

**Government of Orissa**

**Orissa Works Department- Institutional Strengthening Action Plan (ISAP) 2008-2018**

S.No.	Objective	Key Result Area	Present Status	Key action required Short term- 0 to 2 years	Key action required Medium term- 2 to 5 years	Key action required Long term- 5 to 10 years
<b>I. Road Sector Strategy</b>						
1	<b>Effective Institutional Frame work</b>	<p>Implementation of Govt-endorsed Roads Policy &amp; management framework.</p> <p><b>Determine the Core Road Network (CRN) and implement new dedicated entity and capacity for CRN management</b></p> <p>Well-defined legal 'Right of Way' (ROW) and asset management powers through Govt. legislation to avoid</p>	<p>Draft Road Policy is under finalisation.</p> <p>Funds for the entire road network are being distributed on prorated basis with no consideration for high traffic roads namely for the "Core Road network".</p> <p>Works Dept. Engineers need to approach police and revenue departments for removing encroachments,</p>	<p>Finalise and approve Road policy covering legal frame work, financing arrangements to have sustainable funding for road maintenance.</p> <p>Identify Core roads and Provide separate budget head for the same</p> <p>Initiate identification of ROW for all road network under works dept. and fix ROW boundary stones.</p>	<p>Enact highways encroachment and prevention bill empowering PWD engineers with magisterial powers similar to that of NH administrator</p>	

S.No.	Objective	Key Result Area	Present Status	Key action required Short term- 0 to 2 years	Key action required Medium term- 2 to 5 years	Key action required Long term- 5 to 10 years
		encroachments and misuse of Road Boundaries	which is taking years leading to time and cost overrun in the road projects.			
2	<b>Adequate and sustainable funding for Road Sector</b>	Autonomous Road Fund for road maintenance needs and upkeep of at least the <b>core road network</b> .	Maintenance funds are provided only to the tune of about 33% of the projected amount & are being distributed on prorata basis depending on the length of road network in each division.	Identify the important roads carrying high level of traffic and classify them as primary core network of roads.  ii. Maintenance funds requirement to be assessed based on road condition and accordingly to be kept in budget. iii. Distribute funds on the need base to each of the divisions.	Establish Autonomous Road Fund through additional cess on fuel.	
3	<b>Satisfactory sector information, consultation, governance and accountability mechanisms</b>	Governance & Accountability Action Plan (GAAP) for Works Dept. and other roads bodies with annual and multi-year plans and public reporting in place	The RTI based GAAP is presently taking shape so as to enable public to access reports concerning development activities.		Implementation of Govt-endorsed Governance & Accountability Action Plan (GAAP) for Works Dept. and other roads bodies.	
4	<b>Comprehensive</b>	Annual and multi-	No master plan at	a. Master Plan for		

S.No.	Objective	Key Result Area	Present Status	Key action required Short term- 0 to 2 years	Key action required Medium term- 2 to 5 years	Key action required Long term- 5 to 10 years
	<b>master planning for roads</b>	year plans for road infrastructure development based on road master plan	present for Works Dept. road network	Orissa road network development in place. b. Multi-year plans and Annual Plans for roads development and management in place, in line with master plan(s).		
<b>5</b>	<b>Effective Road safety Policy, Resources &amp; action.</b>	<ul style="list-style-type: none"> <li>i. Safe travel</li> <li>ii. Accident rate reduced</li> <li>ii. Road safety council at headquarters and at dist. Level established.</li> </ul>	The accident rate is very high in the state. There is no safety council to address the issues related to safety to road user. No study to reduce the accident rates on the roads.	<ul style="list-style-type: none"> <li>c. Establish Road safety council at state headquarters and also at district level.-</li> <li>d. Establish Highway Patrolling unit on core road network along with clear duties and responsibilities.</li> <li>e. Establish traffic engineering unit at headquarters</li> <li>f. Develop accident recording system duly training the staff in consultation with police and transport departments-</li> <li>g. Initiate Road safety database.</li> <li>h. Identify accident-prone areas on all roads</li> <li>i. Evolve road safety guide lines specifying roles and responsibilities of the organisation involved</li> </ul>	With Technical assistance develop pilot strategy for road safety actions.	

S.No.	Objective	Key Result Area	Present Status	Key action required Short term- 0 to 2 years	Key action required Medium term- 2 to 5 years	Key action required Long term- 5 to 10 years
				j. Govt. to provide necessary funds to improve the accident prone areas.		
6	<b>Private sector participation in road sector infrastructure</b>	State-level PPP/BOT policy, guidelines and model concession agreements(MCA) in place and projects being facilitated	State PPP policy with institutional mechanism in place	PPP transaction for identified PPP viable roads & preparation of Project specific MCA.  Project implementation through PPP unit		
7	<b>Enhance capacity of local construction industry in Construction management of Road &amp; Bridge works</b>	Qualified and capable local contractors are available in sufficient numbers for taking up Road development & maintenance works	i. Only very few contractors are available that too not experienced in Contracts to take up the modern road and bridge works. ii. No training institutes are available to train the contractors and their personnel.	i. Position an expert/ consultant advisor to review the existing status of construction industry and recommend steps to enhance their capacities and encourage new entrepreneurs to enter in the industry. ii. Assess the needs of construction industry and evolve strategy and action plan to formulate training programmes taking help of National Academy of Construction.	Improve Govt. decisions on review findings and recommendations	

S.No.	Objective	Key Result Area	Present Status	Key action required Short term- 0 to 2 years	Key action required Medium term- 2 to 5 years	Key action required Long term- 5 to 10 years
<b>II. Core Processes</b>						
8	<b>Transparent, effective &amp; accountable procurement policy through E-procurement in roads contracting.</b>	E-procurement in place	Conventional manual Procurement is being done for all the road contracts. IT department at Government level is taking action to introduce E-procurement. Two Pilot projects have been lunched	i. Govt. to expedite e-procurement processes. ii. Works Dept. to take action to train their staff on e-procurement. iii. Switch over to E-procurement at least for major works costing more than Rs.10 million.		
9	<b>Effective performance monitoring by OWD</b>	Performance monitoring and evaluation (M&E) system	Performance monitoring is absent The system of monitoring and evaluation is mainly on the basis of amount spent with respect to funds released. i.	implement comprehensive MIS linked monitoring and evaluation system		
10	<b>Rationally prioritized Road Maintenance funds planning and commitment</b>	Closure of adhoc decision for planning & maintenance funding.	Asset Management technique with modern decision support planning tool are absent There is no systematic maintenance planning. The budget proposals are finalised adopting norms without considering road condition.	Asset management system (RAMS) in place for network asset database, and for prioritization of road maintenance (RM) funds annually on the basis of road condition data, traffic level, axle load parameters, soil parameter etc  Use of techno-economic planning tool such as HDM-IV with GIS	<b>Extensive training and skill developments for field engineers on RAMS.</b>	

S.No.	Objective	Key Result Area	Present Status	Key action required Short term- 0 to 2 years	Key action required Medium term- 2 to 5 years	Key action required Long term- 5 to 10 years
				platform for web based application & reporting in place.		
11	<b>Improve quality in construction and maintenance</b>	Better roads at optimum price with minimal maintenance needs in future.	The construction industry in general is not equipped with the Quality control systems and procedures. Only in projects of large size, contractors are establishing site laboratories and testing the materials, job mix and final product.	Introduce a condition in all the contracts for establishment of laboratory and engage trained technicians for testing the materials, job mix etc.-		
12	<b>Environment &amp; Social aspects of roads are properly resolved</b>	Capacity to manage Environment and Social impacts for road projects in place.  <b>Rehabilitation and Resettlement issues are well taken</b>	Environmental & social issues are now being considered in the project design,  State Govt. has Rehabilitation & Resettlement policy in place	Implement the policy to assure that the project affected people are rehabilitated with improvement in their social status.		
<b>ii) Organizational Structure and Management</b>						
13	<b>Efficient management of Core Road Network,</b>	Determine the Core Road Network (CRN) and implement its management within Works Dept. and subsequently through	Funds for the entire road network are being distributed on prorata basis. No consideration for high traffic roads both in improvement and maintenance.	i. Identify Core Road Network and entrust its management to a separate Chief Engineer pending establishment of ORDC for effective management.		Establish Orissa Road Development Corporation (ORDC) through an act of Legislature.

S.No.	Objective	Key Result Area	Present Status	Key action required Short term- 0 to 2 years	Key action required Medium term- 2 to 5 years	Key action required Long term- 5 to 10 years
		establishment of ORDC ( Orissa Road Development Corporation)		ii. Provide separate budget head for core roads		
14	<b>Effective organisation for performing the new roles and responsibilities in managing the road network.</b>	Strengthened Works Dept. organisation in place to perform efficiently the functions of policy, planning and programming.	The existing organisation is a traditional PWD structure. The capacity in the Core processes is weak and requires strengthening and reorganization, especially in policy, planning and programming	Strengthen/Reorganize Works Dept. to perform effectively in delivering the new roles especially in the core business area i.e. policy planning and programming.	i. Plan to consolidate these functions efficiently, as per Govt. sector restructuring decisions. ii. Ensure sustainability in theses functions, capacities and resources.	
		Enhance the PWD organisation at headquarters and field to match key roles and functions.	The existing setup does not match the requirement of modern road organisation.  There is immediate need to reorganize the department to perform new roles and functions efficiently.	i. Establish various units for PPP, Asset Management, Social, Environmental etc. with trained and capable persons at headquarters to perform the key roles.  ii. The field units are to be reorganized duly assigning the workload and keeping the new role in view.		Review functions of various units and take corrective action based on the implementation feedback in the short term.

S.No.	Objective	Key Result Area	Present Status	Key action required Short term- 0 to 2 years	Key action required Medium term- 2 to 5 years	Key action required Long term- 5 to 10 years
<b>iv) Financial Management, Audit &amp; Administration</b>						
15	<b>Effective Financial management, Audit &amp; Administration</b>	Efficient Financial management system in place	Financial Management Software (FMS) for the Dept. was developed during FY-2000 by a consulting firm. This needs modification and installation at various levels to suit present procurement & implementation procedures as well as computing environment.	Comprehensive IT-based Financial Management System in place  Works Dept. to take action to introduce FMS in place for use across the department & to initiate action to train staff in FMS.		Make FMS fully operative across all field units and HQ. Produce various finance output reports.
		Strengthen Dept. financial compliance auditing functions and resources including internal audit	There is no financial audit except AG audit, which is mostly verifying vouchers and procedures.	Introduce financial compliance audit functions and resources among all field units.  Benchmark expenditure for Routine maintenance per km. based on this audit.		



S.No.	Objective	Key Result Area	Present Status	Key action required Short term- 0 to 2 years	Key action required Medium term- 2 to 5 years	Key action required Long term- 5 to 10 years	
16	Comprehensive and efficient IT & ICT support for OWD roads sector planning & management	<b>V)Information &amp; Communication Technology (ICT), MIS &amp; GIS Application</b>					
		Effective IT-ICT-MIS Strategy and implementing capacity in place supporting Dept. decision-making	Whatever little information available is being provided through hard copies. Computerization is yet to be taken up in big way.	<p>i. Install computers along with the necessary custom built software's across Dept. starting from Junior Engineer's office to E-in-C's offices</p> <p>ii. <b>Train the persons to manage, develop and implement sustainable M&amp;E operational and reporting framework and resources.</b></p>	<p>Initiate full comprehensive annual M&amp;E reports on roads program by 2010.</p> <p>Review and refine M&amp;E processes outputs and their impacts biannually.</p>		
		Effective IT supported Asset register and management information system in place.	The road and bridge registers exist in HQ and in divisions. But these registers are not updated since many years.	<p>i. Develop IT based asset register linked with GIS. All the inventory data of roads/bridges to be linked in GIS format.</p> <p>ii. Development of comprehensive long term IT/ICT strategic plan for Govt. roads sector requirements.-</p>		<p>i. Periodic evaluation of IT/ICT services and results.</p> <p>ii. Refinement of ICT, GIS and MIS strategy and funding for business priorities.</p>	

S.No.	Objective	Key Result Area	Present Status	Key action required Short term- 0 to 2 years	Key action required Medium term- 2 to 5 years	Key action required Long term- 5 to 10 years
<b>v) Human Resources (HR) Development &amp; Capacity Building</b>						
17	<b>Effective &amp; sustainable capabilities for core road functions</b>	Capacity building plans for Dept. to strengthening road sector management	The capacity of the Dept. engineers need to be improved in order to perform the core processes efficiently and more effectively.	i. Assess the training needs in each of the core business. ii. Establish training institute. iii. Identify suitable faculty to impart meaningful training. Consultant assistance may be taken if necessary.		Get the capacity of the engineers assessed by an outside expert and take appropriate action. This should be continuous processes