



**Government of Odisha (GOO)
Chief Engineer, World Bank Projects, Odisha
Odisha State Roads Project**

**Consultancy Services for
Road Sector Institutional Development
Loan # 7577-IN**



QUARTERLY PROGRESS REPORT # 6



**Intercontinental Consultants
and Technocrats Pvt Ltd**



In association with

ARKITECHNO
CONSULTANTS (INDIA) PVT. LTD.

Project Office: N-3/91, I.R.C. Village, Nayapalli, Bhubaneswar-751015, Odisha.
L: +91-674 - 2557204, F: +91-674 - 2553689, email: orissa@ictonline.com



Table of Contents

| | | |
|----------|--------------------------------------------------------|----------|
| 1 | Background of the Study | 1 |
| 1.1 | General..... | 1 |
| 1.2 | Project Background..... | 1 |
| 1.3 | Project Objectives..... | 2 |
| 1.4 | Scope of Services | 2 |
| 1.5 | Project Management | 3 |
| 2 | Quarterly Progress Report | 7 |
| 2.1 | Engagement of Key Personnel | 7 |
| 2.2 | Progress | 7 |
| 2.2.1 | Period of Coverage..... | 7 |
| 2.2.2 | Milestones Achieved..... | 7 |
| 2.2.3 | Details of Meetings/Events held and their Agenda | 8 |
| 2.2.4 | Other State Visits | 9 |
| 2.2.5 | Field Investigations | 9 |
| 2.2.6 | Progress on Individual Tasks | 10 |
| 2.3 | Specific Issues needing Interventions of OWD | 17 |

Annexures

- Annexure I: Meetings Carried Out by Key Personnel
Annexure II: Schedule of the State Visit of OWD Officials

List of Tables

| | | |
|------------|----------------------------------------------------------------------------------|----|
| Table 1-1: | Responsibility Matrix for Tasks under RSID | 4 |
| Table 1-2: | Engagement of Key Personnel | 5 |
| Table 2-1: | Engagement of Key Personnel on the Project during the Quarter | 7 |
| Table 2-2: | Details of Reports/Draft Reports Submitted during the Quarter | 7 |
| Table 2-3: | Details of Meetings/Events held during this Quarter | 8 |
| Table 2-4: | Field Investigations Undertaken During this Quarter | 9 |
| Table 2-5: | Progress on Individual Tasks, Proposed Actions Next, OWD Interventions etc. | 11 |

**Abbreviations**

| | |
|--------|--------------------------------------------------------|
| AE | Assistant Engineer |
| BBDT | Benkelman Beam Deflection Test |
| CE | Chief Engineer |
| DCP | Dynamic Cone Penetration |
| DTL | Deputy Team Leader |
| EE | Executive Engineer |
| EIC | Engineer in Chief |
| GERC | Gujarat Electricity Regulatory Commission |
| GIDB | Gujarat Infrastructure Development Board |
| GOO | Government of Odisha |
| HQ | Head Quarter |
| HRD | Human Resource Development |
| ICTPL | Intercontinental Consultants and Technocrats Pvt. Ltd. |
| IDS | Institutional Development Strategy |
| IR | Inception Report |
| ISAP | Institutional Strengthening Action Plan |
| MIS | Management Information System |
| MPRDC | Madhya Pradesh Road Development Corporation |
| NABARD | National Bank for Agriculture and Rural Development |
| NH | National Highway |
| OD | Organisational Development |
| OPWD | Odisha Public Works Department |
| ORSAC | Odisha Space Application Centre |
| OWD | Odisha Works Department |
| PMU | Project Management Unit |
| PWD | Public Works Department |
| QPR | Quarterly Progress Report |
| R&D | Roads and Bridges |
| RFP | Request for Proposal |
| RSA | Road Safety Assessment |
| RSID | Road Sector Institutional Development |
| SBD | Standard Bidding Document |
| SE | Superintending Engineer |
| TIMS | Training Information Management System |
| TL | Team Leader |
| TNA | Training Needs Assessment |
| ToR | Terms of Reference |
| WB | The World Bank |



SECTION 1

BACKGROUND OF THE STUDY



1 Background of the Study

1.1 General

The improved transport system has been considered by the Government of Odisha as the major development agenda towards poverty eradication. The onus of achieving this strategic objective has been entrusted to Works Department of Government of Odisha (GOO). Therefore, efficient functioning of Odisha Works Department (OWD) is the key to economic growth and satisfaction of the communities. To meet the expectations, it needs to adapt itself to contemporary tools of planning, design, construction technology, road safety, plants/equipment and other modern techniques. Besides, there is a strong need to develop vision, mission (in line with broad 'Vision' and 'Development Goals' of Odisha) of the OWD and then to undertake Institutional Development measures by:

- Institutional Strengthening and Restructuring
- Capacity building

This study is to support such initiatives to strengthen OWD, GOO.

1.2 Project Background

To carry forward its laid strategic objectives, GOO conceived a plan to upgrade major roads in the state and sent a proposal for Loan Assistance to The World Bank (WB) during the year 1997–98. The WB however suggested to not only include improvement of the Road Transport Infrastructure, but also focus on improving and upgrading the Institutional Capacity of OWD. Accordingly, the GOO undertook an 'Institutional Development Strategy' (IDS) Study' during 1998–99 by engaging a Consultant. The study identified several key result areas to be addressed in OWD and concerned road sector institutions over short (0–2 years), medium (2–5 years) and long term (5–10 Years).

Based on the recommendations of the IDS Study, the GOO decided to undertake Road Sector reforms and update the policies and enhance the capacities in planning and efficient management of Road Sector.

As an integral part of the new project, GOO agreed to undertake development of an integrated Institutional Strengthening Action Plan (ISAP) in a phased manner during the proposed Odisha Road Sector Project (OSRP). The GOO constituted a 'Task Force' to revise the IDS, update its vision and findings where appropriate, and develop an ISAP with the assistance of a Consultant and in consultation with the WB. Based on the WB suggestions on Road Sector Reforms, the Task Force inputs and GOO requirements, the ISAP was formulated in 2007 with focus on Institutional Strengthening and Capacity Building of OWD. The ISAP suggested undertaking various activities over the period 2008-2018. The ISAP included clear, monitor-able targets and milestones for a planned range of policy, capacity and resource improvements in the following fields:

- i. Road Sector Strategy (Regulatory and Strategic Context);
- ii. Core Processes in Road Management;



- iii. Organisational Structure and Management;
- iv. Financial Management, Audit and Administration;
- v. Information and Communication Technology (ICT) and MIS; and
- vi. Human Resource Development (HRD) and Capacity Building.

As a follow up action, the implementation of ISAP activities in the road sector as suggested under ISAP 2008–2018 was endorsed by the State Government in 2009. This also facilitated monitoring of ISAP results by the GOO and the Bank.

In order to carry forward the objectives of ISAP on reforms in Road Sector in general and the OWD in particular, OWD initiated actions to procure the services of a Consultant as per WB guidelines on procurement for Road Sector Institutional Development (RSID). M/s Intercontinental Consultant Technocrats Pvt. Ltd. (ICTPL) in joint venture with Grant Thornton Advisory Pvt. Ltd. (GTAPL) in association with ARKITechno Consultants (India) Pvt. Ltd. have been retained by OWD to provide such services over a period of 30 months (April 2012-Oct 2014).

1.3 Project Objectives

The broad objective of consultancy services is Road Sector Institutional development. However, the specific objectives of the RSID consultancy can be stated as:

- to enhance the institutional capacity of OWD and where appropriate, other concerned GOO road sector agencies engaged in road infrastructure development
- to improve the engineering aspects and planning for road safety management in the State
- to initiate mechanism for sustainable future growth of the road sector with the resources dedicated to roads infrastructure development.

1.4 Scope of Services

The achievement of this overall objective will, at varying stages, involve policy and institutional interventions in the roads sector, in accordance with the ISAP. This requires diverse forms of technical assistance, training and capacity building services, policy studies and implementation support (including legal and statutory aspects).

To achieve the above goal the Consultants have proposed to carry out a set of distinct Tasks integrated into one overall 'package'. The 'package' of services includes:

- Broad-based 'decision-making' involving major stakeholders;
- 'Facilitation and support' to the Client in the process of preparing and presenting recommendations to the GOO;
- Subsequent implementation of the accepted package (once GOO decisions are made); and
- Provide assistance for drafting and/or development of documentation of a legal and/or statutory nature.



The specific tasks comprising the assignment are:

- Comprehensive revision and updating of Odisha Public Works Department (OPWD) Code and Procurement Manual;
- Development and Establishment of a state-level strategic policy and vision document for the Odisha road sector;
- Completion of an OWD-wide Training Needs Assessment (TNA) followed by implementation of TNA based staff training programme supported by a HRD Policy;
- Finalisation and operationalization of current department plans for enhancement of staffing structures and some related re-organisation of OWD;
- Development of a multi-sectoral road safety action plan;
- Development of a comprehensive main road network master plan for Odisha road network with multiyear plans and annual plans for roads development;
- Report on study of roads funding options for possible creation of a State Road Fund;
- Development of a framework for effective Road Toll Collection & Management, based on recently enacted Tolling Act;
- Report on Vehicle Axle Load Regulation & Management besides support for development of a Vehicle Overload Management and Information System; and
- Review the present institutional structure arrangements of the state road sector and recommend most effective options for improved delivery of services and governance.

1.5 Project Management

The management of the project has been structured, taking into account the functional and operational hierarchical structure of OWD and GOO and for smooth approval of deliverables and decision making process during the course of assignment.

At operation level, the Consultants reports to Head, Project Management Unit (PMU) – which is Chief Engineer (CE), WB Projects, OWD. The PMU remains the main link between the OWD and RSID Consultants. The provision of PMU has been included as part of the WB suggested project management structure. The CE (WB) and Head of PMU have nominated Shri R. R. Bohidar, SE as the Nodal Officer for coordinating the activities during consultancy services. The major responsibilities of nodal officer includes providing needful support and assistance in undertaking various sub tasks by the consultants, which could involve meetings, interactions, feedback and data/information collection from the project stakeholders or other GOO officials. In addition, the PMU has constituted 10 task forces (one for each specific task as mentioned in section 1.4), which are now mostly headed by one CE and two superintendent/executive engineers, as depicted in **Table 1-1**.

From the consultancy team, Team Leader is responsible for timely submission of deliverables as per agreed project schedule and to undertake technical correspondence with the PMU and relevant GOO officials. The consultancy team comprises of 15 subject matter experts consultants as indicated in **Table 1-2**.



Table 2-1: Responsibility Matrix for Tasks under RSID

| CE/EIC | Nodal Officer | | | | |
|---------------------------------------------|------------------------------------------------------|------------------------------------------------------|--------------------------------------------------|-------------------------------------------|---------------------------------------------|
| | Dr. NC Pal | Er. MR Misra | To be named | Er. BC Tripathy | Er. KB Panda |
| EIC, RW & CE, DPI & Roads | Road Network Master planning | | | | |
| | TL/PK Nanda/Chandi Ganguly/B Muthuthevar/D Vasudevan | | | | |
| CE, DPI & Roads | Road Sector Policy & Strategy | | | | |
| | TL/Chandi Ganguli/B Muthuthevar/Dipak Rao | | | | |
| Addl. Secy. (Works) & CE, DPI & Roads | | Future Road Sector Institutional Options | | | |
| | | TL/A Basu | | | |
| EIC, Civil, CE, Buildings | | | Reorganisation & Strengthening of OWD | | |
| | | | TL/CP Bohra/SN Swaroop/A Basu | | |
| CE, NH CE, Designs | | | | | Revision of OPWD Code & Manual |
| | | | | | TL/Deepak Narayan/BR Suri/Dipak Rao |
| MD, OBCC CE, World Bank Projects | Road Toll Collection & Management | | | | |
| | TL/A Basu/BR Suri/Dipak Rao | | | | |
| CE, World Bank Projects | | Road Safety Engg. & Planning | | | |
| | | TL/PK Nanda/PK Sikdar/Dipak Rao | | | |
| | | Vehicle Axle Load Regulation & Management | | | |
| | | TL/PK Nanda/PK Sikdar/BR Suri | | | |
| CE, World Bank Projects & CE, e-procurement | | | | | Future Road Management & Funding |
| | | | | | TL/A Basu/C Ganguly/B Muthuthevar/Dipak Rao |
| CE, RDQP | | | | OWD Staff Training & HRD | |
| | | | | TL/CP Bohra/S Jagota/SN Swaroop/Dipak Rao | |
| Total Tasks | 3 | 3 | 1 | 1 | 2 |

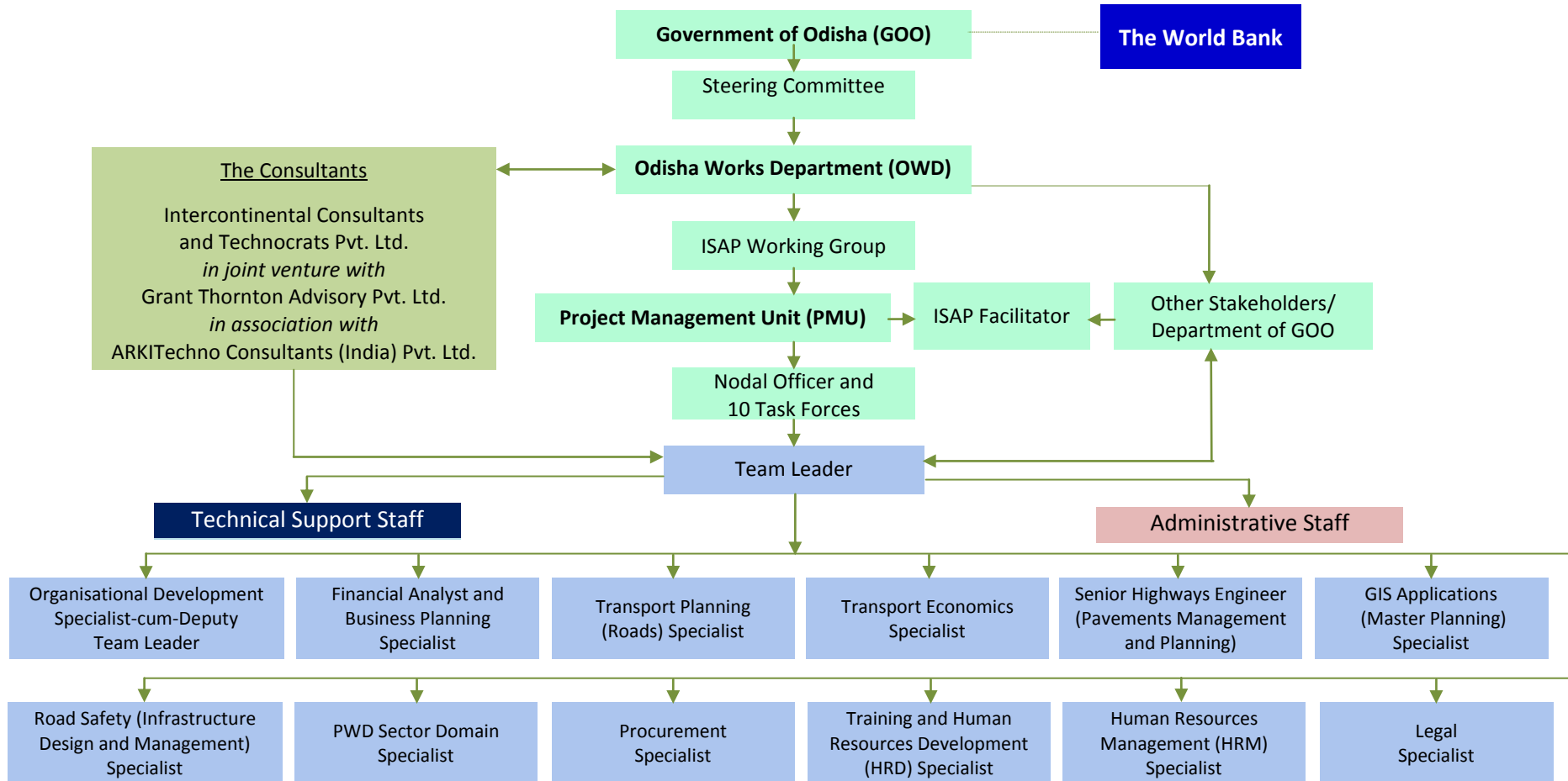
**Table 1-2: Engagement of Key Personnel**

| Sl. No. | Position | Name |
|----------------|---------------------------------------------------------------|-----------------------------|
| 1 | Road Agency Management Specialist-cum-Team Leader | Mr. Arun P. Mokashi |
| 2 | Organisational Development Specialist-cum-Deputy Team Leader | Dr. C. P. Bohra |
| 3 | Financial Analyst & Business Planning Specialist | Mr. Amitava Basu |
| 4 | Transport Planning (Roads) Specialist | Mr. Chandi Ganguly |
| 5 | Transport Economics Specialist | Mr. Boominathan Muthuthevar |
| 6 | Senior Highways Engineer (Pavements Management and Planning) | Dr. P. K. Nanda |
| 7 | GIS Applications (Master Planning) Specialist | Mr. D. Vasudevan |
| 8 | Road Safety (Infrastructure Design and Management) Specialist | Dr. P. K. Sikdar |
| 9 | PWD Sector Domain Specialist | Mr. Deepak Narayan |
| 10 | Procurement Specialist | Mr. B. R. Suri |
| 11 | Training and Human Resources Development (HRD) Specialist | Mr. Sandeep Jagota |
| 12 | Human Resources Management (HRM) Specialist | Mr. S. N. Swaroop |
| 13 | Legal Specialist | Mr. Dipak Rao |
| 14 | Adhoc Technical Specialist | Col. S. P. Tomar |
| 15 | Adhoc Technical Specialist | Mr. Tony Mathew |

For undertaking individual tasks, respective Key Experts of consulting team maintains liaison with concerned GOO departments for discussions, feedback and data/information collection and analysis, specific to their specific areas of expertise. Operationally the key experts work in close coordination with respective task forces, which interacts on a regular basis and provides required feedback.



Project Organisation



Legend:

- Funding Agency
- The Client
- The Consultants
- Key Personnel
- Technical Support Staff
- Administrative Staff



SECTION 2

QUARTERLY PROGRESS REPORT



2 Quarterly Progress Report

2.1 Engagement of Key Personnel

The following (refer **Table 2-1**) Key Personnel visited the project site and contributed on the project during the quarter and had useful interactions with OWD and GOO officials for inputs, data/information and feedback for their individual tasks and to attend other important activities.

Table 2-1: Engagement of Key Personnel on the Project during the Quarter

| Sl. No. | Position | Name |
|---------|--------------------------------------------------------------|---------------------|
| 1 | Road Agency Management Specialist-cum-Team Leader | Mr. Arun P. Mokashi |
| 2 | Organisational Development Specialist-cum-Deputy Team Leader | Dr. C. P. Bohra |
| 3 | Financial Analyst & Business Planning Specialist | Mr. Amitava Basu |
| 4 | Transport Planning (Roads) Specialist | Mr. Chandi Ganguly |
| 5 | Senior Highways Engineer (Pavements Management and Planning) | Dr. P. K. Nanda |
| 6 | Training and Human Resources Development (HRD) Specialist | Mr. Sandeep Jagota |
| 7 | Adhoc Technical Specialist | Mr. Tony Mathew |

2.2 Progress

2.2.1 Period of Coverage

This QPR presents the progress made on various tasks during the fifth quarter of the consultancy period i.e. 09th July 2013 to 08th October 2013

2.2.2 Milestones Achieved

During the sixth quarter of the consultancy, QPR 5 and a number of other reports related to specific tasks were submitted. The details of the same are presented in **Table 2-2**.

Table 2-2: Details of Reports/Draft Reports Submitted during the Quarter

| Sl. No. | Description | Submission Date |
|---------|-------------|-----------------|
| 1 | QPR 5 | 09.07.2013 |



| Sl. No. | Description | Submission Date |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 2 | Report on TNA Result | 18.07.2013 |
| 3 | Draft Report on proposed Odisha Road Safety Action Plan | 08.08.2013 |
| 4 | Report on Vehicle Axle Load Regulation & Management | 08.08.2013 |
| Other Submissions | | |
| 5 | Submission of Interim Report on Revision of OPWD Code & Manual (Remaining Chapters of Vol. II) Chapter 6 – Budget, Accounts & Audit Chapter 7 – Safety Management & Environmental Safeguard Chapter 12 – IT & MIS | 11.07.2013 |
| | Draft OPWD Manual - Chapter 1 to 6 | 17.08.2013 |
| | Draft OPWD Manual - Chapter 7 to 12 | 02.09.2013 |
| | Submission of Chapter 13 of OPWD Manual | 17.09.2013 |
| | Submission of draft Procurement Manual for Goods | 19.08.2013 |
| | Submission of draft Procurement Manual for Works | 18.09.2013 |

2.2.3 Details of Meetings/Events held and their Agenda

For undertaking various tasks and to carry forward the consultancy, various meetings/events were held during the quarter. **Table 2-3** presents the details of some of the important meetings.

Table 2-3: Details of Meetings/Events held during this Quarter

| Sl. No. | Meetings/Events | Agenda | Schedule | Outcome/ Personnel Involved |
|---------|--------------------------------------------------------------------------------------|--------------------------------------------------------|------------------------------|--------------------------------------------------------------------------------------------------------|
| 1 | Presentation to Mr. R. Rohtagi, TTL, WB and WB Team, CE WBP and Senior OWD Officials | Status of various tasks undertaken by RSID Consultants | 25 th July 2013 | Presentations & discussions on progress of various tasks and way forward by Dr. CP Bohra |
| 2 | Project Review by Mr. B. C. Pradhan, New CE WBP | Project Review | 16 th August 2013 | Presentation of status of various tasks undertaken by RSID Consultants and way Forward by Dr. CP Bohra |



| Sl. No. | Meetings/Events | Agenda | Schedule | Outcome/ Personnel Involved |
|---------|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------------------------------------|
| 3 | Presentation to Mr. R. Rohtagi, TTL, WB, CE WBP and Senior OWD Officials | Review of progress on individual tasks | 21 st September 2013 | Presentations & discussions on progress of various tasks and way forward by Dr. CP Bohra |
| 4 | Progress Review by Mr. V. M. Reddy, ISAP Facilitator and OWD Officials | Review of progress on individual tasks | 23 rd to 28 th September 2013 | Review of progress on individual tasks |
| 5 | Road Sector Policy & Strategy Presentation to EIC, CEs and Mr. V. M. Reddy, ISAP Facilitator | Review of submitted Draft Report on Odisha Road Sector Policy & Requirements for its Implementation | 28 th September 2013 | Presentations & discussions on draft policy report by Mr. Amitava Basu |
| 6 | Mr. B. C. Pradhan, CE, WBP | Review of ongoing activities and planning of future activities | 01 st October 2013 | Mr. Arun P. Mokashi, TL |
| 7 | Mr. R. R. Bohidar, Nodal Officer, ISAP | Regarding Project Deliverables and Workshops | 03 rd October 2013 | Mr. Arun P. Mokashi, TL |

Excluding these, various meetings were carried out by individual key personnel for their respective tasks are as enclosed as per **Annexure I**.

2.2.4 Other State Visits

A 9 days state visit of OWD officials to Gujarat and Madhya Pradesh was carried during period of 21st July 2013 to 29th July 2013. The schedule and details of the said visit is enclosed as per **Annexure II**.

2.2.5 Field Investigations

Various field investigations were undertaken during this quarter. The details of the same are described in **Table 2-4**.

Table 2-4: Field Investigations Undertaken During this Quarter

| Sl. No. | Task | Schedule of Conduct | Achievements/Milestones |
|---------|----------------|-----------------------------|------------------------------|
| 1 | Road Inventory | Initiated in middle of June | 187 links (out of 191 links) |



| Sl. No. | Task | Schedule of Conduct | Achievements/Milestones |
|---------|------------------|----------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| | | 2013 and completed by Mid-August, 2013 | covering 2,980 km have been completed |
| 2 | Roughness Survey | Initiated in middle of June 2013 and completed by Mid-July 2013 | 186 links (out of 191 links) covering about 3,030 km have been completed |
| 3 | BBDT Test | Initiated on 24 th June 2013 and completed by end of September 2013 | 182 sections (out of 191 links) covering about 3,030 km have been completed |
| 4 | DCP Test | Initiated on 1 st week of July and completed by end of September 2013 | 184 sections (out of 191 links) covering about 3,060 km have been completed |

N.B.: Contrary to the original plan of surveys in 191 locations, primary surveys could only be completed on 182 to 186 locations, since the remaining locations are disturbed due to insurgency activities. However, as envisaged in the ToR, primary surveys were conducted on more than 3000 km of road network.

2.2.6 Progress on Individual Tasks

During the quarter, key experts have undertaken various activities towards completion of respective tasks. Based on the achievements till date, activities during next quarter have also been planned. **Table 2-5** presents the details of the same as well as support/interventions expected from OWD and stakeholders.



Table 2-5: Progress on Individual Tasks, Proposed Actions Next, OWD Interventions etc.

| Task No. | Task | Task Progress (activities undertaken) | Way Forward and proposed Actions | Interventions Expected from OWD | Milestone and Target date |
|----------|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Revision of Works Code and Manual | A. Code and Manual <ul style="list-style-type: none"> Finalised structure of OPWD Manual Review meetings have taken place to discuss all 12 Chapters of OPWD Code submitted earlier. The details of the said meetings are enclosed as per Annexure I. All 13 Chapters of OPWD Manual have been submitted during 17th August to 17th September 2013 | <ul style="list-style-type: none"> Finalisation of all 12 Chapters of Revised OPWD Code after compliance of observations during review meetings Finalisation of all Chapters of Manual after compliance of observations during review meetings | <ul style="list-style-type: none"> Approval of all Chapters of revised OPWD Code Approval of all Chapters of OPWD Manual | <ul style="list-style-type: none"> Submission of all Chapters of revised Code by 31st October 2013 Submission of Chapters of OPWD Manual by 30th November 2013 |
| | | B. Procurement Manual and Standard Bidding Documents <ul style="list-style-type: none"> Revised draft Manual of policies and procedure for Employment of Consultants sent by e-mail to OWD on 26/07/2013. Draft Manual for procurement of Goods sent to OWD by e-mail on 19/08/2013. | <ul style="list-style-type: none"> Discussion with OWD on draft SBD for procurement of Goods so that it could be finalized. Discussion with OWD on draft Manual on Works, Goods and Consulting Services so that it could be finalized. | <ul style="list-style-type: none"> During our discussions with Mr. Reddy, ISAP Facilitator on 25th September 2013 it was conveyed that SBDs Works have been reviewed by the committee of CEs, OWD | <ul style="list-style-type: none"> New target dates to be decided by OWD. |



| Task No. | Task | Task Progress (activities undertaken) | Way Forward and proposed Actions | Interventions Expected from OWD | Milestone and Target date |
|----------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | <ul style="list-style-type: none"> • Draft Manual for procurement of Works sent to OWD on 18/09/2013 • PPP document for building works submitted by OWD is under review • RFP for Consulting Services for Building Works – The OWD document has been reviewed and it transpired that it is based on already submitted our draft RFP document. | | <p>and stands modified, thereafter submitted to Govt. for approval. Reply awaited</p> <ul style="list-style-type: none"> • Comments and approval of draft manual on Works, Goods and Consultancy services. | |
| 2 | Road Sector Policy and Strategy | <ul style="list-style-type: none"> • A Presentation on draft road sector policy & strategy was made to EIC, CEs and Mr. V. M. Reddy, ISAP Facilitator on 28th September 2013 • After receiving Mr. Reddy's comment TL discussed further action with Mr. Bohidar, Nodal Officer, ISAP on 03rd October 2013 | <ul style="list-style-type: none"> • Finalized draft Road Sector Policy Report and submit the revised report | <ul style="list-style-type: none"> • OWD will circular Draft Road Policy to Stakeholders and forwarded their comments to Consultant | <ul style="list-style-type: none"> • By end of October 2013 all comments should be received by the Consultant and revised Report will be submitted |
| 3 | Reorganisation | <ul style="list-style-type: none"> • Submitted higher level | <ul style="list-style-type: none"> • Development of Revised | <ul style="list-style-type: none"> • In time comments/ | <ul style="list-style-type: none"> • Workshop in early |



| Task No. | Task | Task Progress (activities undertaken) | Way Forward and proposed Actions | Interventions Expected from OWD | Milestone and Target date |
|----------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | and Strengthening of OWD | <p>organizational structure and its modifies versions (as per discussions till Sept 20, 2013);</p> <ul style="list-style-type: none"> Brainstorming sessions with EEs and SEs during July-Aug 2013 Discussions and preliminary feedback of Secretary Cum EIC, Works Department, GOO and senior OWD officials on higher level structure of OWD (Sept 07) Presentation and Point to point discussions with CE WBP and Senior OWD officials on Senior and Middle level structure (Sept 18) | <p>structure (senior level) based on feedback</p> <ul style="list-style-type: none"> Finalization of decision on functional specialization (road, buildings) by OWD Submission of revised working paper; and Workshop to develop OWD VISION/MISSION. | <p>approval of submissions;</p> <ul style="list-style-type: none"> Active participation in the workshop/brainstorming sessions; Feedback and comments for improvements. Finalization of date of VISION/MISSION workshop | <p>Nov 2013; and</p> <ul style="list-style-type: none"> Finalized organizational structuring (without detailed HR numbers and their responsibilities charts) for short to medium period and strengthening proposals by Dec 2013. |
| 4 | OWD Staff Training and HRD | <ul style="list-style-type: none"> Submission of 'Report on Training Needs Assessment Results' on July 18, 2013. Presentation on OWD Human Resource Development Policy and Training Needs Assessment Results made on August 16, 2013; and | <ul style="list-style-type: none"> Facilitate adoption of Draft OWD Human Resource Development Policy; Presentation on 'Draft OWD Training Needs document' and proposed TNA-Based programs and OWD Training Role - 'Training Plan' | <ul style="list-style-type: none"> Prioritized feedback and approval of submitted draft documents; and Proposed revised organization structure to be agreed. | <ul style="list-style-type: none"> Training evaluation system note expected to be submitted during November 2013 'Training Information Management System (TIMS) Manual' to be |



| Task No. | Task | Task Progress (activities undertaken) | Way Forward and proposed Actions | Interventions Expected from OWD | Milestone and Target date |
|----------|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | <ul style="list-style-type: none"> Submission of Proposed TNA-Based programs and OWD Training Role - 'Training Plan' on 2nd week of October 2013. | <ul style="list-style-type: none"> Prepare note on OWD training evaluation system Prepare 'Training Information Management System (TIMS) Manual' document. | | submitted by December 2013 |
| 5 | Road Safety Engineering and Planning | <ul style="list-style-type: none"> As per schedule and original work plan, Report on 'Draft Road Safety Action Plan' submitted on August 08, 2013. | <ul style="list-style-type: none"> Conduct a high level workshop on road safety to discuss the 'road safety action plan', latest by first week of November 2013; an approach paper was submitted on June 6, 2013 for circulation to WB and the stakeholder departments of GOO, which is to be ensured. Organise State visits for GOO representatives to gain experience on best practices in multi-sectoral road safety interventions elsewhere in India; Report on 'Final Road Safety Action Plan' will be submitted in November 2013, as per | <ul style="list-style-type: none"> Initiate discussions with Chief Secretary, GOO and Secretaries of stakeholder departments like Transport, Home, and Health and finalise date of high level workshop; Initiate discussions with OWD for their discussion with different departments of GOO to select appropriate delegation to participate in planned State visit; Decide the dates and institutions to be visited and inform consultants well ahead of time to | <ul style="list-style-type: none"> State Visits to be carried out latest by 2nd/3rd week of October 2013; High level workshop to be organized by 1st week of November 2013; Submit 'Final Road Safety Action Plan' by November 2013 after receiving feedback from State visit and high level workshop |



| Task No. | Task | Task Progress (activities undertaken) | Way Forward and proposed Actions | Interventions Expected from OWD | Milestone and Target date |
|----------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | original schedule | organize the visit | |
| 6 | Road Network Master Planning | <ul style="list-style-type: none"> All the surveys and tests (Roughness, Road Inventory, BBDT, Dynamic Cone Penetrations - DCP) have been completed barring a few locations on 191 links Analysis of all the surveys/tests data are in progress Traffic modeling of the selected network using CUBE software is in progress; Preparation of 'Interim Report on Road Network Master Planning' is in progress; | <ul style="list-style-type: none"> Submission of 'Interim Report on Master Planning of Major Road Network in Odisha' by October 30, 2013; Presentation on progress of Interim Report on Master Plan to the WB Mission; Economic Analysis of road network to be considered in the master plan – Transport Economist to be mobilized on November 2013; | <ul style="list-style-type: none"> Feedback and comments on Interim Report on Master Plan 2013; Procurement of outstanding data – Updated GIS maps from ORSAC. | <ul style="list-style-type: none"> Submission of 'Interim Report on Master Planning of the major road network in Odisha' by October 30, 2013; |
| 7 | Future Roads Management Funding | <ul style="list-style-type: none"> Studied the existing sources of funding of road sector; Reviewed other sources of funding of road sector in other states; and Structuring of Road Fund with respect to lessons learnt from similar funds in other countries | <ul style="list-style-type: none"> Submission of the draft report and discussion with OWD. | <ul style="list-style-type: none"> Feedback and inputs from OWD. | <ul style="list-style-type: none"> Submission of the draft report by 10th October 2013. |



| Task No. | Task | Task Progress (activities undertaken) | Way Forward and proposed Actions | Interventions Expected from OWD | Milestone and Target date |
|----------|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| | | and states in India. | | | |
| 8 | Road Toll Collection and Management | <ul style="list-style-type: none"> • Study and Review of Current Tolling System in the State of Odisha and Revenue Collected from various Toll Booths; • Study of Tolling Policy, Practices and Mechanism in Other States; • Working out Options on Tollable and Non-Tollable Roads; • Development of Draft Guidelines to facilitate Toll Setting, Operation and Collection of Toll Revenue on Outsourced basis; • Preparation of Model Tolling Contracts; and • Preparation of Implementation Plan. | <ul style="list-style-type: none"> • Submission of Tolling Report; • Presentation and discussion on Tolling Report; and • Finalisation of Tolling Report. | <ul style="list-style-type: none"> • Feedback and inputs from OWD. | <ul style="list-style-type: none"> • Draft Report on Tolling by 21st October 2013. |
| 9 | Vehicle Axle Load Regulation and Management | <ul style="list-style-type: none"> • Draft Report on Vehicle Axle Load Regulation & Management was submitted in August 2013 | <ul style="list-style-type: none"> • No further action is proposed till we get response from the Client | <ul style="list-style-type: none"> • Client will review the Report and give directions for further actions, if any | <ul style="list-style-type: none"> • Nothing is envisaged at this stage |
| 10 | Future Road Sector | <ul style="list-style-type: none"> • Work is in progress by including feedback from Road Policy | <ul style="list-style-type: none"> • Comments are being | | <ul style="list-style-type: none"> • As per Inception |



| Task No. | Task | Task Progress (activities undertaken) | Way Forward and proposed Actions | Interventions Expected from OWD | Milestone and Target date |
|----------|-----------------------|---------------------------------------|----------------------------------|---------------------------------|---------------------------|
| | Institutional Options | Report Presentation | incorporated | | Report (April 2014) |

2.3 Specific Issues needing Interventions of OWD

As discussed above, OWD needs to:

- Accelerate the process of review of reports and should provide comments/feedback on various submitted documents so as to facilitate their approval and payments ;
- Provide feedback/experiences from the state visit
- Undertake decision on the dates of the proposed workshops (Vision workshop, High level workshop on Road Safety Action Pan);
- Intensive persuasion with ORSAC for remaining maps; and
- Intensive persuasion with department of *Panchayat Raj*, GOO for identification and marking of missing roads on ORSAC images.



ANNEXURES



Annexure I: Meetings Carried Out by Key Personnel

| Sl. No. | Meetings/Events | Agenda | Schedule | Outcome/ Personnel Involved |
|-------------------------------------------------|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|----------------------------------------------------------|
| 1 | Revision of Works Code & Manual | | | Mr. Amrendra Sinha and Mr. B. S. Rajpal |
| | Er. A. K. Panigrahi, CE, Design Directorate, OWD | <ul style="list-style-type: none"> Regarding OPWD Code & Manual | 05-08 th August 2013 | Chapter 3 – Works |
| | | | 12 th & 14 th August 2013 | |
| | | | 19 th August 2013 | Chapter 4 – Public Buildings |
| | | | 21 st August 2013 | Chapter 5 – Miscellaneous Rules |
| | | | 22 nd August 2013 | Chapter 6 – Budget, Accounts & Audit |
| | | | 24 th , 26 th & 27 th August 2013 | Chapter 7 – Safety Management & Environmental Safeguards |
| | | | 27 th August 2013 | Chapter 8 – Asset Management |
| | | | 18-19 th Sep 2013 | Chapter 10 – Dispute Resolution, Arbitration & RTI |
| | | | 23 rd -24 th Sep 2013 | Chapter 9 – Quality Management |
| | | | 26 th Sep 2013 | Chapter 12 – IT & MIS |
| 30 th Sep 2013 | Chapter 11 – PPP | | | |
| 05 th Oct 2013 | Chapter 13 – Powers of Sanction of Govt. & Officers of Department in Charge of Public Works | | | |
| 2 | Road Network Master Planning | | | Mr. Tony Mathew |
| | Mr. Tripathy, Odisha Mining Corporation | <ul style="list-style-type: none"> Existing & Future Development plans for Mines | 01 st -10 th August 2013 | |
| | Mr. Sunil Patil, Sr. Geologist, OMC | | | |
| | Mr. D. K. Pattnaik, Sr. Manager, Geologist, OMC | | | |
| Mr. J. K. Das, SE, Vigilance, Former EE Tourism | <ul style="list-style-type: none"> Existing & future development | | | |

**Road Sector Institutional Development, Odisha**

| Sl. No. | Meetings/Events | Agenda | Schedule | Outcome/ Personnel Involved |
|---------|------------------------------------------------------------------------------|-------------------------------------------------------------|---------------------------------------------------|-----------------------------|
| | Department | plans in Tourism Sector | | |
| | Mr. Munni Babu, Tourism Department | | | |
| | Chief General Manager, IDCO | • Existing & future development plans for Industry | 01 st -10 th August 2013 | |
| | Mr. Mitrabhanu Choudhury, Consultant to IPICOL | | | |
| | Mr. B. N. Palai, Chief General Manager, IPICOL | | | |
| | Mr. D. K. Senapati, Joint Manager, IPICOL | | | |
| | Mr. Tapan Ku. Mishra, Director, Statistic, Motor Vehicle Department | • Transport policy & development plan | | |
| | Mr. D. R. Patra, RTO, Bhubaneswar | | | |
| | Mr. Bishnupada Sethi, Director, Directorate of Census, Odisha | • GDP Data | | |

**Road Sector Institutional Development, Odisha****Annexure II: Schedule of the State Visit of OWD Officials**

| Day | Dates | Schedule |
|------------------------------------------|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Day 1 | 21.7.2013 | Departure from Bhubaneswar to Ahmadabad via New Delhi |
| Day 2 | 22.7.2013 | Visit to GIDB, and CE (R&B), Gujarat |
| Day 3 | 23.7.2013 | Visit to GERC and Transport Department |
| Day 4 | 24.7.2013 | Enroute meetings and meetings at Junagarh with Field Officers, Tolling Mechanism |
| Day 5 | 25.7.2013 | Meetings with Field officials, Tolling, Road Safety |
| Day 6 | 26.7.2013 | Departure from Ahmadabad to Indore, Madhya Pradesh SPV (Private + MPRDC) office at Indore, Toll System at Indore - Ujjain, Late departure to Bhopal (Enroute visit to Toll managed by SPV) |
| Day 7 | 27.7.2013 | Visit to MPRDC, PWD |
| Day 8 | 28.7.2013 | Departure from Bhopal to Bhubaneswar via Mumbai |
| Day 9 | 29.7.2013 | |
| Name of the OWD Officials Visited | | |
| 1 | Er. Bharat Chandra Pradhan, CE, NH | |
| 2 | Er. Rashmi Ranjan Bohidar, Nodal Officer, ISAP | |
| 3 | Er. Aditya Kumar Ray, SE, Roads | |
| 4 | Er. B. C. Tripathy, SE, NABARD | |
| 5 | Dr. Narayan Ch. Pal, EE, PMU | |
| 6 | Er. Manoranjan Mishra, EE, PMU | |
| 7 | Er. Sameer Hota, AE, PMU | |