



**“PROJECT MANAGEMENT”  
CONSULTANCY SERVICES  
FOR  
STRATEGY FORMULATION AND IMPLEMENTATION OF IT-ICT-  
MIS ARCHITECTURE, FACILITIES AND CAPACITY BUILDING FOR  
ODISHA WORKS DEPARTMENT (OWD)**

**Quarterly Progress Report  
(1/8) Jul'12**

**AGREEMENT NO: 3 of 2011-12  
ODISHA STATE ROADS PROJECT  
Loan#7577-IN**



**Submitted to**  
**Chief Engineer, World Bank Projects, Odisha**  
Project Management Unit, Odisha State Road Project

Office of the Engineer-in-Chief (Civil), Odisha,  
Nirman Soudha, Keshari Nagar, Unit-V, Bhubaneswar-751001



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# DOCUMENT HISTORY

**Quarterly Progress Report**

**July 2012**

Project Title	Project Management Consultancy Services for Strategy Formulation and Implementation of IT-ICT-MIS Architecture & Capacity building for OWD
Report Title	Quarterly Progress Report
Report Version	Version 1.0
Reporting Period	March – June 2012
Reporting Entity	Odisha Works Department, Govt. of Odisha
Reporting for	World Bank Loan no # 7577
On-Site Inputs	March – June 2012
Report Prepared by	Team Leader

## Abbreviations & Acronyms

Abbreviation	Description
ADB	Asian Development Bank
AOTO	Advisory Technical Assistance
ASEAN	South East Asian Nations
AE	Assistant Engineer
BOOT	Build, Own, Operate & Transfer
BOT	Build Operate Transfer
BPR	Business Process Re-Engineering
C&AG	Comptroller and Auditor General of India
CAA	Constitution Amendment Act
CE	Chief Engineer
DEAS	Double Entry Accounting System
DGPS	Differential Global Positioning System
DPR	Detailed Project Report
EoI	Expression of Interest
EIC	Engineer-in-Chief
EE	Executive Engineer
FCR	Full Cost Recovery
FDI	Foreign Direct Investment
FIAP	Financial Improvement Action Plan
FRBM	Fiscal Responsibility and Budget Management (FRBM) Act, 2006
FTP	Full Technical Proposal
FY	Fiscal Year

FYP	Five Tear Plan
GAAP	Governance & Accountability Action Plan
GCP	Ground Control Point
GIS	Geographical Information System
GO	Government Order
GOO	Government of Odisha
GOI	Government of India
Hrs	Hours
ICT	Information Communication Technology
IPEC	Investment Program Empowered Committee
IRM	India Resident Mission (ADB)
IT	Information Technology
IDS	Institutional Development Strategy
IR	Inception Report
ISAP	Institutional Strengthening Action Plan
JNNURM	Jawaharlal Nehru National Urban Renewal Mission
JICA	Japan International Cooperation Agency
LB	Local Body
LG	Local Government
M&E	Monitoring & Evaluation
MDA	Management Discussion Analysis
MFF	Multi-Tranche Finance Facility
Million	Ten Lakhs
MIS	Management Information System
MoA	Memorandum of Agreement

MoU	Memorandum of Understanding
NGO	Non Government Organization
NMAM	National Municipal Accounting Manual
NH	National Highway
O&M	Operation & Maintenance
OBS	Opening Balance Sheet
OSRP	Odisha State Road Project
OWD	Odisha Works Department
PMC	Project Management Consultancy
PFS	Pre-Feasibility Study
PPP	Public Private Partnership
PSP	Private Sector Partnership
PPTA	Project Preparatory Technical Assistance
PWD	Public Works Department
QPR	Quarterly Progress Report
RFP	Request for Proposal
SEA	Single Entry Accounting
SE	Superintending Engineer
SH	State Highway
SWOT	Strength, Weakness, Opportunity and Threat
TA	Technical Assistance
The Assignment	Project Management Consultancy Services for Strategy Formulation and Implementation of IT-ICT-MIS Architecture, Facilities & Capacity Building for Odisha Works Department
The Client	Odisha Works Department, Government of Odisha

The Consultants	Cybertech Software & Media Pvt. Ltd., Bhubaneswar
ToR	Terms of Reference
WB	World Bank

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## 1. PREFACE AND ACKNOWLEDGEMENT

The Chief Engineer, World Bank Projects, Odisha on behalf of Works Department, Govt. of Odisha entered into a contract with “Cybertech Software & Multimedia (CSM) Pvt. Ltd.” on 2nd March 2012 for “Project Management Consultancy Services for Strategy formulation and implementation of IT-ICT-MIS Architecture, Facilities & Capacity Building for Odisha Works Department [OWD]” vide the contract Agreement No.-3 of 2011-2012 in response to OSRP Loan # 7577-IN.

The 24-months assignment that commenced from 26th March’2012 is to provide consultancy services to help the OWD, Government of Odisha to develop and implement a comprehensive and viable IT-ICT-MIS Strategy covering all design, development and commissioning/implementation stages under the proposed strategy. The consultants are likely to identify initiatives and investments compatible with current GOO policy on the role of IT in the State’s Public Sector. They shall plan to achieve initiation of e-governance and e-procurement state-wide and its constituents units and other line departments. This consultancy shall provide a full fledged developed IT-ICT-MIS solution to OWD and implement in all the departments, offices and stakeholders offices of OWD.

This is the first Quarterly Report (QPR) of the consulting assignment for the quarter April-June’12 detailing the various tasks initiated like Inception Phase and As-Is Study of OWD processes by the consulting team deployed. The main **objective and purpose** of the quarterly report is to highlight the main achievements, key challenges and targets achieved during this quarter. The QPR also lists the important meetings that the consulting team were engaged in, the background documents referred, the reports submitted, training conducted, public consultations organized, and other information that have a bearing on the execution of this assignment.

The consulting team wishes to express its gratitude to the Chief Engineer, World Bank Projects, Odisha Works Department, and to all the members, people’s representatives Department’s Heads of OWD, other stakeholders and the CSM staff who is supporting the consulting team in executing the assignment and for preparing this report. The team also expresses its gratitude to all people of OWD who supported the team in some way or the other for executing assignment.

*The Project Team  
Project Management Consultants (PMC), Odisha  
World Bank Loan No # 7577  
April- June 2012*



## 2. EXECUTIVE SUMMARY

Presented below is the executive summary of the progress of work during the first quarter i.e. March – June'12 of the consulting assignment.

The major activities covered under the assignment are divided into main three phases and each phase is further divided into number of sub-activities:

1. Design Phase:
  - Inception Report
  - As-Is Process Report
  - Draft IT-ICT Strategy Formulation Report
  - Final IT-ICT strategy Formulation Report
2. Procurement Phase:
  - Preparation Procurement Plan
  - Bidding document
  - Technical Evaluation Report
  - Vendor Selection Report
3. Implementation Phase:
  - SRS Review Report
  - Monthly Development Progress Report
  - BPR & Training Plan Report
  - UAT Plan and Testing Report
  - Quality Audit Report
  - Implementation Report
  - Training Report

The 24 months assignment is to provide IT-ICT consultancy to Orissa Works Department under this project and select vendor or IT company to develop and implement the required or proposed solution for OWD by the consultancy group in their IT-ICT strategy formulation report.

This QPR provides list of all the meetings held with client and other stakeholders, list of procurements, list of training/workshops, and list of information relied on by the project team, and information of miscellaneous nature procured from various primary and secondary sources/departments since inception of the project. This report also highlights the Progress of work/activities during this quarter.

This report also provides a matrix of the work planned during this quarter and its status and provides a matrix of the work planned for the next quarter i.e. July – Sept'12. The report also provides the planned deployment schedule of the consultants for the following quarter.

This report also highlights the person days utilized during this quarter by the project team and the teams planning for the next quarter. All the photographs taken during this quarter, during the Inception phase, Work Shop, and during the As-Is study at OWD offices, circles and division are also attached as annexure.

## 2.1. Introduction

1. After clearance from Govt. of India, a World Bank Mission from the World Bank visited the State from April 14-22, 2005 to initiate the preparation of the proposed Orissa State Roads Project (OSRP). After meetings with the concerned officials of the Government of Orissa (GOO) and senior management of the Orissa Works Department (OWD), and field visits to some of the proposed roads, State Level Project Monitoring Committee on External Aided Project chaired by the Chief Secretary, Orissa, on 20.01.05 approved the preliminary proposal including 27 nos. of road project under World Bank Scheme and 14 road projects under JICA<sup>1</sup> scheme. The project cost proposed under JICA was Rs. 715.34 Crores for 805 Km of state road and that under World Bank Rs. 1642.44 Crores for 2197 Km of state road.

**The World Bank Mission** agreed for a Project for improvement of about 1200 – 1400 Km State Roads with a Project size of Rs. 1480 Cr. (US\$ 315 Million) with loan component of Rs. 1175 Cr. (US\$ 250 Million) and counterpart funding of Rs. 305 Cr. (US\$ 65 Million). The World Bank team after discussion with the Finance Department to include the following project:

- a) Institutional Reform of the Works Department, as per the Institutional Strengthening Action Plan (ISAP) prepared by the Task Force constituted by Government;
  - b) Identification of Roads to be improved under Public Private Partnership (PPP) mode with Viability Gap Funding from Govt. of India and World Bank along with preparation of necessary legal frameworks and documents;
  - c) Establishment of a Road Asset Management System for Works Department during Phase-I.
  - d) Appointment of Project Management Consultancy Services for Strategy Formulation and Implementation of IT-ICT-MIS Architecture & Capacity building for OWD, its associated stakeholders and officers
2. The Chief Engineer, World Bank Projects Orissa signed the Contract, No. 3 of 2011-2012 under Loan No #7577-IN with Cybertech Software and Multimedia Pvt. Ltd. on 2<sup>nd</sup> March 2012. The Consultant commenced its activities on March, 26<sup>th</sup>, 2012. As per the terms of the agreement and ToR, the consulting CSM team would submit a quarterly progress report other than the technical report.
  3. The report submitted hereby contains the quarterly progress of the work undertaken during the quarter of April-June'12, of the 24 months assignment. The work undertaken is in accordance with the scope of the work laid down in the agreement/ToR.

## 2.2. Background

1. Government of Orissa attempts to manage the State's major road network and building assets successfully by implementing various institutional strengthening and capacity building measures as part of the new World Bank assisted Orissa State Roads Project (OSRP) under implementation since late 2008. To manage the State's major road network and building assets successfully and to ensure that new investments in new infrastructure assets can achieve the expected socio economic outcomes in Orissa, the GOO has since 2005 already been acting to modernize its organizational functions centered on the Orissa Works Department

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<sup>1</sup> Japan International Cooperation Agency - Funding Agency

(OWD). Some of these actions are based on the Institutional Development Strategy (IDS), established in 1999-2000, reviewed in 2006-07 and now expressed in an updated GOO-endorsed Institutional Strengthening Action Plan (ISAP) comprising both 'catch-up measures' to upgrade the ongoing OWD functions and resources in infrastructure management, and 'strategic measures' to modernize the structure and overall capacity of road and building sectors in future. An important element of this will be the adoption of an effective Strategy for development and implementation of effective agency-wide Management Information System (MIS), project Management and decision support tools in the OWD supported by effective Information Technology / Information Communications Technology (IT/ICT) architecture resources.

In order to achieve this, OWD has decided to take the assistance of an outside Consultancy Firm with expertise in the MIS and IT/ICT fields to help the OWD to decide the strategy to meet these challenges. The GOO's whole- of- government Anti-corruption policy and e-governance initiatives, embraced under the OSRP via Governance & Accountability Action Plan (GAAP) is having significant impacts on the OWD functions and responsibilities. The new project will help the State's infrastructure needs by strengthening & enhancing the full range of OWD capabilities and resources and extend the OWD capacity development measures already underway.

2. Overall objective of the consultancy services under these description of services is to help the OWD to develop and implement a comprehensive and viable medium-to-longer term IT-ICT-MIS Strategy, inclusive of phased roll out plan(s) and with at least indicative cost-estimates provided for both major individual components and in aggregate for the overall IT-ICT-MIS 'project' covering all design, development and commissioning/ implementation stages under the proposed Strategy. The consultants are expected to identify initiatives and investments which – building on the achievements and benefits of the state-wide initiation of e-governance and e-procurement – are compatible with current GOO policy on the role of IT in the state's public sector and which can quickly usher in and IT-ICT oriented work-culture within OWD.
3. The table below describes the major activities covered under the assignment.

Sl. No	Activities	Planned to be Completed
<b>Design Phase</b>		
1	Inception Report	1 <sup>st</sup> Month
2	Report on the operation and existing business processes of OWD	3 <sup>rd</sup> Month
3	Draft IT-ICT strategy, solution, and implementation and procurement plan.	5 <sup>th</sup> Month
4	Final IT-ICT strategy, solution, implementation and procurement plan.	6 <sup>th</sup> Month
<b>Procurement Phase</b>		
5	Detailed Procurement plan for hardware procurement, networking, software development/ implementation and roll-out, data entry, Capacity Building and change management.	6 <sup>th</sup> Month
6	Bidding Documents for the Hardware procurement, Networking, Software development and implementation and roll-out, data entry and training requirements as per the procurement plan duly approved by OWD.	7 <sup>th</sup> Month
7	Technical evaluation report of the vendors.	10 <sup>th</sup> Month

8	Final report for vendor selection.	11 <sup>th</sup> Month
<b>Implementation Phase</b>		
9	Review of the SRS, High level design, low level design, database design, security design, software development, testing and installation, etc.	13 <sup>th</sup> Month
10	Status update report of the project at monthly intervals.	Monthly
11	Review of training, change management, business process improvement, etc. which will be carried out by implementation consultants.	
12	Review reports with review findings and action plan (monthly)	Monthly
13	Development of User Acceptance Test (UAT) plan	19 <sup>th</sup> Month
14	Conducting UATs jointly with the OWD staff / managers and providing UAT test reports	21 <sup>st</sup> Month
15	Enabling the OWD to make the system “Go Live” at both sites.	22 <sup>nd</sup> Month
16	Quality Audit report with audit findings and action plan	23 <sup>rd</sup> Month
17	To assist OWD in implementation of the project smoothly, and in the sustenance phase, after completion of the project, for a period of 3 months.	On Call basis
18	Support the department during the maintenance phase with technical / process inputs	On Call basis

### 3. PROJECT LOGISTICS

1. The Client / Executive agency designated a Nodal person at each Division/office/circle to assist the consultant’s team in understanding functions, procedure, reporting process, challenges faced by the OWD. The client also planned and informed all the nodal offices about the intended visit of consultants team for As-Is study.
2. CSM developed a project office at CSM Corporate Office to coordinate effectively with the consultants and support staff for completion of project activities. Project Office address is:

IT-ICT Strategy Formulation Project Office  
CSM Complex, STPI, 2nd Floor, PD Market,  
CRPF Square, Bhubaneswar, Odisha -751012  
Phone- 0674-3012900, www.csimpl.com

### 4. RESOURCES DEPLOYED DURING THE QUARTER

The various resource persons deployed by the consulting agency CSM as per agreement are stated in the table below. In addition, the project Coordinator, Mr. Surjit and the CEO, Mr. Nanu Panny of the consulting agency also gave their valuable inputs in the project during the quarter.

**Table 2: Resources Deployed until end of June 2012**

Expert Name	Project Designation	Total Contracted Days (nos)	Days used until end of June '12	Balance Days (nos)	Balance Days (%)
Mr. Rajesh Sanghi	Team Leader - Cum- BPR Specialist	360	60	300	17%

Er. Binod Chandra Padhi	Sector Domain Specialist	210	50	160	28%
Er. Prafulla Kumar Mishra	Procurement Specialist	120	5	115	2%
Mr. Sankarsan Dash	IT-ICT-MIS Specialist	180	50	130	42%
Mr. Pradyut Mohan Dash	Project Coordinator	360	60	300	17%
Mr. Pinaki Dash	Project Support Consultant	450	80	370	18%
Mr. Nirakar Mallick	Capacity Building Trainer	90	0	90	0%
<b>Total</b>		<b>1770</b>	<b>305</b>	<b>1465</b>	

## 5. PROGRESS DURING THE QUARTER (APRIL – JUNE'12)

1. Project period is from 26th March'12 to 30th March'2014.
2. The CSM Consultants commenced its activities on March, 26th, 2012.
3. The consultant has gone through the OPWD codes and rules for better assessment of OWD functions and business process to improve and enhance the quality and successful & timely implementation of project components.
4. The consultants met all the concerned officials during 26<sup>th</sup> March'12 to 16<sup>th</sup> April'12 for preparation of assessment schedule, questionnaire for assessment (**Refer Annexure-2**) and to organize a Workshop with all the stakeholders of OWD on 17<sup>th</sup> April 2012.
5. The Consultants organized an Inception workshop at the OWD Conference Hall, 3rd Floor, Nirman Shoudh, Bhubaneswar On 17th April'2012 to introduce the Project's approach and methodology to invited OWD members and other stakeholders. The print and broadcast media covered the event. The Consultant clarified the queries of OWD officials and the stakeholders during the discussion. The officials from (a) Odisha Works Department, (b) Finance Department, (c) Planning & Coordination Department, (d) IT Department, (e) Revenue & Disaster Management Department & (f) Forest & Environment Department were present in the workshop.
6. All the observations & suggestions of EIC-cum-Secretary OWD, Principal Secretary, Revenue Department, CE(WBP) (**Refer Annexure -1**) and number of stakeholders during the Inception Workshop and World Bank Team were incorporated into the Draft Inception Report and submitted to OWD on 26<sup>th</sup> April'12 for their review and approval.
7. CSM Consultants started the As-Is Study on 7<sup>th</sup> May'12 and completed on 16<sup>th</sup> June'12. They visited all the offices during this time period as planned in consultation with OWD nodal officer and also visited circles and divisions office in other cities to have first hand understanding and the exact working procedures, process and problems faced by the OWD officials. A detailed list of offices visited and officials met is and the

meeting minutes for As-IS study report are annexed in the Draft As-is report which is under preparation along with all the processes, procedure, code of practices of OWD. **(Refer Annexure-3 for Project Activities)**

8. During the As-IS Study to OWD offices in other cities, photos were taken of offices and meeting for record and reference. Please refer **Annexure – 5 for photos**.

### 5.1. Key Achievements

The key achievements of the team during this quarter are:

- Submission of **Inception Report** to OWD after incorporating all the suggestions and comments of OWD team and World Bank team members. Approval is pending.
- Completed **As-Is Study** from 7<sup>th</sup> May to 16<sup>th</sup> June'12. Report is under preparation.

### 5.2. Challenges Faced

- Establishment of the Project Management Consultants (PMC) office to provide adequate counterpart personnel for coordination and transfer of skills & responsibilities for the success of the Project.
- To finalize an implementation schedule containing the detailed work program in accordance with the milestone requirements of the OWD and WB expectations.
- To prioritize various activities according to project schedule in consultation with all the concerned agencies, their suggestions and expectations along with the exact components to be included under this project.
- To establish a two-way feedback mechanism between all stakeholders of the project and the consultants through various workshops. To organize periodic meetings with all the officials of departments involved in the project for creation of the right framework.
- To capture and procure information from various levels of governance due to non-availability of proper base data for framing the total IT-ICT-Architecture in time.
- To understand the IT Infrastructure needs of various departments of OWD and to provide trainings to use the facilities for their day-to-day work.
- To integrate all the available information and existing applications and architecture from departments, which are at varying level of automation and have various types of application from various vendors implemented in context with the proposed IT-ICT Implementation project.

- To implement a standard IT-ICT & BPR policy in such an environment to facilitate multiple services is a key challenge despite the existing guidelines for any particular activity as the working in different departments is person specific and styled accordingly.
- Consultations, Training, Seminars and Workshops with Stakeholder throughout the Project Implementation period.

### 5.3. Work Plan for the Next Quarter

- To submit draft As-Is Report to OWD for Review.
- To submit final As-Is Report OWD including all the comments and suggestions to OWD for approval.
- To prepare Draft IT-ICT Strategy, solution, Implementation and Procurement Plan report.
- To submit Draft IT-ICT Strategy, solution, Implementation and Procurement Plan report to OWD for review.

## 6. PLAN FOR RESOURCE DEPLOYMENT – FOR NEXT QUARTER (JULY – SEPT’12)

Table 2: Resources Deployment plan for next quarter (Refer Annexure-4)

Expert Name	Project Designation	Days Planned to complete the activities of July-Sept’12 quarter
Mr. Rajesh Sanghi	Team Leader - Cum- BPR Specialist	80
Er. Binod Chandra Padhi	Sector Domain Specialist	30
Er. Prafulla Kumar Mishra	Procurement Specialist	10
Mr. Sankarsan Dash	IT-ICT-MIS Specialist	40
Mr. Pradyut Mohan Dash	Project Coordinator	80
Mr. Pinaki Dash	Project Support Consultant	90
Mr. Nirakar Mallick	Capacity Building Trainer	0

## **7. EXTERNAL MEETINGS, CORRESPONDENCE, TRAINING & CONSULTANTS ETC.**

### **Meetings:**

- During the quarter, a number of meetings were held with client related to projects and all the meetings are mentioned in section 5 of quarterly progress Report.
- A number of internal meetings were also held amongst various consultants and project Director, OWD but have not been mentioned in this report.

### **Trainings & Public/Stakeholders Consultants:**

- An Inception Workshop was organized on 17th April'12 in OWD head office with OWD and its Stakeholders to introduce CSM and its approach & methodology for this IT-ICT Project. No training and public consultation was held during the quarter.

### **Approval/Concurrences Pending:**

- Approval of Inception Report is pending with OWD.



## ANNEXURE-1

### Gantt chart of Project Activities

MAJOR ACTIVITIES	2012												2013												2014		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
<b>I. Overall Project Management</b>	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			
a. Mobilization and Project Office setup	■																										
b. Kick off meeting	■																										
c. Inception Report	■																										
<b>II. Review &amp; Assessment</b>																											
Interaction with OWD user		■																									
Study of Existing system used by OWD		■																									
Interaction with asset management team		■																									
Interaction with RSID Team		■																									
Peparation of As-Is Report		■	■																								
Review and Approve by OWD				■																							
Approve by World Bank Team					■																						
<b>III. Capacity Building Program</b>																											
Short Term Capacity Building Program								■																			
Mid Term Capacity Building Program										■	■																
Long Term Capacity Building Program																											
<b>IV. Identification of GAP</b>				■																							
<b>V. Business Process Re-engineering</b>																											
SubTask-1: Prepare for Re-Engineering					■																						
SubTask-2: Strategic Assessment or Map & As-Is Process Study					■																						
SubTask-3: Analysis of Existing Process & Design To-Be Process					■																						
SubTask-4: Plan for Implementation of Re-Engineering or To Be Process					■																						
SubTask-5: Plan for Improvement of Process Continuosly					■																						
<b>VI. Framing IT-ICT-MIS Strategy Report</b>																											
SubTask-1: Draft IT-ICT Strategy, Solution, Implementation Plan					■																						
Review and Approve by OWD					■																						
Approve by World Bank Team					■																						
SubTask-2: Final IT-ICT Strategy, Solution, Implementation Plan						■																					
Review and Approve by OWD						■																					
Approve by World Bank Team						■																					
<b>VII. Procurement Planning</b>																											
SubTask-1: Planning								■																			
SubTask-2: Review & Requirement									■																		
Review and Approve by OWD									■																		
Approve by World Bank Team									■																		
SubTask-3: RFP Process										■																	
SubTask-4: Evaluation Process											■																
Review and Approve by OWD											■																
Approve by World Bank Team											■																
SubTask-5: Award of Contract												■															
<b>VIII. Monitoring &amp; Implementation</b>																											
SubTask-1: Design/SRS Study													■														
SubTask-2: System Development													■	■	■	■	■	■	■	■	■	■	■	■			
SubTask-3: Implementation																	■	■	■	■	■	■	■	■			
SubTask-4: Long Term Capacity Building Program																				■	■	■	■	■			
SubTask-5: GoLive																							■	■			
<b>IX. Reporting</b>																											
a. Monthly Progress Report																						▼	▼	▼			

Planned ■ Used ■ ▼

## Annexure - 2

### Experts/Consultants Time Plan Chart

## ANNEXURE-2 KEY EXPERTS - PERSONNEL TIME CHART

Position	Name	Mar'2012- Feb'2013												Mar'2013- Feb'2014												No. of Months		
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Scheduled	Used (Q1)
<b>Overall Project Time Period</b>		-----																								25.00	2.00	2.00
Team Leader-cum-BPR	Rajesh Sanghi	-----												-----												12.00	2.00	2.33
MIS Expert	Sankarshan Dash	-----												-----												6.00	1.33	1.33
Domain Expert	Er Binod Chandra Padhi	-----												-----												7.00	2.00	1.00
Procurement Expert	Er Prafulla Kumar Mishra	-----												-----												4.00	0.17	0.33
Project Coordinator	Pradyut Mohan Dash	-----												-----												12.00	2.00	2.33
Project Support Consultant	Pinaki Dash	-----												-----												15.00	2.67	3.00
Capacity Building Trainer	Subrat K. Hota	-----												-----												3.00	0.00	0.00
<b>TOTAL MAN-MONTHS</b>																										59.00	10.17	10.33



## Annexure - 3

### As-Is Study - Project Photos

**CSM Team for As-Is Study at R&B & National Highway Division- Sambalpur**



R&B & NH Sambalpur Division Office



MPH, EE Sambalpur Office



CSM Team & MPH Officials



CSM Team & MPH Officials



CSM Team with PA of SE, NH



NH Sambalpur Division Office

**CSM Team for As-Is Study at Mechanical Division - Sambalpur**



Sambalpur Mechanical Division Office



Sambalpur Mechanical Division Office



Sambalpur Mechanical Division Office



CSM Team with Mechanical Officials



CSM Team with Mechanical Officials



Sambalpur Mechanical Division Office

**CSM Team for As-Is Study at R&B Division - Bargarh**



R&B Bargarh Division Office



CSM Team with R&B Bargarh Officials



CSM Team with R&B Bargarh Officials



CSM Team with R&B Bargarh Officials



CSM Team with R&B Bargarh Officials