. Feasibility Report (Preliminary Planning Phase)

- 150-300 pages
- Executive summary
- Demand analysis
- Corridor options
- Preliminary cost and benefits
- Recommendations

#### 2. Detailed Project Report (DPR) (Design Phase)

- 400-600 pages
- Comprehensive design details
- Final cost estimate
- Environmental Impact Assessment
- Resettlement Action Plan
- Construction specifications

#### 3. Environmental Impact Assessment (EIA) Report

- 200-400 pages
- Baseline environmental conditions
- Impact prediction and mitigation
- Environmental Management Plan
- Monitoring plan

#### 4. Resettlement Action Plan (RAP)

- 100-200 pages
- Affected population census
- Compensation and livelihood restoration
- Rehabilitation timeline and responsibilities

- Budget for R&R costs

## 5. Monthly Progress Reports (Construction Phase)

- 20-30 pages
- Physical progress update
- Financial status
- Issues and resolutions
- Quality and safety status
- Next month's plan

## 6. As-Built Report (Post-Construction)

- 50-100 pages
- Record of actual construction
- Deviations from design and justifications
- Test results summary
- Final compliance certification

### Detailed Case Study: Report Preparation for National Highway Project

**Project: NH-44 Bangalore to Tamil Nadu Border (100 km section)**

**Phase 1: Feasibility Report Preparation (6 months)**

**Report Structure:**

#### I. Executive Summary (4 pages):

- Project need: Economic corridor connecting Bangalore tech hub to Chennai port
- Recommended: 4-lane divided expressway, estimated cost Rs. 2,500 crores
- Benefits: 45-minute time savings vs. existing road, accident reduction, economic development
- NPV (20 years): Rs. 8,000 crores, IRR: 18%
- Recommendation: Proceed to detailed survey and design

#### II. Project Background (8 pages):

- National Highway Development Program context
- Strategic importance of Bangalore-Chennai corridor

- Current traffic on existing parallel routes (NH-44 old alignment and SH-33)
- Capacity deficiency: Existing road 2-lane, heavily congested

### III. Traffic and Demand Analysis (15 pages):

- Origin-Destination study results: 65% traffic Bangalore-Chennai, 35% local traffic
- Volume: 45,000 vehicles/day on existing route
- Composition: 70% cars, 20% trucks, 10% buses
- Growth projection: 3% annually for 20 years → 95,000 vehicles/day by year 20
- Justification: 4-lane capacity at design speed 100 km/h = ~80,000 vehicles/day
- Conclusion: 4-lane expressway needed now, capacity satisfied through design life

### IV. Corridor Options (20 pages):

- Option A: Bypass east of existing NH-44 (slightly longer but better connectivity)
- Option B: Upgrade existing NH-44 to 4-lane (cheaper but limited by existing constraints)
- Option C: Bypass west of existing road (longer, higher cost)

### V. Comparative Analysis (10 pages):

Criteria	Option A	Option B	Option C
Distance (km)	102	100	107
Construction Cost (Rs. Crores)	2,500	2,200	2,800
Land Requirement (hectares)	2,100	1,500	2,400
Persons Displaced	~12,000	~8,000	~14,000
Time Savings vs. Existing	45 min	40 min	48 min
Environmental Sensitivity	Low	Medium	High
NPV (20 yrs)	8,000 Cr	7,000 Cr	8,500 Cr
IRR	18%	16%	19%

**Recommendation:** Option A selected (balance of cost, environmental impact, and benefits)

## **VI. Cost Estimate Summary (8 pages):**

- Earthwork: Rs. 900 crores
- Pavement: Rs. 1,200 crores
- Bridges and Culverts: Rs. 250 crores
- Toll and Service Facilities: Rs. 100 crores
- Contingency (10%): Rs. 165 crores
- Total: Rs. 2,615 crores

## **VII. Environmental and Social Screening (12 pages):**

- Environmental: No major forest or protected area, manageable impact
- Social: ~12,000 families affected, land cost Rs. 12 crores, livelihood restoration Rs. 3 crores
- Recommendation: Environmental Impact Assessment required in next phase, Resettlement planning needed

## **VIII. Implementation and Risks (10 pages):**

- Implementation period: 4.5 years
- Land acquisition: 12-18 months (risk: delayed compensation disputes)
- Design and tender: 8-12 months
- Construction: 24-30 months
- Risk mitigation: Early land acquisition, phased construction

## **IX. Recommendations and Next Steps (4 pages):**

- Proceed with detailed survey and design
- Recommend Option A alignment
- Estimated budget for design phase: Rs. 50 crores
- Estimated budget for land acquisition: Rs. 150 crores
- Total Phase 1-2 budget: Rs. 200 crores

## **X. Appendices:**

- Demand projection methodology
- Cost estimation breakdown
- Maps showing corridor options
- Stakeholder consultation minutes

- References and data sources

---

## **Phase 2: Detailed Project Report (DPR) Preparation (18 months)**

### **Report Volume and Structure:**

#### **Main DPR Report (550 pages):**

##### **Volume 1: Design and Engineering (200 pages)**

- Detailed surveys and investigations summary
- Geometric design details (curves, grades, cross-sections)
- Pavement design (layer thicknesses, material properties)
- Bridge design for 12 major crossings
- Culvert design for 45 drainage structures
- Traffic modeling and design verification

##### **Volume 2: Cost Estimate (100 pages)**

- Detailed quantity surveys
- Unit rate analysis
- Cost summary by contract package
- Cost escalation and contingency

##### **Volume 3: Environmental Impact Assessment (150 pages)**

- Baseline environmental conditions
- Impact assessment (noise, air quality, soil, water, ecology, socio-cultural)
- Environmental management plan with mitigation measures
- Monitoring plan

##### **Volume 4: Social Impact Assessment and Resettlement Action Plan (100 pages)**

- Affected population census
- Asset survey and valuation
- Compensation framework
- Livelihood restoration measures
- Rehabilitation timeline

## Design Report Components Example:

### Highway Alignment and Geometry (25 pages):

- Route description: Bangalore (Yelahanka interchange) to Tamil Nadu border (Palacode area)
- Major features:
  - 100 km length, 15 major bridges, 45 culverts
  - Horizontal curves: Min radius 630m (for 100 km/h design speed with no superelevation)
  - Vertical curves: Crest min length 300m, Valley min length 250m
  - Cross-section:  $2 \times 7.0\text{m} = 14.0\text{m}$  dual carriageways, 5.0m median, 3.0m shoulders
- Drainage: Longitudinal drains with cross-drainage by culverts and bridges

### Pavement Design (20 pages):

- Traffic analysis:
  - Initial traffic: 45,000 AADT
  - 20-year projected traffic: 95,000 AADT
  - Truck percentage: 20%, axle damage factor: 3.5
  - Cumulative Standard Axles: 280 million for design life
- Pavement structure:
  - Subgrade: CBR 3-5% (cutting), 95% Proctor compaction
  - Subbase: 150mm, WBM or RCC
  - Base: 200mm, Dense Bituminous Macadam (DBM)
  - Wearing course: 40mm, Bituminous Concrete (BC)
  - Total thickness: 390mm
- Material specifications:
  - Cement: 33-grade OPC
  - Bitumen: 60/70 grade
  - Aggregate: Coarse (LA Abrasion  $\leq 20\%$ ), Fine (sand, FM 2.5-3.0)

### Bridge Design Summary (30 pages):

- 15 major bridges identified:

- Bridge 1-7: Over tributaries of Krishna river (spans 30-50m)
- Bridge 8: Major Krishna crossing (main span 120m cable-stayed)
- Bridge 9-12: Over drain lines (spans 20-30m RCC)
- Bridge 13-15: Grade separations (spans 30-40m)
- Design standards: IRC bridge code with HL93 live load
- Foundation: Pile caps on driven piles (riverine areas) or drilled piers

### Environmental Management Plan (20 pages):

- Flora and Fauna:
  - Impact: Habitat loss in 2,100 hectares
  - Mitigation: Tree plantation of 150,000 trees (1.5x ratio), wildflower verges for pollinators
  - Monitoring: Biodiversity surveys annually
- Air and Noise:
  - Impact: Noise increase 3-5 dB near habitations
  - Mitigation: Noise barriers at 8 sensitive locations, speed restriction near hospitals/schools
  - Monitoring: Quarterly noise level measurement
- Water Resources:
  - Impact: Stormwater runoff affecting groundwater
  - Mitigation: Stormwater retention ponds every 10 km
  - Monitoring: Water quality testing downstream of crossings

### Cost Estimate (Detailed Summary, 15 pages):

Item	Quantity	Unit	Unit Rate	Amount (Rs. Cr)
Earthwork (Cut & Fill)	12.5M	m <sup>3</sup>	150	187.5
WBM Base	15	Lakh m <sup>2</sup>	80	120
DBM	15	Lakh m <sup>2</sup>	180	270
Bituminous Concrete	15	Lakh m <sup>2</sup>	220	330
Drainage/Culverts	45	Nos.	2.5 Cr	112.5
Major Bridges	15	Nos.	45 Cr	675

Land & R&R	-	-	-	165
<b>Sub-total</b>	-	-	-	<b>2,060</b>
Contingency (10%)	-	-	-	206
<b>Total (at current prices)</b>	-	-	-	<b>2,266</b>
Price Escalation (3 yrs @ 6%)	-	-	-	436
<b>Final Estimate</b>	-	-	-	<b>2,702 Crores</b>

## Report Quality Assurance:

### Reviews Conducted:

1. **Technical Review:** By highway engineer from Public Works Department
  - o Validates design standards compliance
  - o Approves cost estimates reasonableness
  - o Confirms specifications appropriateness
2. **Environmental Review:** By environmental expert from Ministry of Environment
  - o EIA report completeness and impact assessment quality
  - o Mitigation measures feasibility
  - o Monitoring plan adequateness
3. **Social Review:** By social scientist from resettlement agency
  - o RAP completeness
  - o Compensation rates fairness
  - o Livelihood restoration plan adequacy
4. **Financial Review:** By financial analyst
  - o Cost estimate justification
  - o NPV and IRR calculations
  - o Funding options feasibility
5. **Stakeholder Review:** Public consultation
  - o Community feedback on proposed alignment
  - o Concerns raised and addressed

- Suggestions incorporated

---

### Summary (Hinglish)

Transportation engineering industry mein comprehensive planning, design, aur execution ki zaroorat hoti hai. Transport planning se demand identify hota hai, traffic studies se data milta hai, design se physical specs ban jaate hain, material testing se quality ensure hoti hai, construction se infrastructure ban jaata hai, aur maintenance se long life milti hai. Highway projects 5-7 phases mein complete hote hain, har phase ke separate reports hote hain. Detailed DPR mein design, cost, environment, aur social plans detailed hote hain. Industry mein ek systematic approach follow karna zaroori hota hai taaki projects time, budget, aur quality mein successful rahan.

---

### Keywords

Feasibility Study, Detailed Project Report (DPR), Environmental Impact Assessment (EIA), Resettlement Action Plan (RAP), Cost-Benefit Analysis, Traffic Studies, Design Phase, Construction Phase, Quality Control, Project Management

### Common Errors or Misconceptions

- Transport planning can skip traffic studies (Studies provide essential data for design).
- Construction quality doesn't affect maintenance costs (Poor construction causes early failures requiring costly repairs).
- Reports are just paperwork (Reports justify decisions and create institutional knowledge).

Diploma Wallah

Made with ❤ by Sangam