

The World Bank

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April 12, 2012

Mr. S. K. Ray
Engineering-in-Chief cum Secretary
Works Department, Government of Orissa
Secretariat Building
Bhubaneswar 751 001

Dear Mr. Ray:

*IN: Orissa State Roads Project (Loan Number 7577-IN): Institutional Strengthening and Governance and Accountability Action Plan (GAAP)
Interim Mission: March 16–21, 2012*

We thank the Orissa Works Department (OWD) and the Government of Orissa (GOO) for the support extended to the Bank team that undertook an Interim Mission during March, 2012. The attached Mission Note summarizes the mission's findings and agreements reached on various critical aspects.

We are pleased to note that after significant delays in engaging consultants, the implementation outlook on both Institutional Strengthening and GAAP now look positive due to various actions taken by the government including (i) operationalization of the 2011 Tolling Act provisions; (ii) the satisfactory progress in the Asset Management System (AMS) consultancy assignment; (iii) establishing an on-line version of Project-focused Complaints Handling Process and dedicated website; (iv) satisfactory ongoing Project 'public information / disclosure' capacity and performance, including via the main OSRP-centered website, and; (v) action towards the first Road User Satisfaction Survey (RUSS).

In order to sustain this momentum, there is an urgent need to integrate various consultancy output and mobilize organization wide support, involvement and consultation by convening meetings of various committees, constituted to oversee Asset Management System (AMS), the Road Sector Institutional Development (RSID) and IT-ICT-MIS Strategy & Action Plan consultancies. I trust you will appreciate that your personal involvement in reviewing progress of these consultancies having organization wide reforms agenda, is key to their success.

We are, however, concerned to note that no action has yet been taken to meet the requirement of collecting and compiling baseline socio-economic data along project corridors, as a basis for assessing achievement the Project Development Objective (PDO), in accordance with the Project Legal Agreement. I would appreciate if the action on this front can be expedited in line with discussions during the mission.

Headquarters Washington DC USA

Should you require any clarifications; please do not hesitate to contact me (e-mail: rrohatgi@worldbank.org) or my colleague Mr. Sri Kumar Tadimalla (stadimalla@worldbank.org).

With regards,

Sincerely,



Rajesh Rohatgi

Task Team Leader (Orissa State Roads Project) & Sr. Transport Specialist
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cc: Mr. A. P. Padhi, Principal Secretary to the Chief Minister, Orissa
Mr. J.K. Mohapatra, Principal Secretary, Department of Finance, Government of Orissa
Mr. N.K. Pradhan, Chief Engineer (World Bank Projects), Orissa

IN: Orissa State Roads Project
Interim Mission: March 16–21, 2012

Introduction

1. A World Bank team comprising M/s Ernst Huning, Institutional Development Specialist (Consultant), and Krishnan Srinivasan, Governance Specialist (Consultant), visited Orissa over the period March 16–21 March, 2012, as part of the Bank's implementation support for the Orissa State Roads Project (OSRP).

2. The scope of this visit was limited to the *Institutional Strengthening* and the *Governance & Accountability* elements of the Project. The visit timing was particularly valuable given the mobilization now progressively underway of important consultancy services to support the achievement of those Plans.

3. The Bank team (hereafter termed simply 'the mission') wishes to record its appreciation of the assistance provided by officials of Orissa Works Department (OWD) and the Project Management Unit (PMU) to enable necessary meetings and consultations during this visit, even during the ongoing state Assembly meetings. The OWD-facilitated participation of local National Informatics Corporation (NIC) representatives in meetings on IT and AMS matters also proved valuable.

I. Overall

4. ***Institutional Strengthening***: After significant delays in engaging consultants for major Institutional Strengthening Action Plan (ISAP) targets, the implementation outlook now look positive, given (i) the organization and capacity that OWD has put in place to administer and guide the ISAP program, (ii) actions taken by the GOO to operationalize the 2011 Tolling Act provisions, (iii) the satisfactory progress in the Asset Management System (AMS) consultancy assignment, and (iv) the imminent mobilization of both the Road Sector Institutional Development (RSID) and IT-ICT-MIS Strategy & Action Plan consultancies. Effective action in these 3 major consultancies will also strengthen the outcomes sought under the GAAP.

5. ***GAAP Implementation***: Overall progress in GAAP implementation remains satisfactory, taking into account the steady progress towards (i) establishing an on-line version of the now-conventionally-operating Project-focused Complaints Handling Process and dedicated website, (ii) satisfactory ongoing Project 'public information / disclosure' capacity and performance, including via the main OSRP-centered website, and (iii) action towards the first Road User Satisfaction Survey (RUSS)

6. The mission's main findings and 'next actions' (as resolved with OWD) are outlined further below, and recommended actions in the near future are summarized in the Table given at Annex A.

II. Implementation of Main ISAP TA / Consultancy Services

7. ***ISAP Implementation Management Capacity***: The staffing and resources of the dedicated I S Cell established by OWD in year 2011 are currently adequate for the initial stages of the main phase of ISAP implementation activities now getting underway. This takes into account the additional capacity assisting the Cell, made available through the OWD identification of a range of 'nodal officers' across the wider Department, in the PMU and in other concerned GOO entities (such as the Finance Department), who are to take responsibility for 'content' interaction with the external experts in each major ISAP field being tackled under the RSID services and the AMS. The mission and OWD have agreed that that a similar 'nodal officer' now needs to be identified promptly now for the IT-ICT-MIS consultancy services.

The resulting overall combination of OWD resources for interaction with the 3 major consultancies should be effective in maintaining an ongoing OWD / GOO focus on relevance, quality and timeliness in the consultants' separate outputs.

8. However, during very informative presentations from each of the consultants' teams (attended by the respective other consultancy teams also), the mission noted that each of these consultancies are in their separate ways planning to affect important aspects of OWD functions, business processes, organizational structure and staff skills, and their likely recommendations will therefore have a convergent range of impacts that need careful OWD management to achieve an optimal overall outcome. Even if each consultancy produces individually-satisfactory outputs as per their contract, these outputs will increasingly require integration and coordination to ensure the various changes being separately advocated and facilitated, do not conflict with (or frustrate) each other and/or lead to wasted efforts and duplication across the 3 contracted services.

9. To some extent, the challenge of such integration has been broadly assigned to the TL role in the RSID (aka ISAP support) services, but the OWD also will need to play an active multi-level role in this regard. The mission therefore made some recommendations about rationalizing and strengthening the OWD capacity now in place, conveyed during the mission as a note for OWD / PMU / IS Cell consideration (see Annex B). The immediate first task for achieving such strengthening of the intended OWD-centered framework (particularly for the agreed 'integration' objective) is to convene the ISAP Working Group and the IS Steering Committee Meetings, which have both been inactive pending the start-up of the RSID and IT-ICT-MIS consultancies. The mission recommended that these bodies should have active periodic involvement from now on in the monitoring and guidance of these major ISAP implementation activities, rather than be kept dormant until particular issues arise that seem to warrant their convening, had been the IS Cell thinking recently.

10. An emerging OWD proposal to strengthen the Department's higher-level ISAP monitoring and steering capacity by engaging suitable external part-time expertise was endorsed by the mission as likely to be a valuable additional 'ISAP implementation management' measure. Accordingly, the mission assisted the OWD preparation of a possible 'outline TOR' for such a role (see Annex C) which will be separately followed up by OWD management with the Bank shortly.

11. **Asset Management System (AMS) Development:** The mission and OWD jointly noted the steady progress made in the AMS consultancy assignment, based on:

- Near-completion of the road network GIS-based / GPS-referencing exercise covering some 17,000 km of SH / MDR / ODR section, with draft Report recently submitted to OWD / PMU and the supporting database in place and able to go 'live' when OWD acceptance is given
- OWD-based compilation of road inventory data for the 8,000 km OWD-managed roads substantially completed, with the processes fully documented in a new Data Collection Manual
- Road condition and traffic data collection / compilation for the OWD-managed roads being about 65% done, aimed at completion by end-June 2012
- The proposal for a further 800 km collection via comprehensive modern vehicle-based road condition / road corridor data collection / analysis methods executed by CRRI is now under active consideration between OWD and the AMS consultants, with a view to execution in mid-2012
- Procurement preparations for acquisition and implementation of the required Customized Off The Shelf System (COTS) software for core AMS functions are advancing 'on track', with the technical specifications and performance criteria now satisfactorily identified between the consultants and the OWD (taking into account also the relevant findings in the recent Exposure (interstate) visits by OWD / PMU staff) and the draft RFP / bid documents are now being jointly revised accordingly, to

then be submitted to the Bank by / before 15 April 2012 and aimed at a COTS procurement outcome by mid-December 2012; and

- Near-finalization of agreements between the OWD, the NIC and the AMS consultants about viable solutions to IT-server requirements for all AMS data storage / back-up / security purposes.

12. The PMU advised the mission of its concern that the AMS consultants have not yet fielded their lead IT Specialist despite several OWD intimations about the desirability of this in the COTS context and in other IT related activities. The mission agreed that, particularly as the IT-ICT-MIS consultancy is also now mobilizing, it is quite important that the AMS consultants act now to bring their lead IT Specialist to Bhubaneswar to provide higher-level IT expertise in the AMS exercise, as planned and as per contract.

13. As the AMS development program has advanced further than the new RSID and IT-ICT-MIS consultancies, it was noted by all concerned that some action had already been taken on AMS-related OWD training needs assessments, on determination of the overall AMS process framework, and on OWD organizational structure and 'capacity' measures that will need to be progressively taken up to effectively implement the AMS in the OWD workings over the next 12-18 months. The mission and the OWD jointly drew these developments to the attention of both the RSID and IT-ICT-MIS consultancy teams, for them to consider and embrace proactively in their deliberations about OWD structure, function, process and capacity issues and aims. The mission stressed to both the OWD and the consultants that in any event, the initiatives already necessarily taken under the AMS component should generally be regarded as not available for re-negotiation or reversal through ideas arising in the other 2 consultancies.

14. Road Sector Institutional Development (ISAP support): The key personnel for the RSID consultancy services made various presentations to the OWD and the mission, each addressing the more substantial individual fields of their planned services. The presentations generally showed a sound grasp of the aims of their services and a positive approach to engaging the challenging sector circumstances in the state in each major ISAP field.

15. However, in relation to some aspects of the presentations on the Road Safety and HR / HRD / Training elements of their work, the mission noted some rather generic assumptions and somewhat superficial views about (e.g.) the scope of the respective sub-components, the current OWD organizational situation and priorities. In response, the mission urged the consultants (i) to use the imminent Inception period of their services to update and better 'ground' their appreciation of the actual OWD and sector status in key matters, so as to take account of changes there since the 2008-era scenario outlined in the TOR / RFP; (ii) to try to minimise any rote application in this setting of ideal and/or generic 'solutions' from elsewhere, without first assessing the actual local context to identify its realities, strengths and constraints; and (iii) to engage the OWD and other stakeholders in a more open-minded and sensitive (rather than prescriptive) approach. The mission emphasized the need for (i) capitalizing on (rather than ignoring or wasting) similar initiatives underway via the AMS consultancy on (e.g.) staff Training and Capacity Building, and (ii) not duplicating data collection for various RSID strategic studies and pilots, where further use of (e.g.) already-available AMS-related data may be viable and efficient.

16. A major recurring aim of the RSID team in various ISAP fields apparently is the collection of significant amounts of new data to inform their deliberations and planning of interventions and activities, both within OWD and in targeted sector issues. The cumulative scale of mooted data requirements would be substantial enough to warrant particular discussion as soon as possible between the OWD and the consultants about the scope, local impacts and management of their planned set of data gathering requirements. Once underway, this 'pre-activity' data gathering is also likely to require pro-active I S Cell and OWD coordination and monitoring, to keep the processes efficient and well-focussed.

17. **IT-ICT-MIS Strategy & Action Plan Development:** The selected consultants also delivered a presentation on their tasks and planned activities, largely based on outlines of typical ‘mainstream’ IT consultancy diagnostic and planning methods and business-process-re-engineering (BPR) concepts. The consultant team acknowledged that their approach will need to be customized further during the Inception period to better suit the actual GOO and OWD environment. The mission drew their attention to (i) the need to optimise the benefits of (rather than re-work) any relevant actions already taken in the course of the AMS consultancy and (ii) the need to test their BPR aims directly with the OWD and GOO stakeholders in a careful step-wise approach, to foster the best prospects for uptake, implementation and sustainability of recommended BPR-based changes in the actual OWD and sector environment. The draft Strategy & Action Plan shall be submitted to OWD by end-September 2012. After the required GOO / OWD review and acceptance of the proposed Strategy & Action Plan, the consultants will provide wide-ranging procurement- and implementation-support services (including staff user training and OWD capacity building in ‘core’ IT-ICT management functions) until late 2013. The mission also expressed support for the OWD proposal to seek advice from local NIC representatives at various stages regarding the OWD response to these consultants’ outputs and proposals, given the extensive NIC familiarity with the OWD context via the recent E-procurement and AMS developments.

III. Implementation of the Governance & Accountability Action Plan (GAAP)

18. The mission reviewed the status of the major GAAP and related institutional strengthening (IS) elements, particularly the Project-focused Complaints Handling Process, ongoing Project ‘public information / disclosure’ arrangements and capacity and the performance of the OSRP-centered website operations, progress on the RSIDS, RUSS and the IT-ICT-MIS consulting services, and assessed overall GAAP implementation progress as **Satisfactory**. Issues now identified as needing progressive OWD / PMU attention are as follows.

19. **Ongoing RTIA / disclosure requirements:** The mission was pleased to note that the PMU has now disclosed information on disqualification criteria for bidders who engage on fraud/misrepresentation on the OSRP website. The mission also noted that there is a link now on the OSRP website to the list of blacklisted bidders that is on the GOO website¹.

20. **RTIA Training for OWD Staff:** The mission was concerned that very few training workshops have been conducted on RTIA for OWD staff since February 2010. The mission recommended that the PMU and OWD should take up the issue of obtaining further such RTIA training more proactively, by contacting the Orissa State Information Commission that is mandated to conduct such training annually, and/or possibly inviting trainers from the AP Centre for Good Governance and/or the Administrative Staff College of India (ASCI) to conduct such training at Orissa. The PMU has indicated that such training is scheduled to be now conducted in April 2012.

21. **Implementation of On-line Complaint Handling System:** The mission was informed that the NIC has now completed the security audit of the on-line Complaint Handling System (CHS) and the website. However, hosting and making both the CHS and the website fully operational is contingent on the PMU complying with the observations of the NIC. In this regard, the mission also met with the consultants (whose contract has now been extended by one year starting March 1, 2012) and urged them to redouble their efforts to resolve these issues and make the website and the CHS operational latest by April 15, 2012. In addition, the mission urged the consultants to develop a training schedule for the PMU officials on the same for subsequent maintenance and sustainability of these systems. On the complaints handling per se, the mission was informed that as per its suggestion in the previous AM, statistics pertaining to both complaint handling and RTIA requests would be made available on the website by March 31, 2012.

¹ http://orissa.gov.in/portal/Black_Contractors/bannedcontractors.pdf

22. Initiation of Road User Satisfaction Surveys (RUSS): The mission and OWD / PMU jointly reviewed the revised Inception Report from the MDRA consultants engaged to undertake the Project-centered RUSS. Having taken into account various comments from the previous Bank mission on the proposed questionnaires and other aspects of proposed MDRA survey procedures and methods, the Inception Report is now essentially regarded as being finalized and has been submitted to OWD for its acceptance (at which stage a copy will be forwarded to the Bank also). Such OWD acceptance is a necessary milestone as per contract in order for the next stage – piloting the inaugural Survey model – to be initiated. On this basis the consultants expect to submit their next deliverable, the Draft Survey Report, to OWD by 15 June 2012.

23. Collection of Project Baseline Socio-Economic Data: The mission had detailed discussions with the PMU that (i) established that no PMU action has yet been taken to meet the requirement of collecting and compiling baseline socio-economic data along project corridors, as a basis for assessing achievement during the Project of the PDO (as per the Project Agreement) and (ii) that the RUSS consultants may be the best option to tackle this overdue data before any further Project impacts and issues jeopardize the value of any such data collection. It was agreed that the RUSS consultants will consider taking on this task and would be expected to submit a proposal for this to the PMU by April 5, 2012. After due OWD consideration, the proposal would be forwarded to the Bank by April 15 2012 for its review / comment.

24. GAAP Review / Update: As the Project is getting close to its mid-term stage, the mission and OWD have agreed that it is now becoming timely for the ISAP Cell to convene an OWD meeting(s) aimed at reviewing the GAAP matrix (established in 2008) to ensure the contents and targeting still reflects the relevant Project and sector ground realities and priorities in the G&A field. Based on such a review, which would also take in Bank comments and suggestions, action would then be taken by OWD to further evolve GAAP targets and actions so that the updated GAAP may be more relevant, actionable and effective in the remaining Project period. This process should be initiated by OWD by end-April 2012.

Table-1
Actions Agreed during the March 16-21, 2012 Mission

<i>No.</i>	<i>Action Required</i>	<i>Agency</i>	<i>By Date</i>
IS / ISAP Matters			
1	Convene meeting of all IS Cell, PMU and nodal officers on ISAP roles / responsibilities / boundaries	I S Cell / OWD	April 15, 2012
2	Convening the ISAP Working Group and the I S Steering Committee, respectively	I S Cell / OWD	April 30, 2012
3	Engage external high-level ISAP monitoring / advisory services	OWD / PMU	April 30, 2012
4	Submission of revised/upgraded RFP / bid document for COTS acquisition and implementation to Bank for review / NOC	PMU / OWD	April 15, 2012
5	AMS consultants' lead IT Specialist to be re-mobilized on-site	PMU / AMS consultants	April 15, 2012
6	Rationalization of / planning for RSID consultants' data collection requirements during Inception phase	OWD, consultants	April 15, 2012
7.	Draft 'IT-ICT-MIS Strategy & Action Plan' submitted by consultants for OWD / GOO review / clearance	PMU, consultants	September 30, 2012
GAAP Matters			
1	CHS system and OSRP website fully operational post security audit	PMU	April 15, 2012
2	RTIA and complaint handling statistics disclosed on OSRP website	PMU	March 31, 2012
3	Training of PMU staff under RTIA	PMU/OWD	April 30, 2012
4	Proposal on collection and compilation of baseline socio-economic data along OSRP corridors submitted to Bank	PMU/RUSS consultant	April 15, 2012
5	Convening of concerned OWD staff to update the GAAP matrix	PMU & I S Cell	April 30, 2012
6.	Acceptance of RUSS consultants' (revised) Inception Report	PMU	March 31, 2012
7	Submission of Draft (RUSS) Survey Report to OWD, following Survey piloting	PMU, consultants	June 15, 2012

[OWD] ISAP Implementation - Coordination & Monitoring

The OWD-centered Institutional Strengthening program linked with the OSRP is now entering its highly anticipated 'implementation action phase', with the major Road Sector Capacity Development (RSCD) and IT-ICT-MIS Strategy & Action Plan consultancies now fast approaching the mobilization timing for their teams and their first-phase assessing / planning work to each produce an Inception Report over the next 2-3 months, alongside the important ongoing activities of the Asset Management System consultants. This is increasing the challenges being met by the OWD through the arrangements put in place since 2010 to manage the ISAP implementation activities and outputs successfully towards the overall ISAP targets and outcomes. Particular challenges are:

- **Contract Management:** Interactions between the PMU, the consultants and the ISAP Cell team about any necessary 'contract management' matters should be proactive and efficient so as not to impede the consultants' services unnecessarily
- **Mobilization & Inception:** The ISAP Cell and its staff need to actively facilitate and monitor the start-up and workings of the consultants, including to ensure their ready and ongoing access to required OWD, GOO and/or OSRP information and documents
 - ❖ Being inputs of information etc. as outlined in their contracts and bids; and
 - ❖ Being activities consistent with their agreed work plans and milestones
- **Coordination & Integration:** The ISAP Cell team needs to make plans with each of the consultants' TLs for meetings (etc.) between the 3 consultants' teams during the Inception period for the RSCD and IT-ICT-MIS consultancies, to begin and foster the process of pro-active consultations (i) among them and (ii) between them and OWD, to maximize the synergy between these services, to prevent duplication of actions and requirements, and to minimise possible incompatibility between their respective plans, outputs and recommendations
 - ❖ An early meeting of the ISAP Working Group (and/or Steering Committee ?) should now be convened, with all three consultants' senior personnel attending and making brief presentations on their tasks, their intended programs and their requirements for inputs / support from OWD and/or GOO
 - ❖ The ISAP Cell should arrange for and facilitate that meeting, and take responsibility for follow-up action on any matters decided there
 - ❖ The harmonization and optimizing of the outputs and benefits of these 3 consultancies is an important OWD challenge over the next 18-24 months
- **Clear & Realistic Responsibilities:** Early 'face-to-face' clarification is now rapidly needed between all parties (OWD, GOO, PMU, ISAP Cell and the identified "nodal officers") on:
 - ❖ The role and responsibilities of PMU, the Cell and 'nodal officers' vis-à-vis each other
 - ❖ The role(s) of 'nodal officers' and the appropriate limits to that role
 - ❖ The 'location' of due authority to decide / resolve any matters arising during the consultants' activities (there will be many different types of issues...)
 - ❖ The expected 'output review' mechanism(s) for different outputs by the consultants, taking into account any references in their contracts / RFPs to this.
- **Managing the ISAP Program:** a detailed overall ISAP work program and timetable – covering all three major IS consultancies – should now be established by the ISAP Cell for multi-level OWD monitoring purposes, and shared with both PMU and the three (3) consultancy TLs
 - ❖ In effect, the ISAP Cell team should now apply typical *Project Management* tools and skills to the complete range of ISAP activities, outputs and milestones
 - ❖ This will also enable more efficient periodic *progress reporting* between the Cell, PMU, the ISAP Working Group/Steering Committee, the OWD and the World Bank.

Orissa Works Department (OWD)
Implementation of Institutional Strengthening (IS) Program
REQUIREMENT FOR “I S COORDINATOR-CUM-ADVISOR” SERVICES
 (1st DRAFT)

An important part of the ongoing World Bank -assisted Orissa State Roads Project (OSRP) is the program of Project-funded institutional strengthening and capacity building, which has been getting underway since 2009 via a GOO-endorsed Institutional Strengthening Action Plan (ISAP). Oversight of the implementation of the ISAP on behalf of the GOO has been assigned (at different levels) to an *ISAP Steering Committee* and an *ISAP Working Group*, comprising representatives of both the OWD and various other concerned GOO entities, and a dedicated full-time ISAP Cell has recently been established in the OWD to directly take manage and monitor all ISAP implementation activities.

While action on the more substantive ISAP initiatives has been held up pending availability of external technical assistance (TA) and consultancy services, these have now all been engaged and are being progressively mobilized, as follows.

- TA for establishment of the Orissa Road Asset Management System (ORAMS), mobilized in May 2011
- Consultancy services for a multi-phase Road User Satisfaction Survey (RUSS) and baseline data collection, mobilized in September 2011
- Consultancy services for OWD-centered Road Sector Capacity Development (RSCD), being mobilized end-March 2012; and
- Consultancy services for development and implementation of an OWD IT-ICT-MIS Medium Term Strategy & Action Plan, being mobilized in early April 2012

Over the next 18 – 24 months, therefore, the diverse and growing TA/consultant activities and outputs will present significant monitoring, coordination, integration and ‘quality’ challenges for OWD management and for the various OWD / GOO mechanisms now in place for management and guidance of the ISAP program. The OWD therefore now wishes to strengthen its capacity for high-level monitoring and steering of the overall IS process by engaging a part-time, suitably experienced *IS Coordinator-cum-Advisor*.

Scope of Services

The selected IS Coordinator-cum-Adviser shall be charged with:

- Undertaking high-level monitoring of ISAP progress and results to help the OWD to ensure that the various ISAP activities and resources can achieve effective, well-integrated and timely IS outputs.
- Providing high-level guidance on the effectiveness of the mechanisms and resources in place in the OWD for managing the ISAP implementation and for operationalization of ISAP outputs in the working environment of the OWD.
- Facilitating the periodic functioning of the ISAP Steering Committee and/or the ISAP Working Group to ensure their effective contribution to the ISAP implementation process, including in the aim of wider involvement and ‘ownership’ being sustained among OWD staff, management and other stakeholders in that process.
- Providing advice and mentoring on ISAP implementation management to the OWD’s ISAP Cell, aimed at enhancing the Cell’s capacity, effectiveness and impact in its various ISAP monitoring, reporting and coordination functions.
- Advising on the effectiveness of intra-OWD communications on the IS program; and

- Advising the OWD senior executive and/or the OSRP Project Director (as appropriate / where required) on ISAP implementation strategy, on harmonization of diverse ISAP activities and outputs, and on responding to any unanticipated ISAP challenges.

Required Qualifications

The consultant selected as I S Coordinator-cum-Advisor shall have:

- (i) Significant experience at senior management / leadership level in road infrastructure development and management functions, specifically in the PWD environment in India;
- (ii) Proven capacity for the formulation and execution of complex and challenging strategies for institutional development / strengthening / reforms in India's roads sector;
- (iii) Professional qualifications in civil engineering with additional qualifications in Management, Administration, Planning and/or Economics (or similar fields);
- (iv) Sound knowledge of the current Center and State level policy, administrative and finance frameworks and processes for road infrastructure development and management; and
- (v) Effective oral and written communication and briefing skills, inter-personal and presentational skills, and proven capacity for mobilizing effective teamwork.

Period of Engagement

The services of the I S Coordinator-cum-Advisor will be required initially over a period of 18 months, which may be extended for a further 6 months' period by mutual consent, if required at the end of the primary 18 months' period by the (then) status of the ISAP implementation process and the overall interests of the OSRP.

The appropriate remuneration and other perquisites will be decided by negotiation.