



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

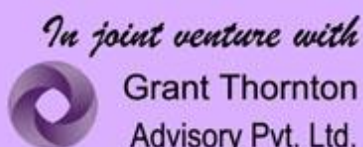
**Consultancy Services for  
Road Sector Institutional Development  
Loan # 7577-IN**



**QUARTERLY PROGRESS REPORT # 7**



**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**

|          |  |          |
|----------|--|----------|
| <b>1</b> | <b>Background of the Study .....</b>                   | <b>1</b> |
| 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        |
| <b>2</b> | <b>Quarterly Progress Report .....</b>                 | <b>7</b> |
| 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    | Progress on Individual Tasks.....                      | 9        |
| 2.3      | Specific Issues needing Interventions of OWD .....     | 18       |

**Annexure**

Annexure I: Meetings Carried Out by Key Personnel

**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/Revised/Draft Reports Submitted during the Quarter .....      | 8  |
| Table 2-3: | Details of Meetings/Events held during this Quarter .....                        | 8  |
| Table 2-4: | Progress on Individual Tasks, Proposed Actions Next, OWD Interventions etc. .... | 10 |

**Abbreviations**

|        |  |
|--------|--|
| AE     | Assistant Engineer                                     |
| CE     | Chief Engineer   |
| 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 1-1: 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                   | <b>Road Network Master planning</b>                  |  |  |   |   |
|   | TL/PK Nanda/Chandi Ganguly/B Muthuthevar/D Vasudevan |  |  |   |   |
| CE, DPI & Roads                             | <b>Road Sector Policy &amp; Strategy</b>             |  |  |   |   |
|   | TL/Chandi Ganguli/B Muthuthevar/Dipak Rao            |  |  |   |   |
| Addl. Secy. (Works)&CE, DPI & Roads         |  | <b>Future Road Sector Institutional Options</b>      |  |   |   |
|   |  | TL/A Basu  |  |   |   |
| EIC, Civil, CE, Buildings                   |  |  | <b>Reorganisation &amp; Strengthening of OWD</b> |   |   |
|   |  |  | TL/CP Bohra/SN Swaroop/A Basu                    |   |   |
| CE, NH CE, Designs                          |  |  |  |   | <b>Revision of OPWD Code &amp; Manual</b>   |
|   |  |  |  |   | TL/Deepak Narayan/BR Suri/Dipak Rao         |
| MD, OBCC CE, World Bank Projects            | <b>Road Toll Collection &amp; Management</b>         |  |  |   |   |
|   | TL/A Basu/BR Suri/Dipak Rao                          |  |  |   |   |
| CE, World Bank Projects                     |  | <b>Road Safety Engg. &amp; Planning</b>              |  |   |   |
|   |  | TL/PK Nanda/PK Sikdar/Dipak Rao                      |  |   |   |
|   |  | <b>Vehicle Axle Load Regulation &amp; Management</b> |  |   |   |
|   |  | TL/PK Nanda/PK Sikdar/BR Suri                        |  |   |   |
| CE, World Bank Projects & CE, e-procurement |  |  |  |   | <b>Future Road Management &amp; Funding</b> |
|   |  |  |  |   | TL/A Basu/C Ganguly/B Muthuthevar/Dipak Rao |
| CE, RDQP                                    |  |  |  | <b>OWD Staff Training &amp; HRD</b>       |   |
|   |  |  |  | TL/CP Bohra/S Jagota/SN Swaroop/Dipak Rao |   |
| Total Tasks                                 | 3  | 3  | 1  | 1   | 2   |





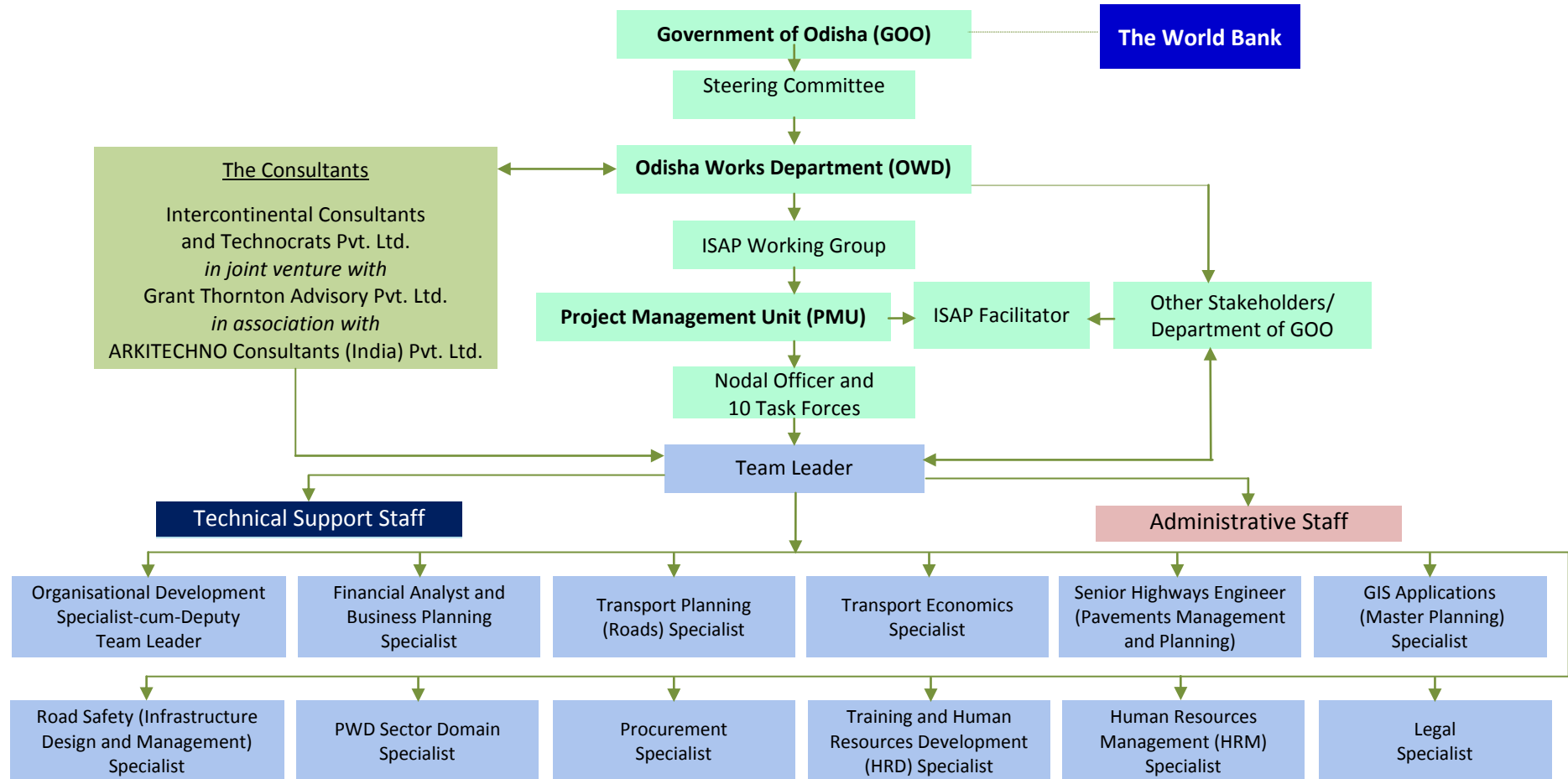
Table 1-2: Engagement of Key Personnel

| 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       | Road Safety (Infrastructure Design & Management) Specialist  | Mr. P.K Sikdar      |
| 7       | Training and Human Resources Development (HRD) Specialist    | Mr. Sandeep Jagota  |
| 8       | 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 Seventh quarter of the consultancy period i.e. 01<sup>st</sup> October 2013 to 31<sup>st</sup> December 2013.

#### 2.2.2 Milestones Achieved

During the Seventh quarter of the consultancy, QPR6 and various other reports were submitted. Excluding these various reports which were submitted during the previous quarter also revised & re-submitted during this period after getting comments of The World Bank & OWD to the said report. The details of all these submission are described in **Table 2-2**.

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

| Sl. No.  | Description   | Submission Date |
|--|---|-----------------|
| 1  | QPR 6   | 09.10.2013      |
| 2  | Report on Proposed TNA Based Program & OWD training Role (Training Plan)  | 09.10.2013      |
| 3  | Submission of Interim Report on Preparations for Inaugural Master Plan for Main Road Network in Odisha                | 24.10.2013      |
| <b>Revised/Additional Submission of Various Report after getting Comments from World Bank Mission during 26<sup>th</sup> to 30<sup>th</sup> October 2013</b> |   |                 |
| 1  | Submission of Report on Vehicle Axle Load Regulation & Management (Vol-III) (Finding, Implications & Recommendations) | 18.11.2013      |
| 2  | Draft Report on Proposed Odisha 'Road Safety Action Plan'   | 26.11.2013      |
| 3  | Submission of MTSR (Revised & Re-Submitted)   | 13.12.2013      |
| 4  | Draft Report on Odisha Road Sector Policy & Requirements for it Implementation (Revised)                              | 18.12.2013      |
| 5  | Report on Proposed TNA Based Program & OWD training Role (Training Plan) (Revised)                                    | 19.12.2013      |
| <b>Other Submissions</b>   |   |                 |
| 1  | Submission of OPWD Code (Re-submission after getting comments from code review committee)                             | 23.10.2013      |
| 2  | Submission of Draft OPWD Manual (Re-Submission after getting comments from EE, ISAP)                                  | 10.11.2013      |
| 3  | Submission of Draft OPWD Manual   | 19.11.2013      |
| 4  | Submission of Revised OPWD Code (Re-Submission after getting comments from EE, ISAP)                                  | 10.12.2013      |

**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       | 3 <sup>rd</sup> ISAP Review Committee Meeting | Approval of Deliverables | 22 <sup>nd</sup> Oct<br>2013 | Presentations by Team Leader & other members of the Team |



| Sl. No. | Meetings/Events                               | Agenda                                 | Schedule                                      | Outcome/Personnel Involved  |
|---------|---|--|---|---|
| 2       | The World Bank Mission                        | Review of progress on individual tasks | 26 <sup>th</sup> to 30 <sup>th</sup> Oct 2013 | Presentation by Team Leader & other members & discussion on Progress of various tasks and way forward       |
| 3       | 4 <sup>th</sup> ISAP Review Committee Meeting | Approval of Deliverables               | 5 <sup>th</sup> December 2013                 | Presentations of report on Vehicle Axle Load, Draft Road Safety Action Plan & Interim report on Master Plan |

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 7 days state visit of OWD officials to Kerala and Tamil Nadu is planned during 2<sup>nd</sup> January 2014 to 8<sup>th</sup> January 2014.

#### 2.2.5 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 2-4** presents the details of the same as well as support/interventions expected from OWD and stakeholders.



**Table 2-4: 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 (Including Progress after Dec 31 <sup>st</sup> , 2013)  | Tentative Due Timing (As per ISAP Matrix)   |
|----------|-----------------------------------|--|--|---|---|---|
| 1        | Revision of Works Code and Manual | <p><b>A. Code and Manual</b></p> <ul style="list-style-type: none"> <li>The review of draft Rev. OPWD Code was completed and modified draft of the Code was submitted</li> <li>Presentation of the draft Code &amp; Manual made before OWD &amp; World Bank</li> <li>Final draft of Revised OPWD Code submitted</li> <li>The draft Revised OPWD Code uploaded by OWD on their web site for comments</li> <li>Draft OPWD Manual based on review of Code Chapters submitted</li> </ul> | <ul style="list-style-type: none"> <li>Revised OPWD Code to be approved by OWD</li> <li>Draft OPWD Manual to be reviewed by OWD</li> <li>Final draft of OPWD Manual to be submitted</li> <li>Final draft OPWD Manual to be approved</li> </ul> | <ul style="list-style-type: none"> <li>Approval of Revised OPWD Code</li> <li>Review of OPWD Manual</li> <li>Approval of OPWD Manual</li> </ul> | <ul style="list-style-type: none"> <li>Final OPWD Code to be submitted by March, 2014</li> <li>Review of OPWD Manual has been completed</li> <li>After review Revised OPWD Manual has been submitted on 21<sup>st</sup> February, 2014</li> </ul> | <ul style="list-style-type: none"> <li>Jan, 2014</li> <li>Feb, 2014</li> <li>Feb, 2014</li> </ul> |



| Task No. | Task                            | Task Progress (activities undertaken)  | Way Forward and proposed Actions   | Interventions Expected from OWD  | Milestone and Target date (Including Progress after Dec 31 <sup>st</sup> , 2013)   | Tentative Due Timing (As per ISAP Matrix)                                      |
|----------|---------------------------------|--|--|--|--|--|
|          |                                 | <b>B. Procurement Manual and Standard Bidding Documents</b>  |  |  |  |  |
|          |                                 | <ul style="list-style-type: none"> <li>The Report is submitted</li> </ul>  |  |  | <ul style="list-style-type: none"> <li>Complete Review of SBDs (Procurement of Works) has been completed &amp; revised report submitted</li> <li>Procurement of Goods &amp; consultancy will be reviewed by end of February, 2014</li> <li>After review revised SBDs for Goods &amp; Consultancy will be submitted by end of February</li> </ul> | <ul style="list-style-type: none"> <li>Feb, 2014</li> <li>Feb, 2014</li> </ul> |
| 2        | Road Sector Policy and Strategy | <ul style="list-style-type: none"> <li>Presentation on Draft Road Sector Policy to the World Bank Mission, OWD and Mr M. Reddy, ISAP facilitator on Oct 26, 2013</li> <li>Draft Road Sector Policy has been refined and</li> </ul> | <ul style="list-style-type: none"> <li>Incorporation of "Responses to Comments of OWD" and submission of Revised Draft Road Sector Policy by 25<sup>th</sup> Jan 2014</li> </ul> | <ul style="list-style-type: none"> <li>Comments of OWD on Draft Road Sector Policy within 3 weeks of submission (by 10<sup>th</sup> Jan 2014)</li> </ul> | <ul style="list-style-type: none"> <li>Workshop/Stakeholder discussion on Draft road policy has been completed on 19<sup>th</sup> February, 2014</li> <li>The Draft Road Policy will be presented before ISAP Review Committee/World</li> </ul>  | <ul style="list-style-type: none"> <li>Jan, 2014</li> <li>Feb, 2014</li> </ul> |





| Task No. | Task                                    | Task Progress (activities undertaken)   | Way Forward and proposed Actions  | Interventions Expected from OWD   | Milestone and Target date (Including Progress after Dec 31 <sup>st</sup> , 2013)  | Tentative Due Timing (As per ISAP Matrix)                                      |
|----------|---|---|---|---|---|--|
|          |   | submitted on 18th Dec 2013 after incorporating the comments of The World Bank, OWD and ISAP facilitator   | <ul style="list-style-type: none"> <li>Acceptance of responses and finalization of Draft Road Sector Policy by OWD by end of January 2014</li> <li>Workshop after incorporating comments of stakeholders by end of Feb 2014</li> <li>Integration of feedback of stakeholders/ workshop and submission of (pre-Final) Road Sector Policy to OWD by mid-March 2014</li> </ul> | <ul style="list-style-type: none"> <li>Circulation of Draft road Sector Policy to other stakeholders by early Feb 2014 and forwarding of comments to RSID consultants by 15 Feb 2014</li> </ul> | Bank by end of March, 2014<br><ul style="list-style-type: none"> <li>Final Road Policy to be submitted by the June, 2014</li> </ul>   | <ul style="list-style-type: none"> <li>Feb, 2014</li> </ul>                    |
| 3        | Reorganisation and Strengthening of OWD | <ul style="list-style-type: none"> <li>Presentation on Reorganisation and Strengthening of OWD to the World Bank Mission and OWD on Oct 27, 2013</li> </ul> | <ul style="list-style-type: none"> <li>Incorporation of Comments and discussions on draft working paper during first half of Jan 2014</li> </ul>  | <ul style="list-style-type: none"> <li>Active Participation in brainstorming sessions and workshops</li> </ul>  | <ul style="list-style-type: none"> <li>Submitted the revised working paper on short to medium term on 22<sup>nd</sup> January, 2014</li> <li>Reorganisation Report</li> </ul> | <ul style="list-style-type: none"> <li>Jan, 2014</li> <li>Feb, 2014</li> </ul> |



| Task No. | Task                       | Task Progress (activities undertaken)  | Way Forward and proposed Actions  | Interventions Expected from OWD   | Milestone and Target date (Including Progress after Dec 31 <sup>st</sup> , 2013)  | Tentative Due Timing (As per ISAP Matrix)                   |
|----------|----------------------------|--|---|---|---|---|
|          |                            | <ul style="list-style-type: none"> <li>Incorporation of comments of The World bank, OWD and Mr Murahari Reddy, ISAP facilitator</li> </ul>   | <ul style="list-style-type: none"> <li>Submission of Draft Working paper by 20<sup>th</sup> Jan 2014</li> <li>Workshop to develop “Org Vision of OWD” to support development of medium to long term org structure of OWD</li> <li>Draft working paper on medium to long term org structure of OWD by end of March 2014</li> </ul> |   | presented to ISAP Working Group on 15 <sup>th</sup> February, 2014 and to World Bank on 17 <sup>th</sup> February, 2014   |   |
| 4        | OWD Staff Training and HRD | <ul style="list-style-type: none"> <li>Presentations on the Draft OWD Training Needs document</li> <li>Preparation of the “Proposed TNA-Based Programs and OWD Training Role Report”/ ‘Training Plan’</li> <li>Presentations of the ‘Training Plan’</li> </ul> | <ul style="list-style-type: none"> <li>Presentations of the <b>Revised</b> ‘Training Plan’ to the ISAP Review Committee to facilitate adaption by GoO</li> </ul>  | <ul style="list-style-type: none"> <li>Facilitate review and adaption of ‘Training Plan’ by GoO</li> <li>Implement the ‘Event evaluation process’ within OWD</li> </ul> | <ul style="list-style-type: none"> <li>Training Report presented to ISAP Working Group on 15<sup>th</sup> February, 2014 and to World Bank on 17<sup>th</sup> February, 2014</li> </ul> | <ul style="list-style-type: none"> <li>Jan, 2014</li> </ul> |



| Task No. | Task                                 | Task Progress (activities undertaken)  | Way Forward and proposed Actions   | Interventions Expected from OWD   | Milestone and Target date (Including Progress after Dec 31 <sup>st</sup> , 2013)   | Tentative Due Timing (As per ISAP Matrix)   |
|----------|--------------------------------------|--|--|---|--|---|
|          |                                      | <ul style="list-style-type: none"> <li>Revision of the "Proposed TNA-Based Programs and OWD Training Role Report"/"Training Plan"</li> <li>Presentations of the Revised 'Training Plan' for internal acceptance by OWD</li> <li>Preparation of the 'Event evaluation process' note for OWD</li> </ul>                              |  |   |  |   |
| 5        | Road Safety Engineering and Planning | <ul style="list-style-type: none"> <li>Presented draft 'Road Safety Action Plan' before ISAP Review Committee and World Bank Mission</li> <li>Discussed draft 'Road Safety Action Plan' with Transport Secretary, Special Secretary (Home) and Works Secretary</li> <li>Revised and submitted draft 'Road Safety Action</li> </ul> | <ul style="list-style-type: none"> <li>Organise State visits for GOO representatives to gain experience on best practices in multi-sectoral road safety interventions elsewhere in India; visits organized to Kerala and Tamil Nadu during 1st week of January 2014</li> <li>Conduct a high level</li> </ul> | <ul style="list-style-type: none"> <li>Initiate discussions with Chief Secretary, GOO and Secretaries of stakeholder departments like Transport, Home, and Health and finalise date of</li> </ul> | <ul style="list-style-type: none"> <li>State visit to Kerala &amp; Tamil Nadu has been completed during the time period (2<sup>nd</sup> -8<sup>th</sup> of January, 2014)</li> <li>Workshop/Stakeholder discussion on road safety has been completed on 19<sup>th</sup> February, 2014</li> <li>Final RSAP to be submitted by March, 2014</li> </ul> | <ul style="list-style-type: none"> <li>Jan 1<sup>st</sup> Week, 2014</li> <li>Jan, 2014</li> <li>Feb, 2014</li> </ul> |



| Task No. | Task                         | Task Progress (activities undertaken)   | Way Forward and proposed Actions   | Interventions Expected from OWD  | Milestone and Target date (Including Progress after Dec 31 <sup>st</sup> , 2013) | Tentative Due Timing (As per ISAP Matrix) |
|----------|------------------------------|---|--|--|--|---|
|          |                              | Plan' incorporating feedback from all of the above consultations/ discussions   | workshop on road safety to discuss the 'road safety action plan', latest by last week of January 2013<br><br><ul style="list-style-type: none"> <li>Report on 'Final Road Safety Action Plan' will be submitted after high level workshop</li> </ul>   | high level workshop<br><br><ul style="list-style-type: none"> <li>Provide feedback from visits to the State to incorporate in the final 'Road Safety Action Plan'</li> </ul>                             |  |   |
| 6        | Road Network Master Planning | <ul style="list-style-type: none"> <li>All engineering surveys completed</li> <li>Assessment of village (15 districts) connectivity using GIS maps</li> <li>Completed Transportation modeling (Do nothing scenario) using CUBE Voyager software</li> <li>Submitted 'Interim Report on Preparations for Inaugural Master Plan for</li> </ul> | <ul style="list-style-type: none"> <li>Complete assessment of village connectivity for all 30 districts</li> <li>Incorporate future development plans and complete traffic demand forecasting</li> <li>Develop strategies for improvements and determine improvement options</li> <li>Initiate economic</li> </ul> | <ul style="list-style-type: none"> <li>Obtain future development plans from Industries Department, Steel &amp; Mines, Tourism and Railways, NHAI, and Other Infrastructure Departments of GOO</li> </ul> |  |   |



| Task No. | Task                            | Task Progress (activities undertaken)  | Way Forward and proposed Actions   | Interventions Expected from OWD  | Milestone and Target date (Including Progress after Dec 31 <sup>st</sup> , 2013)   | Tentative Due Timing (As per ISAP Matrix)   |
|----------|---------------------------------|--|--|--|--|---|
|          |                                 | <p>Main Road Network in Odisha</p> <ul style="list-style-type: none"> <li>Presented 'Interim Report' before World Bank Mission and ISAP Review Committee. A separate presentation was made to the Asset Management Consultants</li> </ul>  | <p>analysis of road network to be considered in the master plan – Transport Economist to be mobilized in January 2014</p> <ul style="list-style-type: none"> <li>Determine a road reclassification system/ criteria</li> </ul>                                       |  |  |   |
| 7        | Future Roads Management Funding | <ul style="list-style-type: none"> <li>A draft report on preliminary assessment of Future Roads Management Funding prepared and presented to OWD and the World Bank Mission. Suggestions received have been incorporated and further discussed with counterpart team of OWD</li> </ul> | <ul style="list-style-type: none"> <li>Based on the feedback received from OWD counterpart team during the subsequent discussions on the draft report is being incorporated. The revised report will be completed for submission to OWD by 5 January 2014</li> </ul> | <ul style="list-style-type: none"> <li>Reviews the report after it is submitted</li> <li>Holding a workshop to discuss the report</li> </ul> | <ul style="list-style-type: none"> <li>Submitted the Preliminary report on Road fund on 10th January 2014</li> <li>Workshop/Stakeholder discussion on Road Fund has been completed on 19th Feb, 2014</li> <li>The Draft Road Policy will be presented before ISAP Review Committee/World Bank by end of March, 2014</li> </ul> | <ul style="list-style-type: none"> <li>Jan, 2014</li> <li>Jan, 2014</li> <li>Feb, 2014</li> </ul> |
| 8        | Road Toll                       | <ul style="list-style-type: none"> <li>Structure of the Report</li> </ul>  | <ul style="list-style-type: none"> <li>The first cut draft of the</li> </ul>   | <ul style="list-style-type: none"> <li>None at this</li> </ul>   | <ul style="list-style-type: none"> <li>Report on Management of</li> </ul>  | <ul style="list-style-type: none"> <li>Feb, 2014</li> </ul>                                       |



| Task No. | Task  | Task Progress (activities undertaken)  | Way Forward and proposed Actions   | Interventions Expected from OWD | Milestone and Target date (Including Progress after Dec 31 <sup>st</sup> , 2013)  | Tentative Due Timing (As per ISAP Matrix)                   |
|----------|---|--|--|---------------------------------|---|---|
|          | Collection and Management                   | discussed with OWD; and a first cut draft prepared   | report to be reviewed by members of the RSID Consulting Team for finalization and subsequent submission to OWD | stage                           | Toll Collection to be submitted by end of March, 2014   |   |
| 9        | Vehicle Axle Load Regulation and Management | <ul style="list-style-type: none"> <li>Comments of The World bank an OWD has been incorporated in the Final Report</li> <li>Report on Vehicle Axle Load Regulation &amp; Management has been finally approved</li> </ul> |  |                                 | <ul style="list-style-type: none"> <li>Discussion on Axle Load was conducted on 20<sup>th</sup> February, 2014</li> </ul> | <ul style="list-style-type: none"> <li>Jan, 2014</li> </ul> |
| 10       | Future Road Sector Institutional Options    | <ul style="list-style-type: none"> <li>Work is in progress by including feedback from Road Policy Report Presentation</li> </ul>   | <ul style="list-style-type: none"> <li>Comments are being incorporated</li> </ul>                              |                                 |   |   |



### **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 at an early date so as to facilitate their approval and payments;
- Provide feedback/experiences from the state visits (both for one undertaken in past as well as for the planned one);
- Undertake decision on the dates of the proposed workshops (Vision workshop, High level workshop on Road Safety Action Pan);
- Provision of details of future development data of GOO regarding Industrial development, mining development, ports and airports, railway network, coal corridor, tourism corridor etc.



**ANNEXURE**





## Road Sector Institutional Development, Odisha

## Annexure I: Meetings Carried Out by Key Personnel

| Sl. No.  | Meetings/Events  | Agenda   | Schedule  | Outcome/ Personnel Involved  |
|----------|--|--|---|--|
| <b>1</b> | <b>Revision of Works Code &amp; Manual</b>                               |  |   |  |
|          | Code & Manual Committee of OWD headed by CE (Designs)                    | Review of draft Rev. OPWD Code Chapter 6                   | 15 <sup>th</sup> October 2013                             | With this meeting all chapters of draft Rev. OPWD Code have been reviewed              |
|          | OWD and Odisha Govt. Officers. Meeting chaired by E-in-C & Secretary OWD | Presentation on status of various tasks                    | 22 <sup>nd</sup> October 2013                             | The present status of Rev. OPWD Code and Manual along with other tasks was presented   |
|          | World Bank team & OWD Officers   | Presentation of details of Revised Code and Manual of OPWD | 26 <sup>th</sup> October & 27 <sup>th</sup> October 2013  | The World Bank approved the interim report of Code & Manual                            |
|          | SE/EE, ISAP  | Review of final draft of revised OPWD Code                 | 3 <sup>rd</sup> December to 5 <sup>th</sup> December 2013 | The final draft of Rev. OPWD Code was reviewed   |
|          | CE(WB)/SE, ISAP  | Submission of Final draft of OPWD Code with                | 13 <sup>th</sup> December 2013                            | The final draft was accepted and uploaded on the website on 16 <sup>th</sup> Dec, 2013 |
| <b>2</b> | <b>Road Sector Policy and Strategy</b>                                   |  |   |  |
|          | 3 <sup>rd</sup> ISAP Review Committee Meeting                            | Presentation on Road Sector Policy                         | 22 <sup>nd</sup> October, 2013                            | Comments Received/Dr. C P Bohra  |
|          | The World Bank Mission   | Presentation on Road Sector Policy                         | 26 <sup>th</sup> October, 2013                            |  |
| <b>3</b> | <b>Reorganisation and Strengthening of OWD</b>                           |  |   |  |
|          | 3 <sup>rd</sup> ISAP Review Committee Meeting                            | Presentation on Reorganisation and Strengthening of OWD    | 22 <sup>nd</sup> October, 2013                            | Comments Received/Dr. C P Bohra  |
|          | World Bank Mission   | Presentation on Reorganisation and Strengthening           | 27 <sup>th</sup> October 2013                             | Comments Received from The World Bank/Dr. C P Bohra                                    |



Road Sector Institutional Development, Odisha

| Sl. No.  | Meetings/Events  | Agenda  | Schedule  | Outcome/ Personnel Involved   |
|----------|--|---|---|---|
|          |  | of OWD  |   |   |
| <b>4</b> | <b>OWD Staff Training and HRD</b>  |   |   |   |
|          | Meeting with<br>Er. B C Tripathy, SE<br>(Training)<br>Er. M Mishra, EE                     | Review of Revised<br>'Training Plan'                                | 11.30 AM;<br>20 <sup>th</sup> December,<br>2013 | To add 'Synopsis' chapter<br>to the 'Training plan'<br>document/Er. S Jagota<br>(Consultant)          |
|          | Meeting with<br>Mr. R R Bahidar, SE<br>Nodal Officer<br>Mr. B C Tripathy, SE<br>(Training) | Review of<br>'Synopsis' chapter                                     | 16.30 PM;<br>21 <sup>st</sup> December,<br>2013 | Minor changes suggested<br>and 'Synopsis' chapter<br>finalized/Er. S Jagota<br>(Consultant)           |
|          | Meeting with<br>Mr. R R Bahidar, SE<br>Nodal Officer<br>Mr. B C Tripathy, SE<br>(Training) | Review of<br><i>Evaluation Process</i><br>Document                  | 16.30 PM;<br>23 <sup>rd</sup> December,<br>2013 | Minor changes suggested<br>and <i>Evaluation Process</i><br>finalized/Er. S Jagota<br>(Consultant)    |
|          | Meeting with<br>Mr. R R Bahidar, SE<br>Nodal Officer<br>Mr. B C Tripathy, SE<br>(Training) | Internal Review of<br>'Training Plan'                               | 15.30 PM;<br>24 <sup>th</sup> December,<br>2013 | 'Training Plan' review and<br>accepted (Ltr no. 58772,<br>dt-24.12.2013)/Er. S Jagota<br>(Consultant) |
| <b>5</b> | <b>Road Safety Engineering and Planning</b>  |   |   |   |
|          | CE (Roads)   | Discussion on draft<br>'Road Safety<br>Action Plan'                 | 21 <sup>st</sup> November<br>2013               | The details were discussed<br>& further actions were<br>noted   |
|          | Transport Secretary  | Discussion on draft<br>'Road Safety<br>Action Plan'                 | 23 <sup>rd</sup> November<br>2013               | The details were discussed<br>& further actions were<br>noted   |
|          | Special Secretary<br>(Home)  | Discussion on draft<br>'Road Safety<br>Action Plan'                 | 23 <sup>rd</sup> November<br>2013               | The details were discussed<br>& further actions were<br>noted   |
|          | ISAP Review<br>Committee   | Presentation of<br>Reports on 'Draft<br>Road Safety Action<br>Plan' | 5 <sup>th</sup> December<br>2013                | The details were discussed<br>& further actions were<br>noted   |



## Road Sector Institutional Development, Odisha

| Sl. No.  | Meetings/Events  | Agenda   | Schedule  | Outcome/ Personnel Involved   |
|----------|--|--|---|---|
| <b>6</b> | <b>Road Network Master Planning</b>                            |  |   |   |
|          | WB Mission   | Presentation on Report of Road Network Master Planning.                                      | 26 <sup>th</sup> -27 <sup>th</sup> October 2013   | The details were discussed & further actions were noted   |
|          | Secretary (Works)  | Presentation & Discussion of Interim Report on Road Network Mater Planning                   | 28 <sup>th</sup> October 2013                     | The details were discussed & further actions were noted   |
|          | ISAP Review Committee  | Presentation on Report of Road Network Master Planning                                       | 5 <sup>th</sup> December 2013                     | The details were discussed & further actions were noted/Mr. Tony Mathew   |
| <b>7</b> | <b>Future Roads Management Funding</b>                         |  |   |   |
|          | Meeting with The World Bank Mission Team and Officials of OWD. | Presentation and discussion on the draft preliminary report on assessment of funding options | 25 <sup>th</sup> & 26 <sup>th</sup> October 2013  | The direction of the report was considered to be on proper track. However, estimation of potential revenue from new sources, projection of road expenditure and the resultant gap were suggested to be worked out. Also, it was suggested to bring out more effectively the necessity for 'ring-fencing' funds for the road sector/Mr. Amitava Basu |
|          | Meeting with Dr N C Pal  | Discussion on the draft preliminary report on assessment of funding options                  | 10 <sup>th</sup> & 12 <sup>th</sup> December 2013 | The direction and contents of the report was considered to be on proper track. However it was suggested to explain the concept of 'user fees', and include the budget allocation and expenditure for urban roads, panchayat roads, and rural roads with respect to Urban &  |

**Road Sector Institutional Development, Odisha**

| <b>Sl. No.</b> | <b>Meetings/Events</b>                             | <b>Agenda</b>                                | <b>Schedule</b>               | <b>Outcome/ Personnel Involved</b>   |
|----------------|--|--|-------------------------------|--|
|                |  |  |                               | Housing Department, Panchayat Department, Rural Development Department of GoO. Also, data was provided for working out projection of road expenditure, and certain other suggestions were made to make the report more clear to all stakeholders. It was suggested that the report may provide a recommendation/Mr. Amitava Basu |
| <b>8</b>       | <b>Vehicle Axle Load Regulation and Management</b> |  |                               |  |
|                | <b>ISAP Review Committee</b>                       | Presentation of Reports on Vehicle Axle Load | 5 <sup>th</sup> December 2013 | The details were discussed & further actions were noted/Mr. Tony Mathew  |