



**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-3



**Intercontinental Consultants
and Technocrats Pvt Ltd**

In joint venture with



**Grant Thornton
Advisory Pvt. Ltd.**

In association with

**ARKITECHNO
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**Abbreviations**

AE	Assistant Engineer
AP	Andhra Pradesh
BOT	Build Operate and Transfer
CDAC	Centre for Development of Advance Computing
CE	Chief Engineer
CSR	Civil Service Rules
DFR	Draft Final Report
DG	Director General
DTL	Deputy Team Leader
EE	Executive Engineer
EIC	Engineer in Chief
FYP	Five Years Plan
GIS	Geographical Information System
GOO	Government of Odisha
HRD	Human Resource Development
ICTPL	Intercontinental Consultants and Technocrats Pvt. Ltd.
IDS	Institutional Development Strategy
IR	Inception Report
ISAP	Institutional Strengthening Action Plan
LD	Liquidation Damages
LWE	Left Wing Extremist
MIS	Management Information System
MoRT&H	Ministry of Road Transport and Highways
MRDC	Maharashtra Road Development Corporation
MTSR	Mid-Term Status Report
NH	National Highway
OBCC	Odisha Bridge and Construction Corporation Ltd.
OD	Organisational Development
OPWD	Odisha Public Works Department
ORSAC	Odisha Space Application Centre
OWD	Odisha Works Department
P & C	Planning and Coordination



PMU	Project Management Unit
PWD	Public Works Department
RFP	Request for Proposal
RoW	Right of Way
RD	Rural Development
RRDA	Rural Road Development Authority
RSA	Road Safety Assessment
RSID	Road Sector Institutional Development
SBD	Standard Bidding Document
SCRB	State Crime Record Bureau
SE	Superintending Engineer
SWOT	Strengths, Weaknesses, Opportunities and Threats
TL	Team Leader
TNA	Training Needs Assessments
ToR	Terms of Reference
UD	Urban Development
WB	World Bank



SECTION **1**
BACKGROUND OF THE STUDY



1. Background of the Study

1.1. General

The improved transport system has been considered as the major development agenda of the state towards poverty eradication. The onus of achieving this strategic objective has been entrusted to Works Department (OWD) of GOO. Therefore, efficient functioning of 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

1.2. Project Background

To carry forward its laid strategic objectives, move forward, Government of Odisha (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 that the proposed project should 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 'Institutional Development Strategy' (IDS) Study' during 1998–99 by engaging a consultant. This study identified several key result areas to be addressed in Odisha Works Department (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 New Road Improvement Project. 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 Institutional Strengthening Action Plan (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 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. 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, involves 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 is proposed to include

- 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:

- i. Road Sector Policy and Strategy;
- ii. Road Safety Engineering and Planning;
- iii. Road Network Master Planning;
- iv. Vehicle Axle Load Regulation and Management;
- v. Future Roads Funding and Management their of;
- vi. Road Toll Collection and Management;
- vii. Re-organisation and Strengthening of OWD;
- viii. Enhancement of capacity of OWD Staff through Training and developing a sustainable HRD policy;
- ix. Revision of Works Code and Manual and
- x. Future Road Sector Institutional Options.

1.5. Project Management

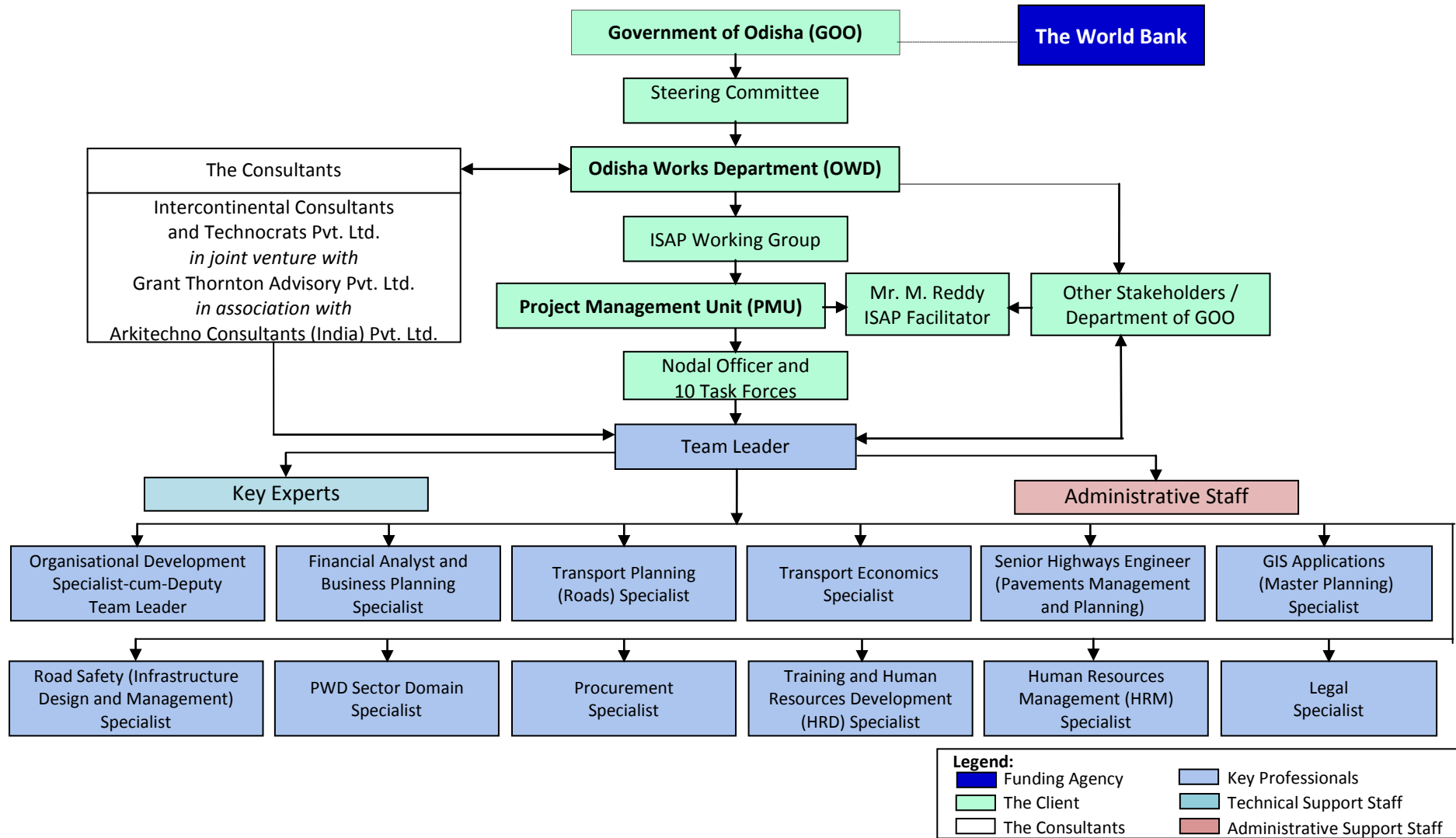
The management of the project has been structured, taking into account the functional and operational hierarchical structure of OWD and GOO and for smooth approval of deliverables and decision making process during the course of assignment.

At operation level, the Consultants will report to Head, Project Management Unit – which is Chief Engineer, WB Projects, OWD. The PMU shall remain 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 has nominated Shri R. R. Bohidar, EE 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), mostly headed by one executive engineer and two engineers.

From the consultancy team, Team Leader (Mr. N B Cacal) is responsible for timely submission of deliverables as per agreed project schedule and to undertake technical correspondence with the PMU and relevant GOO officials. In addition, the Key Experts of consulting team shall liaise with concerned GOO departments for discussions, feedback and data/information specific to their specific areas of expertise. Operationally the key experts shall work in close coordination with respective task forces, who shall interact on a regular basis and shall provide the required feedback.



PROJECT ORGANISATION





SECTION 2
QUARTERLY PROGRESS REPORT



2. Quarterly Progress Report

2.1. Engagement of Key Professionals

The following (refer **Table 2-1**) Key Professionals 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 task and to attend other important activities.

Table 2-1: Key Professionals on the Project during the Quarter

Sl. No.	Name	Position
1.	Shri A. D. Narain	Project Advisor
2.	Mr. Norgildo Banal Cacal	Road Agency Management Specialist-cum-Team Leader
3.	Dr. C. P. Bohra	Organisational Development Specialist-cum-Deputy Team Leader
4.	Mr. Amitava Basu	Financial Analyst and Business Planning Specialist
5.	Dr. P. K. Nanda	Senior Highways Engineer (Pavements Management and Planning)
6.	Dr. P. K. Sikdar	Road Safety (Infrastructure Design and Management) Specialist
7.	Mr. Deepak Narayan	PWD Sector Domain Specialist
8.	Col. S. P. Tomar	Institutional Strengthening, Road Policy and Strategy
9.	Mr. Tony Mathew	Road Network Planning and Road Safety
10.	Mr. Baljit Singh Rajpal	Consultant, Code and Manual

2.2. Progress

2.2.1 Period of Coverage

09 October 2012 to 08 January 2013

2.2.2 Milestones Achieved

Submission of QPR 2: The QPR 2 was submitted during November 2012 and approved by World Bank/Others Monitoring Committees by 1st week of January 2013.



2.2.3 Details of Meetings/Events Held and their Agenda

For undertaking various tasks and to carry forward the consultancy, following meetings/events were held during the quarter. **Table 2-2** showing the details of the same.

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

Sl. No.	Meetings/Events	Agenda	Schedule	Outcome/ Professional Involved
1.	Project Review by Mr. V. M. Reddy, ISAP Facilitator, WB	<ul style="list-style-type: none">Review of progress on individual tasksReview/discussions on deliverables<ul style="list-style-type: none">Inception Report (Revised)QPR 1	25–27 October 2012	<ul style="list-style-type: none">Satisfied with progressApproval of deliverables TL, Col. S. P. Tomar and Mr. B. S. Rajpal
2.	Stakeholders Workshop	<ul style="list-style-type: none">Refer Para 2.2.5 and Annexure	09 November 2012	Shri A. D. Narain, TL, DTL, Mr. A. Basu, Dr. P. K. Sikdar, Col. S. P. Tomar, Mr. D. Narayan, Mr. Tony Mathew and Mr. B. S. Rajpal
3.	1 st ISAP Review Committee	<ul style="list-style-type: none">Approval of deliverable<ul style="list-style-type: none">IR (Revised), QPR 1 and QPR 2	19 November 2012	<ul style="list-style-type: none">Approved TL, Col. S. P. Tomar and Mr. B. S. Rajpal
4.	ISAP Working Group	<ul style="list-style-type: none">Project brief and progress	19 December 2012	TL, DTL, Mr. Tony Mathew and Mr. B. S. Rajpal
5.	Meeting/Discussions with OWD Officials for Approval of 50 Location of Axle Load Investigation	<ul style="list-style-type: none">Discussions on reasons for choosing specific locations	02–05 January 2013	<ul style="list-style-type: none">46 Location approved Dr. P. K. Nanda and Mr. B. S. Rajpal
6.	Meetings with Executive Engineers in 12 districts	<ul style="list-style-type: none">Approval of selected roads for road safety assessment and capacity building measures adopted in field for AEs and JEs	27 November 2012 for 24 December 2012	<ul style="list-style-type: none">Completed road safety assessment in 1890 Km, selected from 12 districts based on accident data



2.2.4 Field Investigations

Various field investigations were commenced during this quarter, the details of the same are described in **Table 2-3**.

Table 2-3: Field Investigations Commenced during this Quarter

Sl. No.	Task	Schedule of Conduct	Milestones	Professional Involved
1.	Road Safety Assessment	28 November to 24 December 2012	1890 Km Balance 110 Km	Dr. P. K. Sikdar, Mr. Tony Mathew with four ICT H/o Transport Engineers Mr. Jigesh, Mr. Hari, Mr. Amit, Mr. Ashif and Associate Consultant Staff
2.	Axle Load Investigations Demonstration	02–05 January 2013	Demonstration at two locations	Dr. P. K. Nanda, Mr. B. S. Rajpal and Associate Consultant Staff
3.	Ground Investigations to commence on availability of Axle Load Pads	February–March 2013	50 locations to be investigated	The Associate Consultant organising the Pads, likely to commence during 2 nd week of Feb 2013

2.2.5 Stakeholders Workshop and Major Findings/Suggestions Received for Considerations

General

In accordance with Sl. No. 3 of main deliverables and milestones given vide Appendix-B, Reporting requirements of Contract Agreement and Chief Engineer (WB), letter No. PMU(WB)-33/2012–36900 dated 31st Oct 2012 the Stakeholders Workshop was conducted on 09th November 2012.

Objectives

- To create awareness about the project to all stakeholders;
- To enlist specific needs, major issues (e.g. planning, institutional, integration, resource issues) and expectations of stakeholders (including road users) from road sector (both under present and as envisaged in near future), road policy etc.;
- To have preliminary feedback on adoption/applicability of specific policy interventions and management strategies (adopted by some other states, countries) under socio-political situation of Odisha; and
- To seek support in facilitating data/information.

**Salient Feature of Conduct**

- Attended : A total of 89 Nos. attendees including professionals of various Road Sector Departments and Secretariat of GOO.
- Presided by : Mr. S. K. Ray, EIC-cum-Secretary, Works Department GOO
- Chaired by : Mr. N. K. Pradhan, CE, WB
Mr. Rajesh Rohatgi, Task Team Leader, The World Bank
Mr. Ernest Huning, Consultant, The World Bank

Speakers and Main Issues Covered

- Shri A. D. Narain - President and Project Advisor – Moderator
- Mr. N. B. Cacal - Team Leader, Objective and Scope of Project
- Dr. C. P. Bohra - Dy. Team Leader, Facilitator and Institutional Options
- Col. S. P. Tomar - Road Sector Policy and Strategy
- Dr. P. K. Sikdar - Road Safety and Master Planning
- Mr. A. Basu - Future Road Sector Funding
- Mr. Deepak Narayan - Vote of Thanks

Major Findings/Suggestions Received from Stakeholders for Consideration

Task	Response of Consultant/Sector Expert
1. Road Sector Policy and Strategy - Road Development	
• Road Development Authority/Agency to be created to co-ordinate all concerned departments	Recommended to be considered
• Road Policy to include all categories of roads connectivity to all village	Noted for consideration
• Task Force Squads for quality check	Will be projected for consideration
• GDP Percentage on road development to be specified	It is part of State budget proposals
• Make Road Act	Proposed to be drafted
• For Quality Control, an autonomous body to be created	Will be considered for projections
• Consider funding policy	Will be proposed
• Consider redressal policy	Will be proposed as part of HR Policy and part of Codes and Manual
• Consider material policy	Noted
• Consider maintenance policy	Noted, already included as part of salient features of Road Policy



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<ul style="list-style-type: none"> Establish Tourism Road Development Authority 	Not considered as feasible
<ul style="list-style-type: none"> Regulation for bypass roads 	Provisions already exist as part of MoRT&H guidelines
<ul style="list-style-type: none"> Policy formulation to be enacted as a Law and its enforcement on ground 	Preparation of draft legislative documents, part of assignment for GOO to take action
<ul style="list-style-type: none"> Policy to ensure good governance 	Noted
<ul style="list-style-type: none"> Quality Control Cell of OPWD to be strengthened 	Recommendations will be made
<ul style="list-style-type: none"> Land Acquisition Policy with incentive to land owners 	Recommendations will be made
<ul style="list-style-type: none"> No political interference for Land Acquisition 	State matter
<ul style="list-style-type: none"> Incorporate RoW encroachment free policy 	Clause will be proposed in Draft Road Act
<ul style="list-style-type: none"> Environment and social issues to be part of policy 	Noted for inclusion
<ul style="list-style-type: none"> Special attention to LWE areas 	Provision already exist
<ul style="list-style-type: none"> RoW as asset to be commercially utilised 	State matter
<ul style="list-style-type: none"> For State Development, clauses on forest land to be simplified 	State subject
<ul style="list-style-type: none"> Connectivity, vision, strategy to be part of road policy 	Noted
2. Procurement	
<ul style="list-style-type: none"> Flexibility to be given to contractor to procure the material from their preferred quarries 	Part of contractual framework, Client's prerogative
<ul style="list-style-type: none"> Include proper material policy 	Noted
<ul style="list-style-type: none"> Specific Standard Bidding Documents to be prepared 	Ready for submission
<ul style="list-style-type: none"> Estimates to be prepared at market rates and not on CSR 	To be incorporated in OWD Code
<ul style="list-style-type: none"> Escalation clauses in the Contracts 	Noted and will include in Code & SBDs
<ul style="list-style-type: none"> Flexibility in procurement of tools/plants for contractors 	Provision already exists
3. Road Safety Engineering and Planning	
<ul style="list-style-type: none"> Accident data to be connected to geometrics of road 	Being considered as part of Road Safety Assessment
<ul style="list-style-type: none"> Hazardous locations on important roads to be identified 	Being covered as part of Road Safety Assessment
<ul style="list-style-type: none"> Some funds to be allotted for accident cases 	Road safety fund will be addressed in road safety action plan
<ul style="list-style-type: none"> Road safety provisions to include installation of road traffic signs for critical institutions e.g. schools etc. 	Will incorporate in counter measures



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4. Road Network Master Plan	
<ul style="list-style-type: none"> Different level of development for different category of roads 	This point will be discussed in next workshop, provisions already exist for different specifications of various category of roads
<ul style="list-style-type: none"> Master Plan for road connectivity 	Noted and will include in the plan
<ul style="list-style-type: none"> Integrate complete road network i.e. Forest, Irrigation, NH, PWD, UD and RD 	Road Network Master Plan will address this point
<ul style="list-style-type: none"> Policy for development programmes 	Development plans of State invariably cover 5, 10 or 20 years development programmes
<ul style="list-style-type: none"> Priority in terms of the traffic carrying capacity for road network plans 	Part of design features of all proposed roads
<ul style="list-style-type: none"> Stress on road connectivity 	Noted
<ul style="list-style-type: none"> Upgrade rural roads 	Will be considered as part of Network Master Plan
<ul style="list-style-type: none"> Better connectivity 	Noted
<ul style="list-style-type: none"> Master Plan to include all category of roads 	Noted
<ul style="list-style-type: none"> Inter district connectivity 	Being planned
<ul style="list-style-type: none"> Zilla network 	Being planned
<ul style="list-style-type: none"> Which State has developed the master plans of roads through consultant? 	This action has been taken by Gujarat, AP, Karnataka, Maharashtra and Kerala
<ul style="list-style-type: none"> Mining Zones to have different specification for roads and design 	Design shall be based on traffic and as per IRC guidelines
5. Future Road Funding	
<ul style="list-style-type: none"> Proper funding policy required 	Will be proposed
<ul style="list-style-type: none"> Short term, medium term, long term financing and funding options for road sector to be worked out and recommended 	Will be considered as part of assignment
<ul style="list-style-type: none"> Road Fund Authority to be established 	Will be considered for projections
<ul style="list-style-type: none"> Separate sources for road funds to be identified 	In process
<ul style="list-style-type: none"> Explore Shadow tolling and extra tax etc. 	Noted and will be considered
<ul style="list-style-type: none"> Enactment of delegated road fund 	Will be considered
<ul style="list-style-type: none"> Unused PWD land to be rented out 	Will be considered in policy
<ul style="list-style-type: none"> Separate maintenance allotment 	Will be considered
<ul style="list-style-type: none"> Major funding for rural roads 	RRDA already working for it



6. Restructuring and Re-organisation of OWD/Road Sector	
• All road departments to be overhauled	Restructuring and Reforms are part of present study/assignment
• Proper Redressal Policy	Will be proposed as part of HR Policy
• Proper HRD Policy	Part of the project, task no. 3
• Upgrading of HR resources for future requirement of development plans	Provision exist at part of assignment
• Before implementing any institutional reforms, models of States like AP, Gujarat to be studied by visiting and holding discussion with them	Noted
• Odisha Road Development Corporation to be formed	Noted and will be considered in options of restructuring
• More number of bridges and road works shall be allotted to OBCC	Recommendation will specify the responsibilities of different organisations
• Gujarat model to work better for Odisha	Noted
• Create separate wing for high value road projects	Could be part of restructuring reforms
• OBCC to be given powers of MRDC and not be used as contractor	To be part of reforms proposal
• HR management in PWD should be more effective	Noted

The detail proceeding of stakeholders workshop along with inputs received through all the **ZOPP** Cards are enclosed as Annexure.

2.2.7 Progress on Individual Tasks (the format as per advise of World Bank)

During the quarter, various key experts have undertaken various activities towards completion of individual tasks. Based on the achievements till date, activities during next quarter have been planned. **Table 2-4** showing 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.

Sl. No.	Task	Task Progress (activities undertaken)	Proposed Actions during next Quarter	Interventions Expected from OWD	Milestone & Target date
1.	Revision of Works Code and Manual	<ul style="list-style-type: none"> Review and analysis of Works department Codes and Manuals of Odisha, other states and central government Consultation/data collection with key stakeholders in OWD has been done Meet all CEs, large number of SEs, EEs, AEs Initial draft of 10 chapters, recommendation of powers of OWD officers and outline of interim report submitted for OWD comments Draft of various other chapters in progress 	<ul style="list-style-type: none"> Review comments received from OWD Consider feedback from planned state visits Organise Workshop on Revision of OPWD Code and Manual to be held during February 2013 Prepare and submit Interim Report on Revision of OPWD Code and Manual after taking into account inputs received as above 	<ul style="list-style-type: none"> Organise state visit of OWD officers and provide feedback to consultant on various queries submitted 	<ul style="list-style-type: none"> Interim Report on Revision of OPWD Code and Manual – End of Month 11 (3rd week of March' 13)
		<ul style="list-style-type: none"> Draft SBD for Procurement of Works is almost complete Draft SBD for Procurement of Goods is almost complete Draft RFP for Procurement of Consultancy Services is in advance stage of preparation 	<ul style="list-style-type: none"> Draft SBD for Procurement of Works along with comparative statement of existing provision of OWD and proposed changes made by the Consultant will be submitted to OWD by 31/01/2013 	<ul style="list-style-type: none"> OWD to forward comments on the document by the early March 2013 OWD to forward comments on the document by the early 	<ul style="list-style-type: none"> Interim SBD for procurement of Works to be ready by end of March 2013 Interim SBD for procurement of Goods to be ready by end of



Sl. No.	Task	Task Progress (activities undertaken)	Proposed Actions during next Quarter	Interventions Expected from OWD	Milestone & Target date
			<ul style="list-style-type: none"> • Draft SBD for Procurement of Goods along with comparative statement of existing provision of OWD and proposed changes made by the Consultant will be submitted to OWD by 31/01/2013 • Draft RFP for Procurement of Consultant Services to be completed by 15/02/2013 	<p>March 2013</p> <ul style="list-style-type: none"> • OWD to forward comments on the document by the early March 2013 	<p>March 2013</p> <ul style="list-style-type: none"> • Interim SBD for procurement of Consultant Services to be ready by end of March 2013
2.	Road Sector Policy and Strategy	<ul style="list-style-type: none"> • Review and analysis of road sector policies of other states in India • Stakeholder workshop has been carried out to seek inputs on expectations and feedback on road sector policy of other states, analysis of comparative merits and integration possibilities etc. • Draft framework of Road Sector Policy covering its salient features prepared • Presented to Stakeholders, during workshop held on 	<ul style="list-style-type: none"> • Vision and strategy development • Visit of OWD officials to other states (AP, Gujarat) to understand the developments in the road sector – 4th week of January as decided by EIC-cum-Secretary during ISAP Review Committee meeting • The Salient features of draft frame work of Road Sector Policy to be discussed during proposed visit to other States, to get their views and what is being practiced in those States 	<ul style="list-style-type: none"> • State Visits to Gujarat and Andhra Pradesh to be organised on priority, so that required inputs can be obtained for proposed draft on Road Sector Policy and Strategy • The points for discussion with States representatives will be prepared by Consultants in consultation with Client 	<ul style="list-style-type: none"> • Mile Stones and Targets, dependent on outcome of Column 5 • If events move as proposed, draft outline plan for Road Sector Policy and Strategy to be ready by end of April 2013



Sl. No.	Task	Task Progress (activities undertaken)	Proposed Actions during next Quarter	Interventions Expected from OWD	Milestone & Target date
		<p>09/11/2012</p> <ul style="list-style-type: none"> Review of comments of Stakeholders obtained through ZOPP Cards is in process for inclusion in road final draft of road sector policy 	<p>as part of their new Road Sector Policy. These inputs to be discussed with Client for their consideration to form part of GOO Road sector Policy document</p> <ul style="list-style-type: none"> Draft Road/Highway Act for GOO to be prepared for its presentation at various levels of Client/Approval Committees, to get their comments for amendments to be carried for final draft document Depending on schedule of proposed States visit, and its outcome, presentations to be made to client for approval final draft outlines of Road Policy features/coverage Discussion with following GOO Officials to get their views on proposed policy frame work: <ul style="list-style-type: none"> - Special Secretary, P & C Department - Special Secretary, Finance 		



Sl. No.	Task	Task Progress (activities undertaken)	Proposed Actions during next Quarter	Interventions Expected from OWD	Milestone & Target date
			Department - Law Department <ul style="list-style-type: none"> • Commerce and Transport Department 		
3	Reorganisation and Strengthening of OWD	<ul style="list-style-type: none"> • Review and analysis of restructuring undertaken by OWD in December 2011 • Review and analysis of organisation structures of other states • Data collection of existing structure of OWD complete 	<ul style="list-style-type: none"> • Workshop on vision, mission of OWD and Structural needs • Work load analysis • Identification of OD gaps • Recommend revised organisation structure based on feedback received from GOO officials after the state visits 	<ul style="list-style-type: none"> • Liaison for data collection on work load (formats) • Organise State visit as early as possible 	<ul style="list-style-type: none"> • Working Paper on Short-to-Medium Term OWD Re-structuring and Reorganisation submitted by end of February 2013
4.	OWD Staff Training and HRD	<ul style="list-style-type: none"> • Development of training policy document • Preliminary assessment of organisational (OWD) competency needs • Data collection of existing structure of OWD • Collection of professional profile of OWD personnel in progress 	<ul style="list-style-type: none"> • Undertake training needs assessment under present scenario • Identify gaps in training for existing personnel in the current set up 	<ul style="list-style-type: none"> • Participation of OWD officials • Proposed organisation structure to be agreed in principle 	<ul style="list-style-type: none"> • End of Month 12 (April 2013)
5.	Road Safety Engineering and Planning	<ul style="list-style-type: none"> • Accident data collection from SCRB complete • Accident data collection and 	<ul style="list-style-type: none"> • Capacity management review to be carried out during 4th week of January 2013 	<ul style="list-style-type: none"> • OWD needs to agree dates and invite representatives from 	<ul style="list-style-type: none"> • Tentative submission of report on Road Infrastructure Safety



Sl. No.	Task	Task Progress (activities undertaken)	Proposed Actions during next Quarter	Interventions Expected from OWD	Milestone & Target date
		road safety assessment (RSA) of 2,000 km completed in 12 districts in Odisha. This satisfies the requirements of RSA in ToR	<ul style="list-style-type: none"> Accident data collection from Hospitals and Insurance companies to be completed by Feb 2013 Road Safety workshop to be conducted by early March 2013 Submit report on Road Safety Infrastructure Management review 	various departments for the workshop and facilitate conducting capacity management review	Management review by end of March 2013
6.	Road Network Master Planning	<ul style="list-style-type: none"> Socio economic data collection complete Collection of development plans of various towns/regions is in progress Traffic growth forecast in progress Procurement of GIS maps is in process – OWD is talking to various agencies (CDAC & ORSAC) to procure the maps Meeting scheduled on 31st with Chief Secretary chairing the meeting with ORSAC, CDAC, RD Department and OWD in attendance 	<ul style="list-style-type: none"> GIS map of entire road network to be procured Conduct Traffic and other field surveys district wise on selected 3,000 km, based on availability of paper maps Continue collecting secondary data relating to future developments Collect road inventory data of Panchayat roads from Panchayat department Complete traffic growth forecast Traffic assignment on roads 	<ul style="list-style-type: none"> Procure GIS maps at the earliest Facilitate secondary data collection and road inventory data for Panchayat roads 	<ul style="list-style-type: none"> Tentative submission of draft road network master plan by end of August 2013



Sl. No.	Task	Task Progress (activities undertaken)	Proposed Actions during next Quarter	Interventions Expected from OWD	Milestone & Target date
			state wide; <ul style="list-style-type: none"> • Complete volume to capacity ratio analysis; and • Analysis of road linkages. 		
7	Future Roads Management Funding	<ul style="list-style-type: none"> • Preliminary study of existing situation; • Identification of additional sources of fund • Study of structuring of Road Funds with reference to other states and countries • Review and analysis of financial aspects of state road development programs specially for 11th and 12th FYP in progress • Most of the suggestions/ observations on future funding for road sector pertain to additional or new sources of funding. These are being examined along with other sources of finance, practices in other states and countries. Also few suggestions are made on utilisation of road fund, which 	<ul style="list-style-type: none"> • Assessment of adequacy of funds, gaps in road sector funding for objectively determined future road sector needs and plan priorities after master planning • Detailing of existing situation, additional sources of fund and structuring of road fund • Discussion with client and the World Bank team on the detail report • Finalisation of Assessment Report incorporating the suggestions and inputs of client and the World Bank 		<ul style="list-style-type: none"> • As per IR (August 2013)



Sl. No.	Task	Task Progress (activities undertaken)	Proposed Actions during next Quarter	Interventions Expected from OWD	Milestone & Target date
		are under study and consideration			
8	Road Toll Collection and Management	<ul style="list-style-type: none"> Review and analysis of present Tolling Act, Toll collection mechanism and fund generation 	<ul style="list-style-type: none"> Study of road toll collection and maintenance management model practiced in other states & countries Preparation of an action plan for progressive GOO implementation of the new 'road toll collection and maintenance' management model To be included as part of additional sources of fund vide Task Sl. No. 7 		<ul style="list-style-type: none"> As per IR (June 2013)
9.	Vehicle Axle Load Regulation and Management	<ul style="list-style-type: none"> Locations for the 46 axle load survey points over NHs and other roads carrying heavy loads, especially the mining roads were finalised and communicated to OWD As desired by OWD 4 out of the 50 locations were dropped for accommodating that many locations on Rural Development 	<ul style="list-style-type: none"> Axle load surveys on the selected locations commencing from second week of February 2013 	<ul style="list-style-type: none"> OWD has to indicate the 4 locations on the Rural Development roads where heavy vehicles are plying on regular basis 	<ul style="list-style-type: none"> As per IR (August 2013)



Sl. No.	Task	Task Progress (activities undertaken)	Proposed Actions during next Quarter	Interventions Expected from OWD	Milestone & Target date
		roads catering to heavy vehicular traffic			
10	Future Road Sector Institutional Options	<ul style="list-style-type: none"> • SWOT analysis of OWD to identify institutional gaps • Review and analysis of institutional mechanism of other states • Deliberations in progress; Various institutional options were presented during stakeholder workshop 	<ul style="list-style-type: none"> • Review and analysis of various institutional options adopted in the country to assess their applicability in Odisha • Workshop to identify institutional capacity/ responsibility gaps and suggestion on possible options • Preliminary analysis of various options • Prepare the details of institutional option based on the feedback received from OWD after the State visits 	<ul style="list-style-type: none"> • OWD to undertake state visits, study various options practiced in these states and finalise the preferred option for Odisha 	<ul style="list-style-type: none"> • As per IR (April 2014)



2.2.8 Revised Schedule of Deliverable/Milestones

Vide Chapter 13 of Inception Report (Revised), a schedule of deliverable/milestones was submitted on 21st September 2012. But the same needed to be reviewed and revised specifically for following deliverables:

- Working Paper on short-to-medium term OWD re-structuring and reorganisation;
- Interim report on revision of OPWD code and manual;
- Interim report on revision of contract procurement manual for Works, goods and Services;
- Final report on revision of contract procurement manual for Works, Goods and Services;
- Report on Training Needs Assessment, TNA results, proposed TNA-based program(s) and OWD Training Role;
- Draft report on Odisha Road Sector Policy and requirements for its implementation; and
- Interim report on preparations for inaugural Master Plan for main road network in Odisha.

Reasons for proposed revision of Schedule of Deliverable

- The Schedule of Deliverables at the time of submission of revised IR was prepared keeping in view the original delivery schedule and anticipated progress of the project in next quarter.
- Expected interventions of Client for various linked issues i.e. conduct of the proposed main and tasks related workshops and visit to States, in which the first workshop was proposed for October 2012, however it was delayed by a month and the visit to other States is yet to take place.
- The anticipated delay of various deliverables was also deliberated upon during 1st ISAP Review Committee Meeting held on 19th November 2012, due to Odisha Assembly Session the other State visits will only be realised by the 4th/last week of January 2013.
- GIS maps have not been made available yet which is delaying the submission of deliverables concerned with master plan.
- Other delivery schedules remain unchanged. We expect that the linked activities will take place shortly.

DELIVERABLES/MILESTONES

Deliverable	IR Tentative 'Due Timing'	Proposed Schedule*
Inception Report (IR)	End of week 8	Submitted
Quarterly Progress Report (QPR) x 7	End of each calendar quarter	QPR 1 and 2 Submitted



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Deliverable	IR Tentative 'Due Timing'	Proposed Schedule*
Workshops associated Presentations/ Working Papers/Materials-up to ten workshop	As per IR	1 st Workshop conducted on 09 November '12, revised date for workshops on Code & Manual and OWD Restructuring will be finalised in consultation with client likely last week of February 2013 or early March 2013
Working Paper on Short-to-Medium Term OWD Re-structuring and Reorganisation	End of month 8	End of Month 10 (February 2013 end)
Interim report on Revision of OPWD Code and Manual (Structuring, Content, Issues, Timing)	End of month 8	End of Month 11 (3 rd Week of March 2013)
Interim Report on Revision of Contract Procedure Manual for Works, Goods and Services	End of month 9	End of Month 11 (March 2013 end)
Final Report on Revision of Contract Procurement Manual for Works, Goods and Services	End of month 12	End of Month 15 (July 2013 end)
Final OPWD Code and Manual	End of month 13	No change
Report on Training Needs Assessment (TNA) Result, Proposed TNA-Based Program and OWD 'Training Role'	End of month 9	End of Month 12 (April 2013 end)
Draft Report on Odisha Road Sector Policy and requirements for its implementation	End of month 10	End of Month 12 (April 2013 end)
Interim Report on Preparation for Inaugural Master Plan for Main Road Network in Odisha	End of month 10	End of Month 16 (August 2013 end)
Report on Road Infrastructure Safety Management Review	End of month 12	No change
Final Report on Odisha Road Sector Policy	End of month 12	No change
Report on Management of out sourced Road Toll Collection and Maintenance/Operations	End of month 14	No change
Mid-Term Status Report (MTR)	End of month 14	No change
Report on Vehicle Axle Load Regulation and Management	End of month 16	No change
Preliminary Report on Study of Main Roads Funding Options and Possible Road Fund	End of month 16	No change



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Deliverable	IR Tentative 'Due Timing'	Proposed Schedule*
Draft Report on Proposed Odisha Road Safety Action Plan	End of month 16	No change
Final Report on Proposed Odisha Road Safety Action Plan	End of month 19	No change
Completion Report on Inaugural Master Plan for Main Road Network in Odisha	End of month 22	No change
Final Report on Study of Main Roads Funding Options and Recommendations on Road Fund	End of month 22	No change
Draft Report on Medium-to-Longer Term Strengthening of the Institutional Framework/Structure of Odisha's Roads Sector	End of month 24	No change
Final Report on Strengthening of the Institutional Framework/Structures	End of month 26	No change
Draft Final Report (DFR)	End of month 26	No change
Final Report (after OWD/GOO response to DFR)	End of month 30	No change

**For reasons of proposed schedule of deliverable, refer para 2.2.8 of Report.*

2.3. Administrative Issues needing interventions of OWD

As discussed above, the proposed workshops and the visit to States, i.e. Gujarat and Andhra Pradesh may please be considered to be organised on priority.



ANNEXURES



Rashmi Ranjan Bohidar <rashmibohidar81@gmail.com>

Fw: Odisha State Roads Projects - Sharing of the Quarterly Progress Report (QPR) No.-2 for comments and No Objection regarding

1 message

Chief Engineer, World Bank Projects, Odisha <pmuosrp@gmail.com>

Fri, Jan 4, 2013 at 11:19 AM

To: rashmibohidar81@gmail.com, mrmisra@pmuosrp.org

Cc: aksahoo@pmuosrp.org

----- Original Message -----

From: rrohatgi@worldbank.org

To: Chief Engineer, World Bank Projects, Odisha

Cc: ErnstHuning@bigpond.com ; stadimalla@worldbank.org ; kchoudhary@worldbank.org ; Nsrinivas1@worldbank.org

Sent: Wednesday, January 02, 2013 9:59 AM

Subject: Re: Odisha State Roads Projects - Sharing of the Quarterly Progress Report (QPR) No.-2 for comments and No Objection regarding

Dear Mr Pradhan

We have reviewed the QPR #2 from the RSID consultants (for the period ending 30 September 2012) and find it to be generally satisfactory in its coverage, its outlining of the main work program issues / targets / highlights in that quarter and in the next quarter, and in the 'accounting' for action on various 'compliance' issues arising from previous communications between OWD, the Bank and the consultants about the Inception Report and the QPR #1.

However, from the next QPR (#3) onwards, the Tables summarising the **Progress on Individual Tasks during the Quarter** (Table 2.2, pages 9-10 of this QPR) and **Proposed Actions during Next Quarter and Interventions Expected from OWD** (Table 2.3, pages 10-12) should henceforth include for each Task being addressed, the relevant target date / milestone for that Task, so that the actual progress relative to the target timing for Task completion can be immediately also noted. At present, this is not shown, making it difficult to assess how the per-Task activity in the current or next period relates to the planned 'delivery' timing, without referring to other separate documents having those timing details.

regards

Rajesh Rohatgi

Senior Transport Specialist

The World Bank

South Asia Sustainable Development Unit (Transport)

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▼ "Chief Engineer, World Bank Projects, Odisha" ---11/16/2012 04:44:16 PM---OFFICE OF THE ENGINEER-IN-CHIEF (CIVIL), ODISHA NIRMAN SOUDHA, KESHARI NAGAR, UNIT - V, BHUBANESWAR



DRAFT PROCEEDINGS OF STAKEHOLDERS WORKSHOP

GENERAL

In accordance with Sl. No. 3 of main deliverables and milestones given vide Appendix-B, Reporting requirements of Contract Agreement and Chief Engineer (WB), letter No.-PMU(WB)-33/2012 – 36900 dated 31st Oct 2012 the Stakeholders Workshop was conducted on 09th November 2012.

The workshop was conducted in four sessions:

- Inaugural Session
- Technical Session – 1
- Technical Session – 2
- Plenary Session

Venue & Time: Crown Hotel, Bhubaneswar, Timing: 10.30 hr – 17.30 hr

Attended by	:	A total of 89 Nos. (for details Refer Appendix-A)
Programme	:	Refer Appendix B
Presided by	:	Mr. S. K. Ray, EIC-cum-Secretary, Works Department, GOO
Chaired by	:	Mr. N. K. Pradhan, CE, WB Mr. Rajesh Rohatgi, Task Team Leader, The World Bank (WB) Mr. Ernst Huning, Consultant, The World Bank
Conducted by	:	ICT Pvt. Ltd, New Delhi in JV with GTAPL, UK and in association with ARKITechno, Odisha
Response from Stakeholders	:	Summary of comments based on inputs given through ZOPP Cards (enclosed as per Appendix-C)

Main Speakers & Administrative Supports for Workshop

• Main Speakers

Mr. A. D. Narain	-	President & Advisor Project – Moderator
Mr. N. B. Cacal	-	Team Leader, Objective and Scope of Project
Dr. C. P. Bohra	-	Dy. Team Leader, Facilitator and Institutional Options
Col. S. P. Tomar	-	Road Policy & Strategy
Dr. P. K. Sikdar	-	Road Safety & Master Planning
Mr. A. Basu	-	Future Road Sector Funding
Mr. Deepak Narayan	-	Vote of Thanks



• **Administration & Coordination**

Mr. Rajesh Roy Choudhury	-	MD, ARKITechno
Mr. Tony Mathew	-	Overall Coordination
Mr. B. S. Rajpal	-	Consultant & Administrator, ICT

Objectives of the Workshop:

The stakeholder workshop was organised with the following objectives:

- To create awareness about the project to all stakeholders;
- To enlist specific needs, major issues (e.g., planning, institutional, integration, resource issues) and expectations of stakeholders (including road users) from road sector (both under present and as envisaged in near future), road policy etc;
- To have preliminary feedback on adoption/applicability of specific policy interventions and management strategies (adopted by some other states, countries) under socio-political situation of Odisha; and
- To seek support in facilitating data/information.

Inaugural Session

Time: 10.30 h to 11.15 h

The Chief Guest of the inaugural sessions was Mr. S. K. Ray (EIC-cum- Secretary, Works Department) and the session was chaired by Mr. N. K. Pradhan, CE, WB. Other dignitaries present on the dais were as follows:

1. **Mr. Rajesh Rohatgi, Task Team Leader, The World Bank**
2. **Mr. Ernst Huning, Consultant, The World Bank**
3. **Mr. A. D. Narain, President, ICT Pvt. Ltd, New Delhi**
4. **Mr. N. B. Cacal, Team Leader, RSID Consultant, Odisha**



Hon'ble Dignitaries at Dais



Inaugural Lightning by Mr. Ray, EIC-cum-Secy.

RSID Deputy Team Leader Dr Bohra, welcomed the delegates and bouquets were presented to dignitaries by RSID consultants and the workshop was formally inaugurated by “lighting of lamps” by the dignitaries on the dais.



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Welcome Address: Mr. N. K. Pradhan (CE, WB) welcomed the delegates. He emphasized the requirements and upcoming challenges for road sector in Odisha to meet the future developmental needs. Odisha has only 0.68 km length of roads per sq km against the national average of 1 km/ sq km. Mr. Pradhan suggested that emphasis should be on developing and implementing a robust maintenance plan, sustainable funding for road development and maintenance and developing a robust roads policy encompassing whole road sector in Odisha. He suggested the stakeholder departments to provide their expectation and requirements for review and integration in road policy.

Opening Address: Mr. Rajesh Rohatgi of World Bank delivered the opening remarks for the workshop.

He emphasized that people's expectations are higher and authorities needs to rise to the new demands and challenges. Public and private sectors engaged in road development are struggling with the human resources and the demand of civil engineers is high at the moment. The major challenge before the Works Departments is the need to mobilise additional funds using other resources and leveraging of PPP in addition to the government budget. New forms of contracts are available and PWDs need to be aware and accustomed to these new types of contracts for efficient implementation of works. It is inevitable that PWDs need to modernise to meet the above challenges and institutions need to be strengthened and regulatory mechanism should be in place in consistent with the reforms. Mr. Rohatgi concluded his remarks by encouraging everybody to actively participate in the workshop and put forth their comments and thoughts.

Inaugural Address – Mr. S. K. Ray, EIC-cum- Secretary, Works Department, GOO delivered the inaugural address. He appreciated the organization of this workshop involving various stakeholders by OWD and ICT, being first of its kind. Mr. Ray pointed out that road development requirement of Odisha State is very high. He cited the example of Rourkela Steel plant which has started with a production of 2 million TPA and enhanced to 8 million TPA as of now and it is expected that the production will go up to 77 million TPA in the next decade. Currently, 4000 trucks ply to and fro from the plant on four nos. of two lane roads, which is running beyond its capacity. He emphasized that Odisha has the largest mineral reserves in the country, the significant portion of which is yet to be explored. At the moment, 80% of the passenger traffic and 68% of goods are plying on the roads. Mr. Ray had put forth the following as the major issues Odisha should focus and try to improve for a holistic development of its road sector:

- The need for a robust road policy;
- **Sustainable road funding** – The most important issue concerning the state in road development is to take care of the future needs; need to explore additional funding sources for road construction and maintenance; How can this be made possible? Possible sources like CESS, Concession etc. needs to be explored.
- **Public Private Partnership (PPP)** – India is taking up PPP in a big way, but Odisha is lagging behind. An appropriate PPP enabling policy/act need to be developed;
- **Land Acquisition policy** – LA is the biggest bottleneck at the moment for road development; A LA policy should be developed which supports time-bound LA procedures;



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- **Traffic management mechanism** – Traffic at urban centres are becoming uncontrollable. How can we implement better traffic management systems similar to the one exist in developed places like Tokyo and other western countries? The establishment of traffic management centre in urban centres needs to be looked at.
- **Toll Policy** – Needs to be developed with a robust toll policy and toll collection system. The system of collecting cash from the toll gates causes congestion and creates transport delay. Need to look at E-tolling system adopted by Western countries and now proposed by NHAI.
- **Removal of encroachments** – A big challenge being faced by the road authorities; policies are in place to control encroachments, but are this enough to effectively enforce the ROW? Engineering departments faces problems in maintaining and managing ROW; Do we need to provide judicial/revenue powers to engineers to enforce ROW?
- **Communication & Co-ordination** between departments needs to be improved; Transport department needs to communicate trend of traffic growth to engineers so that advanced planning can be made in road development works which will enable money to be well spent.

Remarks – Mr. A. D. Narain emphasized the huge investment planned in road infrastructure in the tune of USD 600 billion in the 12th Five Year Plan.

He dwelt upon how Ministry of Road Transport & Highways (MoRT&H) reorganised to form NHAI to better manage the implementation of road development projects. Mr. Narain also dwelt upon other models available in different states where corporations have been created for efficient implementation of works. The examples of Bihar and Maharashtra were quoted to demonstrate the execution of works by newly created lean implementing organisations, while the government retained the powers of finances, planning and regulation of works. Mr. Narain pointed out to the Model Concession Agreements (MCAs) created by planning commission to facilitate PPP model in road development and also how funds have been leveraged from the limited funds available for road development.

He concluded by suggesting few thoughts to be deliberated in the Workshop to determine an appropriate organizational model for Odisha.

- Should the providing functions and business principles be separated?
- Can user provide funds for road development?



Mr. N. K. Pradhan, CE, WB



Mr. Rajesh Rohatagi, TTL, WB



Mr. S. K. Ray, EIC-cum-Secretary



Mr. A. D. Narain, President, ICT Pvt. Ltd.



Introduction to Odisha Road Sector Institutional Development (RSID) Project – Mr. N B Cacal, Team Leader of RSID project introduced the Odisha RSID project and the historical development of the RSID project from the ISAP objectives. He highlighted the following key tasks to be delivered under the project:

1. Revision of Works Code & Manual
2. Road Sector Policy & Strategy
3. Reorganisation & Strengthening of OWD
4. OWD Staff Training & HRD
5. Road Safety Engineering & Planning
6. Road Network Master Planning
7. Future Roads Management Funding
8. Road Toll Collection & Management
9. Vehicle Axle Load Regulation & Management
10. Future Road Sector Institutional Options

Mr. Cacal set out the objectives of workshop and introduced the team members engaged in the delivery of the project. He concluded by encouraging all delegates to actively participate in the workshop and provide thoughts and feedback towards attainment of project objectives.

Tea Break

Technical Session – 1

Time: 11.30 h to 13.30 h

Topic: Road Sector Policy & Strategy

Speaker: Col. S. P. Tomar, Technical Specialist, ICT Pvt. Ltd, New Delhi

The Presentation was made covering the followings:

- Bringing out references of Draft Road Policy Issues addressed during 2000 & 2004 as part of policy documents, though prepared but not finally approved
- Issues as addressed as per ISAP Vision and their integration for Road Policy statement
- Key issues addressed at National level and other States i.e. Gujarat, AP & Karnataka
- Policy features of developed and developing Countries
- Certain observations of World Bank and requirement of Client addressed for inclusion in policy document



- Comparative Statements of these issues along with how Consultants are proposing for this documents
- Response/Suggestions of Stakeholders

As highlighted during the Presentation the Draft Road Policy Document will be developed based on:

- Noting all the points specifically addressed in previous Draft Road Policy Document, being presently practiced successfully in other States, in compatibility with National Road Policy
- Reviewing Consultants proposed new points, their acceptability by GOO and other Road Departments of GOO
- Outcome of discussions and impressions gathered during visit to other states and how their reformed, institutional establishments with regards to their new policy documents and Highway Acts enacted recently are functional
- Response and views of concerned Stakeholders of GOO
- ISAP Vision and views of World Bank
- Experience of Consultants of other projects as well as projects executed in foreign Countries

The salient features of Draft Road Policy Documents are likely to be as below (of course subject to approvals at various levels discussed above):

- Road Policy Document to cover Strategy, Vision, Goals, Priorities, Roles and Legal Framework for next 20 years
- Enactment of Highway Act on the lines of Gujarat & Karnataka
- Road Network Master Plan integrated with inter-modal mix to provide connectivity to all villages, town and all business centres, mining corridor, tourist centre and so on
- Adequate transport capacity to match demands of safe transport consistent with increase in vehicle population. Traffic management is considered to be one of the key requirements
- Technological upgradation and modernisation of transport equipments for capacity augmentation and productivity improvement
- To rectify regional imbalances through provision of suitable road system, with special emphasis on KBK districts
- Emphasis on safety and energy efficiency
- State level PPP Policy (though draft policy prepared during 2007, but yet to be notified, needs amendment)
- Well-defined Legal 'Right of Way' and Asset Management supported by GOO Legislation
- Dedicated and Sustainable Road Fund Management procedures for Infrastructure needs
- Procurement Policies including E-tendering and Transparency issues
- Capacity Building of existing local Construction Industry
- Recommendations for a review of a LA Policy with some provisions of liberal clauses for early acquisition for priority projects
- Review of RR Policy with focus on difficult areas
- Development of LWE areas with suggestions for provision of additional funds and how to take up fast track projects, by integrating the security arrangements by way of getting support from



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Engineering Battalions raised by Odisha Home Department. Existing practices of other States affected by LWE/such elements, to be suggested for

- Environment protection, regulatory issues to be part of state for the progress of priority projects with certain suggestions for liberalisation, covering Forest & Mining corridor
- Quarry regulations for road construction material
- Stringent laws on quality control of projects, on the lines of Gujarat Model
- Performance based Road Network Management, considering outsourcing model
- Road Departments should be exclusive and for roads only or otherwise, views of GOO to be the guiding factor
- Upgradation and Capacity Building of Technical Officers of Road & Building Departments
- Master planning of road network and its updating from time to time with classification of roads
- Uniformity of design standards and specifications of roads covering all departments and irrespective of ownerships
- Prequalification Passbooks for Contractors for eligibility of specific Contracts, avoiding long drawn prequalification process
- Provision of Engineering Legal Department as part of institutional reforms

Responses/Suggestions by Stakeholders

The major response from the audience was on the following points:

Mr. N. K. Panda, Joint Director, P&C Department, GOO

- Suggested that the Vision 2020 prepared by Planning Department, be integrated with proposed Master Plan of Road Sector and other issues covered in Vision 2020 be part of the Road Policy
- He further enquired on allotment of funds of other States with respect to their overall GDP, responded by Consultant as, average 8-9 % in other State
- Regarding point raised about the quality control of the roads, was clarified that it will be responded while developing policy by incorporation of certain stringent measures and penalty.

Mr. K. C. Samal, ACP, Traffic Police, Cuttack

- Lack of uniform standards leads to different road agencies constructing and maintaining roads to different standards. It has been observed that the meeting points of roads having different ownership becoming hazardous and increased number of accidents are observed at such locations; To avoid this, uniform standards for roads having different functions needs to be developed and the same has to be implemented by all the road agencies, noted for Compliance.

Questions on Environment & Land Acquisition

- As recalled, the questions on Environment & Land Acquisition were asked by the Stakeholders, giving reasons that the projects in Odisha are getting delayed for these two issues. It was replied that these issues will be addressed and deliberated in the proposed Road Policy document in accordance with practices adopted by other States and what is best suited to the state of Odisha.



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Mr. Rajesh Rohatgi of WB suggested that roads policy should cater for all future development activities concerning road sector and the usual follow-ups of roads policy such as Roads Act and subsequent road sector strategy and action plans. Further, he suggested incorporating provision for innovative funding mechanisms in road policy.

Topic: Road Network Master Planning

Speaker: Dr. P. K. Sikdar, President, ICT Pvt. Ltd, New Delhi

Dr. P. K. Sikdar presented the salient features of Government of India's 20-year vision for road development and the need for the road sector master plan to comply with Gol's vision of road development and the evolving road sector policy for Odisha in addition to catering for development plans of Odisha. Further, Dr. Sikdar summarised the existing geometric features of the network, the shortcomings of the network, and the need to develop a robust road network to cater for the future development plan of Odisha.

The salient features of the audience response were as follows:

- Vision 2020 has been prepared by the planning department which aims to connect block headquarters to district headquarters;
- An appropriate guideline should be evolved for future reclassification and upgradation of the road network;
- Agriculture is the major livelihood of the people of Odisha and this shall be reflected in the road sector master plan; and
- Master plan shall include *Panchayat* roads also.

Mr. Pradhan (CE, WB) observed that OWD owns only 5 to 6% of the entire road network of Odisha and it is important to reclassify the existing road network for improved management.

Mr. Rohatgi of WB pointed out the difference in functions of rural roads and OWD roads, the former being mainly used for connectivity while the later are used for economic activities of the State. Since both have different functions and different approaches, the same needs to be considered while formulating road policy as well as the master plan. He further pointed out how some of the other states have developed master plan in a programmatic manner and pointed to the example of NHDP programme of Gol and Delhi Mumbai Industrial corridor, which then can be used for seeking finance from IFIs.

Topic: Road Safety Engineering & Planning

Speaker: Dr. P. K. Sikdar, President, ICT Pvt. Ltd, New Delhi

Dr. P. K. Sikdar presented the vehicle and accident growth scenarios in Odisha and emphasized on the growing trauma due to accidents. Further, with the help of district level data, he highlighted the hazardous locations in the network, the districts where accidents pose a greater problem, the high risk



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groups and the predominant nature of accidents. Over and above, Dr. Sikdar explained the roles of various departments in improving the road safety management, the current capacity constraints and further laid out the proposed roadmap to develop a multi-sectoral road safety action plan for Odisha.

The salient features of the response of delegates were as follows:

- Accident data is available with the SP, CID Crime Branch and the traffic police can help in obtaining this data

(Dr. Sikdar responded that this data have already been obtained from the State Crime Records Bureau (SCRB) and further data from police stations will help to identify the specific sections of hazardous sections.)

- State Road Safety Council (SRSC) and District Road Safety Councils (DSRCs) have been formed, but not functioning
- The representatives of traffic police suggested for their inclusion during discussions on road development processes and in any meetings/consultations on improving the road safety situation in the state.

{Mr. Pradhan (CE, WB) promised to invite Home and Transport departments for further meetings/ discussions and encouraged the representatives of these departments to be part of the delegation expected to visit other states, under the RSID project, to learn about the improved road safety management practices}

Mr. N. B. Cacal, Team Leader, RSID Project



Col. S. P. Tomar, ICT Pvt. Ltd.



Dr. P. K. Sikdar, ICT Pvt. Ltd.



Stakeholders Response

**Lunch Break****Technical Session – 2****Time: 14. 20 h to 16.10 h****Topic:** Future Road Sector Funding**Speaker:** Mr. Amitava Basu, President, ICT Pvt. Ltd, New Del hi

Mr. Amitava Basu presented the existing plan and non-plan funding status in road sector, the areas for assessment of future fund requirements and different options to leverage required funds for development of road sector. Mr. Basu highlighted key issues in the road sector funding and the actions taken by different states in tackling those issues. The factors to be considered for a road fund were put forth for further deliberations.

The salient features of the stakeholders' response are as follows:

- There are no paucity of funds for road development in Odisha, and human resources development is more crucial;
- If road fund is within budgetary allocation, it may not work, however, if it is besides budgetary allocation, it may work;
- Funds are earmarked for Orissa Road Safety Council and these should be further leveraged and used for road safety improvement activities;
- A percentage of the penalties collected can be diverted to fund road safety improvement activities;
- Channelise CSR funds for rural roads as well;
- Existing funding system is enough to cater for the requirements, but there is a need to develop a systematic/scientific approach to utilise the funds;
- The existing method of toll collection causes inordinate traffic delays and a method of shadow tolling system needs to be developed for the State;
- Institutional mechanism for road funds, if established, needs to be clarified;
- A separate directorate for road safety with dedicated funds needs to be established;
- MoRTH has set apart 10% funds for road safety improvement activities and the State needs to develop a similar method of setting apart a percentage of funds for road safety improvement activities; and
- No funds are available with traffic police for road safety campaigning; a dedicated road safety fund needs to be established for the same; parking fees collected by urban local bodies can be channelised towards road safety awareness campaigns.

Mr. Rajesh Rohatgi of WB suggested that rejigging public part of the available funds may not get us the essential funds to cater for future development requirements and requested Mr. Basu to explore the possibilities to generate funds from the private sector. An example was quoted where the Mining developer contributes to peripheral development fund, of which some parts can be channelised for road fund.



Following the presentation of Mr. Basu, representatives of different departments were invited to speak and further deliberate on the issues presented. The salient features of the following discussions are given below:

Presentation by Stakeholders

1. Mr. N. K. Panda, Joint Director, P&C Department, GOO

Planning department has prepared a Vision 2020 document and a Master Plan for road sector has been developed. In addition, future plans of other departments are available with the planning department and the consultants can collect the same to carry forward their activities.

2. Mr. Rabinarayan Satapathy, Secretary, Truck Operators Union

- Truck drivers normally drive long distances on the road network and needed rest in frequent intervals. However, no parking facilities are provided on the road network and this creates a hazard. It is important to design parking places at frequent intervals in the road network
- Road dividers should be designed in such a way that cattle should not be able to use the median for grasing the vegetation. Fences should be provided in the median to prevent cattle being a hazard in the road network, where medians are provided
- Encroachment of the ROW by street vendors is a major source of accidents. Strict action needs to be taken to prevent encroachments on the ROW.
- A law should be enacted to prevent the operation of liquor shops along the highways and the same should be strictly enforced.

3. Mr. K. C. Samal, ACP, Traffic Police, Cuttack

- Ownership of roads is not clearly defined on some parts of the network. This leads to a situation where no agency comes forward to maintain such sections and the same becomes a hazard due to lack of maintenance. For example, increased number of accidents is noted in such sections in Cuttack district.
- Road users need to be made aware of the existing rules and regulations framed by the GoI and GOO concerning traffic safety; Dedicated funds needs to be set apart for such campaigning activities which should be on a regular basis; TV campaigning could help
- Creating awareness among the road users in Odisha should be given utmost importance.

Presentation by other ISAP consultants

1. Mr. Pradeep Kumar of LEA Associates, presented the Asset Management System

- Transforming "Engineers" to "Managers" is one of important objectives of larger institutional development. Towards this, apart from many other initiatives, development and institutionalization of computerised road asset management system based on scientific engineering principles, business practices and economic rationale is contemplated as one vital tool to maintain road asset in a cost effective manner and at acceptable service level.



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- The Consultants appointed to assist OWD achieving above, gave a brief presentation on objectives, scope of the services and how it helps improving transparency and credibility of decision making process of OWD. For any such system, data collection on regular basis is one important requirement. Therefore, need of institutional re-arrangement in terms of roles and responsibilities of OWD division office for sustainability of ORAMS was also deliberated.
- They further discussed the specific aspects of assignment such as training needs, Road Classification or reclassification of OWD road network including identification of core network to be considered while preparing Road Network Master Plan for the state of Odisha.

2. Mr. Pradyut Mohan Dash of CSM Technologies, presented the IT/ICT consultancy services

- Representatives from CSM Technologies who are engaged as the Consultant for IT/ICT strategy formulation made a presentation on the current IT/ICT scenario and till date finding under different categories. As per the consultants status update, the existing process of works department has been studied and documented in AS-IS Study report form. The existing software and solutions used by the department is also been studied. Apart from software/hardware status, existing knowledge bank of officers in IT/ICT field is also assessed. Based on the AS-IS study a gap analysis and proposed IT-ICT-MIS Architecture to be designed and implemented.
- The consultant presented the core areas where IT-ICT Intervention is required mainly Planning & Budgeting, Procurement Management, Project Management, Fund Management, Road/Bridge/Building Asset Management, Quality Monitoring System, Intellectual property management, IT Infrastructure Management, Human Resource Management, Data Management, Complaint Handling system, Road Safety and Environment management. The consultant also presented few of the IT solutions used by the department such as IoTMS, WAMIS, HRMS, e-Nirman, e-Procurement, e-Despatch & CHS.
- The consultant during presentation emphasizes on the major requirements for IT Core Team, Training and Capacity Building in phased manner, ITIL (Information technology Infrastructure Library) solution for managing IT Infrastructure, IT Helpdesk to manage queries and complaints of IT users and finally a proper IT-ICT Policy that is in a synch with state as well as national IT Policy.
- The above conclusion is made by the consultant based on the process study and initial gap analysis.



Mr. A. Basu, ICT Pvt. Ltd.



Mr. Panda, Joint Director, P&C Deptt., GOO



Mr. Sathpathy, Secy., Truck Operators Union



Mr. Samal, ACP, Traffic Police, Cuttack



Mr. Pradeep Kumar, LEA Associates



Mr. P. M. Dash, CSM Technologies

Tea Break

Technical Session – 2 (Contd..)

Time:16. 30 h to 17.00 h

Topic: Institutional Options for Road Sector

Speaker: Dr. C. P. Bohra, Deputy Team Leader, Odisha RSID

Dr. C. P. Bohra presented the context of institutional development and presented the SWOT analysis of road sector institutions. The audience was shown different evolution stages of road administration and the general layout of different types of road administrations existing in different parts of the world. In particular, the evolution of road administration to meet the challenges of future developments was demonstrated by citing examples of Gujarat and Madhya Pradesh.

The salient features of audience response were as follows:

- Madhya Pradesh model is more relevant to Odisha;
- Examine the roles and responsibilities of OBCC and suggest methods to revamp the OBCC;
- Need for social and environmental units in works department;
- Define ideal role of a road agency and what function it needs to perform;
- Separation of policy and planning unit in line with Gujarat Model; and
- Capacity building requirements to meet these new options.



Mr. Ernst Huning detailed the role of GIDB (Gujarat Infrastructure Development Board) and stressed for its review and integration.

Other comments from Stakeholders

1. Mr. K. C. Samal, ACP showed concerns in improving road safety environment in the State. In response to this, Mr. Rohatgi cited the example of Delhi, where Traffic Police has managed to reduce the accidents consistently since 2009. ACP was advised by Mr. Rohatgi to contact Mr. Satyendra Garg (JCP, Delhi) to learn from his experiences. Further, Mr. Pradhan (CE, WBP) offered support under RSID project in facilitating such visits to learn best practices elsewhere.
2. Mr. Samal, ACP, expressed concerns regarding lack of co-ordination between police and road sector engineers; it will be a good practice to involve traffic police in design and construction review of road projects; Further, police needs to be informed beforehand while undertaking major repairs on the road network to improve traffic management and road safety;
3. Concerns were expressed on penalization of engineers alone for poor quality of works; Responsibility should also be fixed on the contractor for poor quality of works; Road policy should reflect this issue;
4. For improved quality management, an independent autonomous body should be constituted with the laboratory, trained manpower and the rights to verify any construction works of the GOO in the state.

Plenary Session

Time: 17.00 h to 17.30 h

Mr. A. D. Narain and Mr. Ernst Huning concluded the session with final thoughts and responding to the feedback from the delegates during the course of the workshop.

Mr. Narain highlighted the importance on the following:

- Uniform standards for different functions of roads needs to be developed by the OWD and the same has to implemented by all agencies involved in road development
- The vision document of planning department needs to be integrated with the master planning being developed under RSID
- Engineers needs to develop relationships with the police and strengthen co-ordination; Home department is to be involved to enforce ROW; An example from Bihar was quoted where the encroachments could be removed from a stretch of National Highway in 24 hours with proper co-ordination between Road Organisation and Police

Mr. Ernst Huning concluded the session by appreciating the proceedings of the workshops and the extent of interactions among various stakeholders. He also appreciated the use of **ZOPP** cards to seek views of people who sometimes do not wish to voice their opinions. Mr. Huning appreciated the participation of various stakeholders in the workshop and advised to channelise the interactions and take these forward for further action.



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The workshop ended with vote of thanks by Mr. Deepak Narayan and the workshop was formally declared closed.

Other Important Features of the Stakeholder Workshop

- Considering the time paucity and unwillingness of some participants to interact, **ZOPP** cards were used to seek their views on various issues presented during the workshop. A separate compilation of their inputs is being prepared and shall be used by RSID consultants besides its submission to **GOO and The World Bank**.
- In addition, Mr. Ernst Huning had a separate session with RSID Consultants, OWD Officers and other members of monitoring committee of consultancy assignment, to have an informal discussions to cover the salient points of Presentations made by different speakers, to apprise them some of the issues which require more deliberations while progressing the assignment further.

Dr. C. P. Bohara, DTL, RSID Project



Mr. Ernst Huning, Consultant, WB



Mr. D. Narayan, ICT Pvt. Ltd.



Mr. Huning's Meeting with RSID Consultants & OWD Officials



Other Photographs





**Delegates of the Stakeholder Workshop - 9th Nov. 2012
(not necessarily in any particular seniority order)**

Sl. No.	Name of the Delegate	Designation	Department/Office
Works Department, Odisha			
1	Er S. K. Ray	EIC-cum-Secretary	Works Department
2	Er N. K. Pradhan	Chief Engineer, WBP	Works, PMU
3	Er Pradeep Chandra Sahu	Managing Director, OBCC	Works, PMU
4	Er Bharat Chandra Pradhan	Chief Engineer, National Highways	Works, PMU
5	Er Bijan Kumar Behera	Chief Engineer, DPI and Roads	Works, PMU
6	Er R. N. Sahoo	Chief Engineer, RD and QP	Works, PMU
7	Er R. B. Swain	Superintending Engineer, Cuttack, R&B Circle	OWD
8	Er Bhata Bhoi	Superintending Engineer, Northern Circle, Sambalpur	OWD
9	Er G. Pradhan	Superintending Engineer, NH	OWD
10	Er Arun Kumar Misra	Superintending Engineer, D&P, NH	OWD
11	Er Basudev Bala	Superintending Engineer, NH	Works, PMU
12	Mr. R. R. Bohidar	Nodal Officer	Works, PMU
13	Dr N. C. Pal	Executive Engineer	Works, PMU
14	Er B. C. Tripathy	Executive Engineer	Works, PMU
15	Er Gati Krushna Prasad	Executive Engineer	Works, PMU
16	Er Fakir Mohan Panigrahi	Executive Engineer	Works, PMU
17	Er Chittaranjan Mandhata	Executive Engineer	Works, PMU
18	Er M. R. Misra	Executive Engineer	Works, PMU
19	Er Bindheswar Patra	Executive Engineer, Design-I	Works, PMU
20	Er Anil K. Tripathy	Executive Engineer	Works, PMU
21	Er Saroj Kumar Parhi	Executive Engineer, Design-VI	Works, PMU
22	Er Digambar Biswal	Executive Engineer	Works, PMU
23	Er B. K. Sahu	Executive Engineer	Works, PMU
24	Er Gadadhar Panigrahi	Executive Engineer, ISAP	Works, PMU



Road Sector Institutional Development, Odisha

Sl. No.	Name of the Delegate	Designation	Department/Office
25	Er Rabindra Kumar Acharya	Executive Engineer, NH, D&P-I	Works, PMU
26	Er Dipak Ku. Tripathy	Executive Engineer, ACE, Building	Works, PMU
27	Er Amiya Nayak	AEE (Civil)	Works, PMU
28	Mr. Ajit Kumar Satpathy	DFO, WBP	Works, PMU
29	Mr. K. B. Panda	FA	Works, PMU
30	Mr. Pradipta Kumar Nanda	Dy. Commissioner, Land Acquisition	Works, PMU
31	Sri J. Misra	Sr. DAO	Works, PMU
32	Mr. Manoj Mohanty	Dy. Secretary	Works, PMU
33	Mr. Trinath Behera	Dy. Manager	Works, PMU
34	Er Akshay Kumar Sahoo	Assistant Engineer (Civil)	Works, PMU
35	Er Sameer Kumar Hota	Assistant Engineer	Works, PMU
36	Er Ramesh Ch. Panda	Assistant Engineer	Works, PMU
37	Er Subhransu Sekhar Swain	Assistant Engineer	Works, PMU
38	Er K. K. Mishra	Assistant Engineer, NH	Works, PMU
39	Er Bidhan Ch. Majhi	Assistant Engineer (Civil)	Works, PMU
40	Er Pradeep Kumar Misra	Junior Engineer	Works, PMU
41	Er Gopinath Sethi	Junior Engineer	Works, PMU
42	Er Babula Behera	Junior Engineer	Works, PMU
43	Er Narayan Behera	Junior Engineer (Civil)	Works, PMU
44	Er Suresh Kumar Patro	Junior Engineer (Civil)	Works, PMU
45	Er Sarat Chandra Behera	Junior Engineer (Civil)	Works, PMU
Other GOO Departments			
46	Dr N. K. Panda	Joint Director, P & C Dept.	Planning & Co-ordination Dept., GOO
47	Mr. D. S. Mishra	Additional Secretary	Law
48	Mr. S. K. Mohapatra	Additional Commissioner	Transport
49	Mr. Binod Ku. Das	ACP	Traffic, BBSR
50	Mr. Krushna Ch. Samal	ACP	Traffic, Cuttack
51	Er H. K. Sadangi	Chief Engineer, R.W., R.D.	Rural Development
52	Er Deb Narayan Pal	Superintending Engineer, RD, Central	Central Circle, Rural Development, BBSR



Road Sector Institutional Development, Odisha

Sl. No.	Name of the Delegate	Designation	Department/Office
53	Er G. B. Kar	Superintending Engineer, RD	RW(PH) Circle, Rural Development, BBSR
The World Bank			
54	Mr. Rajesh Rohatgi	Task Team Leader	World Bank
55	Mr. Ernst Huning	ID Specialist	World Bank
56	Mr. Shri Kumar Tadimala	Task Team Member	World Bank
57	Mr. S. Krishnan	Consultant, Governance	World Bank
58	Mr. Satya Mishra	Task Team Member, Social Dev.	World Bank
59	Mr. Anand Gawali	Architect	Supporting WB consultants
60	Miss Vibha Rohilla	Economist	Supporting WB consultants
Truck/Bus Operators			
61	Mr. Rabinarayan Satapathy	General Secretary	Odisha Truck Operators Union
62	Mr. Prakash Mishra	President	Bus Owners Association
OSRP Consultants			
63	Mr. A. D. Narain	President, ICT	RSID Consultant
64	Mr. N. B. Cacal	Team Leader	RSID Consultant
65	Dr C. P. Bohra	Organizational Development Specialist-cum-Deputy Team Leader	RSID Consultant
66	Mr. A. Basu	Financial Analyst & Business Planning Specialist	RSID Consultant
67	Dr P. K. Sikdar	Road Safety (Infrastructure Design & Management) Specialist	RSID Consultant
68	Mr. Deepak Narayan	PWD Sector Domain Specialist	RSID Consultant
69	Col. S. P. Tomar	Additional Consultant	RSID Consultant
70	Mr. B. S. Rajpal	Coordinator	RSID Consultant
71	Mr. Tony Mathew	Transport Planning Specialist	RSID Consultant
72	Mr. Rajesh Roy Choudhury	Managing Director, ARKITECHNO	RSID Consultant
73	Mr. Anand Prakash	Team Leader, LASA	OSRP Consultants
74	Mr. Pradeep Kumar	Assistant Director, LASA	OSRP Consultants
75	Dr S. S. Seehra	Advisor, LASA	OSRP Consultants
76	Mr. G. P. Sahoo	Consultant, LASA	OSRP Consultants

**Road Sector Institutional Development, Odisha**

Sl. No.	Name of the Delegate	Designation	Department/Office
77	Er B. C. Padhi	Domain Specialist, CSM Technologies	OSRP Consultants
78	Mr. Nanu	CEO, CSM Technologies	OSRP Consultants
79	Mr. Pradyut Mohan Dash	Programme Manager, CSM Technologies	OSRP Consultants
80	Mr. Pinaki Dash	PS, CSM Technologies	OSRP Consultants
81	Mr. Amresh Kumar	Member, Organising Committee	RSID Consultant
82	Er Chandan Kumar Dey	Member, Organising Committee	RSID Consultant
83	Mr. Shyamalendu Pallai	Member, Organising Committee	RSID Consultant
84	Mr. Arpit Mohanty	Member, Organising Committee	RSID Consultant
85	Mr. Rajib Sahu	Member, Organising Committee	RSID Consultant
86	Mr. Subhranshu Choudhury	Member, Organising Committee	RSID Consultant
87	Ms. Rosalin Sahoo	Member, Organising Committee	RSID Consultant
88	Ms. Vanani Vasundhara	Member, Organising Committee	RSID Consultant
89	Miss Tanmayee Das	Member, Organising Committee	RSID Consultant

**Appendix B**

**Program of Stakeholder Workshop
(Works Department, Government of Odisha)
November 09, 2012
Hotel Crown, Jaydev Vihar, Bhubaneswar**

➤ Registration	10:15 - 10:30 hr
➤ Presenting Bouquets and Lighting of Lamp by Secretary cum E-in-C, Works	10:30-10:35 hr
➤ Welcome Address by CE (World Bank), OWD, GOO	10:35–10:45 hr
➤ Remarks by Mr. Rajesh Rohatgi, TTL, The World Bank	10:45–10:50 hr
➤ Opening Remarks – Er S. K. Ray, Secretary cum E-in-C, Works	10:50–10:55 hr
➤ Addressed by Mr. A. D. Narain, President, ICT (RSID Consultant)	10:55 –11:00 hr
➤ Project Objectives, Scope of Services, Objectives of the Workshop and Team Composition - Mr. N. B. Cacal, TL, RSID Consultant	11:00–11:05 hr
TEA	11:10–11:30 hr
➤ Road Policy Development (ISAP vision, Policy framework of other states, Analysis) – Col. S. P. Tomar (20 minutes presentation, 10 minutes discussions)	11:30 -12:00 Noon
➤ Road Network Master Planning (15 minutes) and Road Safety Management (10 minutes) - Dr. P. K. Sikdar (Practices, Lessons from other States in India, elsewhere) (Additional 10 minutes discussions)	12:00–12:35 hr
➤ Road Fund Management - Mr. A. Basu (20 minutes presentation, 10 minutes discussions)	12:35–13:05 hr
➤ Address by Stakeholders (Issues, Expectations and Plans with reference to road sector development in the state)	13:05–13:30 hr
• Planning and Coordination	
• Finance	
• Tourism	
Distribution of ZOPP cards to delegates (5 different colors) explaining them to write their views (issues, expectations etc.) on road policy, master planning, road safety, road fund and institutional options etc.	
LUNCH	13:30–14:30 hr

**Road Sector Institutional Development, Odisha**

- Address from Stakeholders (Issues, Expectations and Plans with reference to road sector development in the state) 14:30-15:00 h
- Industry
 - Mining
 - Road users
- Collect all ZOPP cards from delegates and pass it on to respective experts**
- Address by other RSID Consultants (presentation on their works to road policy and road development): (5-7 minutes each) 15:00-15:20 hr
- LASA (Dr Raju/Mr. Pradeep)
 - CSM Technologies
 - RUSS Consultants (MDRA)
- Road sector Institutional Reforms and Options -Dr C. P. Bohra 15:20-15:35 hr
- TEA 15:35-15:55 hr**
- Discussion on issues (**ZOPP** cards) and open (interactive) Forum 15:55 -17:00 hr
- Plenary Session (recap of proceedings) – Mr. A. D. Narain 17:00–17:15 hr
- Concluding Remarks – The World Bank 17:15-17:25 hr
- Vote of Thanks (3 minutes) – Mr. Deepak Narayan 17:25 hr



ZOPP CARD No.: 1

A.R. Nayak, A.E., O/o EFC (C)

As a policy for Road Sector development - one Road Development Agency or Authority should be created which would co-ordinate with all the concerned departments for formulating the policy of Road Sector Development.

Separate road fund may be created out of tolls collected, registration of lands along the roads, taxing public by incorporating some cess on fuel etc. (1)

3. Quality research Institute like Gujarat may be created with statutory powers.
4. Carving out State Highway Authority of Odisha, MDR Authority + ODR Authority from Odisha Road Development Authority in future.

A.R. Nayak
A.E., O/o EFC (C)
(P+U)
9861750775



ZOPP CARD No.: 2

Road policy

(2)

1. The road policy should include all categories of roads i.e. from village road to NH for better connectivity to state capital.
2. In this policy only engineers should be responsible. The contractor should be included and he should be punished for his bad workmanship.
3. For quality check a task force ~~to~~ squad be constituted comprising of quality experts, vigilance team and should be under direct control of state home dept.
4. Quarry fined for raw materials for estimate should be ensured during execution.
5. Road projects should be

planned for specific time and attention should be taken so that no ~~road~~ further ~~work~~ improvement should be made.

Sri Narayan Behera
J.E. PMU.
mob- 9937619624



ZOPP CARD No.: 3

from: - Poshpa Kumar Sahu
Executive Engineer
Asst. to CE (Roads)
MOB - 94371 52356

My suggestion would be to integrate the parking policy in the Road Sector Policy because there is possibility of generating revenue from the parking policy. This revenue can be used specifically for developing the roads. Since the state parking policy is in draft stage it is urgent time.



ZOPP CARD No.: 4

H. K. Salangi, CE, RD

1. There should be a clear policy regarding asset management systems.

(9)



Name: ARSHAY KUMAR SAHOO
Design: Asst. Engineer (Civil)
Office: PMU, OSRP (World Bank Projects).
Email: arshay.sahoo@gmail.com
Mobile: 91-9938177044.

Question:

- The various state Road Policy (ies) and central Policy may be discussed ^{elaborately} in a comparison table citing the merits / demerits and its sustained applicability over all road sectors of Odisha.
- There should be more focus on Group Discussions / Working Group discussions with a clear and deterministic agenda (Of course, this is the first kind of workshops to have a broad interaction among stakeholders to know the extent of

the RSID (ISAP) Assignment. We hope the further workshops shall be with a clear agenda of one or two tasks with more elaborate and exhaustive deliberations will be carried out.

ZOPP CARD No.: 5



ZOPP CARD No.: 6

From: E.R. B. C. PADHI, EIC (Retd), Domain Specialist CSM Consultants (P) Ltd.

ROAD POLICY Development.

(6)

1. slide (40). It can't be GDP. It can be total allocation to Road Sector as a % of Total Budget of the State.
2. Quality certifier (41) should be a sort of autonomous body to take care for OWD, RD & PR Deptt all spending enormous funds without poor quality check & control mechanism linked to payment & penalty. Central Lab's manpower, training, equipment should be augmented/upgraded at all levels. Routine on-field inspection will keep the system on guard provided they have a penalty authority based on records.
3. What are the suggestions of the consultant on Road Policy Development & in meeting which identified on the issues discussed in report also.

1. Make right a road act, follows to be discussed in assembly / cabinet, public bodies then a certified then only it can be operational. It should cover RD Deptt, PR Deptt, New Deptt & Forest Deptt.

J. B. B.
09.11.12



ZOPP CARD No.: 7

(7)

SAMBER HOTA, A.E.

- Provide Safe Roads.
- Connect Hospitals within $\frac{1}{2}$ Hour.
- High Speed Access Controlled Roads
Connects the Dist HQs to Capital.



ZOPP CARD No.: 8

Materials like Aggregates ⁽⁸⁾ are estimated to be brought from Govt approved quarries for estimate purpose becomes scanty during the actual construction & the Contractor arranges his own quarry and procures materials as per the requirement. But the Audit Catch hold of the Lead of Materials on actual basis & suggest to recover the amount from the Contractor if ~~the~~ the distance (Lead) is less but there is no account of the distance of lead is none. My suggestion is when the Contractor

quotes his price for a finished item, there he should be given liberty to procure materials at his convenience without putting him to task by the Audit or vigilance department.

That right should be protected in the new policy.

Kishore Kumar Mishra.
Asst Engr.
National Highway
BSSR

94371-47333



Basudev Bala, SE NH Circle (Sundergarh)

1- Proper funding Policies.

(a) social Development

(b) commercial Development

2- Specific policy for

(a) Master Plan &

(b) Investigation such as
Preparation of DPR
search of Rate & SBID

(c) construction

3- Independent Quality
Control of road work
Systems

4- Proper Maintenance
Policy of road work
or Building work

5- Proper Human Resource
Development Policy.

such as training
& refreshing
of knowledge.

6- Regular meeting of
all Deptt. Department
personnel for
modification of
policy as per need
to time & situation

7- Proper Building material
policy like
Quarry
policy.

8- Proper redressal of
dispute policy.

ZOPP CARD No.: 9



ZOPP CARD No.: 10

(10)

A. K. Mishra
S.G (P) N.H

- 1) In the road sector, there should be provision for road Development Authority and works Dept may function as regulatory body.
- 2) There should be regulation when bypasses of any city is taken up, no commercialisation on the side of the bypasses are allowed.
- 3) In road sector Institutional Development The establishment and legal matters should be dealt separately by H.R personal not by Engineers so that Engineers can concentrate on engineering activities only.

M-4437044337



ZOPP CARD No.: 11

Individual Quality Auditors (Essentially an ⁽¹⁾ Engineer from Quality Department) may be placed at each divisional level at least, independent from the Divisional Authority, who will guide the Divisional staffs regarding maintaining good quality in constⁿ.

→ At least Half yearly Quality workshops may be conducted at divisional level ~~for~~ for building awareness on the Quality maintaining/evaluation techniques developed in the recent times.

One Environmental Officer at the level of Circle (SE office in the Engineering wing) may be placed, who'll be responsible for the preparing/obtaining EMPs, Environmental clearances, forest clearances for the roads to be developed or being developed.

He may be also be authorized to conduct training program for creating awareness regarding the Env. & forest aspect of the linear Development.

- Automation of Road safety aspect ^{its} integrity with the line department needs to be carefully carved out.

Enr. S. S. Swain,
AE, PMU.
9438303994.
SSSwain@pmuosp.org



ZOPP CARD No.: 12

(12)

Road Policy formulation,
enactment,
implementation/
enforcement/
evaluation/
policy revision ^{keeping up with time & technology}
sustainability
effective
involvement interdepartmental
co-ordination.

Institutional mechanism
for ensuring and
keeping it activated
should be in place.
Needs institutional analysis
apart from advocacy for
the same.

B. C - Twp ally
PMU

9438672484



ZOPP CARD No.: 13

IT-ICT policy to support, ⁽¹³⁾
strengthen & expedite the
Road Sector Policy in a
must to meet the objective
of Good Governance.

Trinatha Behera,
Dy Manager (Proc)
State Procurement Cell,
Odisha.
94371-34302



ZOPP CARD No.: 14

Quality Control : -

(14)

Estimates are prepared on current schedule of rates, which are highly unworkable.

Asking the Engineer to maintain quality in the work, estimated at CSR, (where tenders received are often less than the estimated costs) are as like asking for something IMPOSSIBLE.

1. Estimates are proposed to be prepared at local market rates.
2. Quality Control Cell of OWD needs strengthening.

Anil K. Toppaluy
Executive Engineer
PMU, Works Deptt.
09437006863.

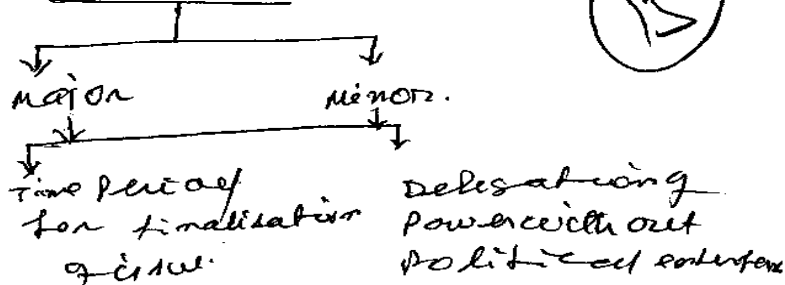


ZOPP CARD No.: 15

En. S. K. PATRO, PMU, WORKS DEPT.1) Land Acquisition:

i) Provision for incentive to the land owners from time to time.

ii) coordination of all the concerned deptts with immediate finalisation of issues.

2) Hindrances:3) ROW:

i) Encroachment free policy and delegation of power before / during / after completion of the project.

4) Reality assurance:

i) Proper documentation by the executive and Periodical review by Third Party agency along with nodal agency.

ii) No political interference should be made for land ownership.

26/9/12



ZOPP CARD No.: 16

- R. B. SWAIN S.E. (RRB) Circle, Cuttack
- Since GOO needs adequate external funding for augmentation of its road/infrastructure development, most of time, projects reaches implementation stage before the hindrances to progress like LA, shifting of electric/telephone poles, cutting of trees etc are addressed. So, a part of loan may be sanctioned by funding agency prior to actual implementation as a soft loan / zero interest loan to take care of above problems.
 - Different level of development scheme for different category of roads in state.
 - Principle of financial compensation like escalation (material / labour) ~~may be~~ require to be streamlined.
(Constant compensation)
 - Flexibility in procurement policy
100% of Tolls / Plants on hire/lease basis existing presently. Present policy ~~requires~~ needs change - possession of min. key tolls/plants reqd. for work. by the Contractors.

- A single Contract document for any work (quantum) in stead of diff. documents for different type / quantum of work.
- Prioritisation of Repair/maintenance policy after design period.
-

R. B. SWAIN
S. E. (RRB) Circle, Cuttack.
M - 09437195151

16



ZOPP CARD No.: 17

(17)
Rabindra Kumar Acharya -
9437193619
Executive Engineer
(Design & Planning) I
w/o C.E. N.H. Orissa -

rabindrakumar.a@gmail.com

① Development VS GDP

The Infrastructure affected by the development of Industries at some places.

Hence ~~the~~ Before signing the MOU for the Industries, the Road sector development, ~~in the~~ ~~area~~ which are affected by the Industries should be taken care of and the Industries should participate for the Road development.

② Quality & cost

The Executants should make responsible for quality assurance. ~~and quality cost~~

③ Environmental & Social Impact:

It should be clearly indicated in the policy that the initial Estimate

for the project may be made taking the Govt. Quotations into consideration. But the executant can procure the material for construction as per his convenience.

9/11/12



ZOPP CARD No.: 18

④

JOB CARD

Saroj Ku. Pashi EE
Directorate of Design & Design VI
O/O E.I.C (Civil)
Odisha.

- ① Master plan for Road Connectivity should be finalised which should comprise roads covering all Deptts like NH, PWD, Rural Works Panchayats, Forest H & U.D. Deptt. etc.
- ② Sufficient allocations should be made for development of roads.
- ③ Special attention should be given to Leftwing Extremist Area, scheduled Cast & Scheduled Tribe area, Mining area, Tourist areas, Industrial Area, Port & Municipal areas etc.

Saroj Ku. Pashi
9/11/12

Contact No.

8895622762.

- ④ There should be Co-ordination between all implementing agencies of roads
- ⑤ Seminars should be conducted in frequent intervals for upgradation of knowledge and exchange and sharing of knowledge between Engineers.



ZOPP CARD No.: 19

P. K. Misra

(19)

1. Land Acquisition the most painful to individuals as the cost of ~~so~~ land is much higher than they are paid, it also depletes earnings of ~~so~~ way, we may think of freight ~~so~~ corridor which will avoid all, ~~Actual~~ costs such as electrical, PH, utility, ~~high~~ cost, we ^{acquire} may ~~can~~ design ~~Road~~ ~~Road~~ into developments, & Environment position will leaning to lower class people by poor provision of trees.

P. K. Misra
OE, DMU,
9338026624



ZOPP CARD No.: 20

While framing the ⁽²⁰⁾ Policy on Road sector along the Forest Area, it should be simplified for state level - at least for development of a road passing in Forest Land, requiring the category of development as ~~required~~ for the requirement of ROW & its future development in upgrading a road from CRD to BRD to SH - etc.

Shri
(B. Bhai)
S. R. M.
B. B. B.

94371 49031



ZOPP CARD No.: 21

21

Manoranjan Misra

- Connectivity - a policy
- Vision → Another policy
- Vision to precede strategy.
- Policy to quantify the ~~other~~ targets & targets should be SMART (specific, measurable, ^{PRO}...)

- Policy for Programmes —
Say 'Rajfalni' → Network of SHs with priority in terms of traffic carrying needs
Rename the roads → elevate the expectations of people (users).



ZOPP CARD No.: 22

(22)

→ The Road connecting
BLOCK to DISTRICT
HQs. Should be
2-lane.

→ Road connecting
District HQ to
Capital of the state
Should be 4-Lane.

Ajit Kumar Salapathy
DFO,
DMV, WBSP
BBSP



ZOPP CARD No.: 23

Ex B C PADHI, (EIC Add.), Domain Specialist CSN-Consultant ITC ICT OWD. ①

- Mainly low level of odisha agriculture which in itself demands provision, upgrade, up keep of rural roads.
- NH : 3522 km - 901. SH + MDR + ODR : 8448 km - OWD, 27,967 - RD + B-41%
only 4% about 4 times in RD.
- AR Act budget 1,71,000 km which is 82.59% of total road length 2,08,448 km.
- Until unless the Master Plan encompasses all these roads & frame my add for imaculate areas in interced & broken add to

Why can happen - accident & further
 Priority based on accidents to safety & public area
 ITO

1- Accident data to be connected to geometrics, ②
 deflection, curve radius, visibility line of sight, surface smoothness, drainage deflection, unplanned junctions etc of existing roads to be examined & corrected. This will help in faster road safety.

No doubt new roads you interpose from beginning of planning stage to execution.
 PZO

- Even though the traffic intensity is less the road must remain, maintain, colloquial, should be all weather, to be upgraded in connect
- Same to higher category.
- Connectivity / upgrade / section work (industrial, mining, tourist, port, connectivity etc) may be additional consideration in the planning.

Jelwa
 09-11-2012
 CONTO sheet ②

- Licensing authorities enforcement of regulations & total behaviour ④
- vehicle road worthiness checked by transport Dept.
- Bowlen driving / use of mobile while driving two wheelers & four wheelers / non use of helmets / traffic signal transgression.
- Road surface - humps - bumps - detamers - pot holes - animal mortal - remedial measures.

Jelwa
 09-11-2012
 M: 9437015980



ZOPP CARD No.: 24

Local issues in rural areas

- ① Once a road is widened/developed it becomes the space for cultivation of paddy & other agricultural products, drying of boiled paddy prior to crushing them for rice (specific from June to Dec)

②

- (2) During rainy season in lowlands/flood prone areas, the road side is being used as grazing ground or shelter of the animals

- ③ Encroachment of road avenue on humps by the road users

political patronage to make such encroachments as a habit.

- ④ The road side is being used as a dumping yard for garbage, the road side drains are being also used as a dumping space instead of discharge of surface runoff.

Chittaraj's Manadhat
EE, BMO

9497491908



ZOPP CARD No.: 25

25

M R Mishra

- Network to be intertwined with policy (ies)
Industrial policy / Tourism policy / Agri policy
- Ultimate goal should be holistic development of the state.

- 'Rajpath Network', 'Zilla network'
(interdistrict connectivity)
 - Gives a State level feeling
 - increases competition
 - gives district level ownership

- Chief of Crime Branch to be contacted.
- We are in the 'Intl. Road Safety Decade 2010-20'. ~~So~~ we have last 3 yrs. For balance 7 yrs lets make some programme & implement in the ground.



ZOPP CARD No.: 26

Road safety policy should include educating the road users as to how to travel safe, educate them about the road signages etc. etc through rural work shops, through schools in villages or anganwadis.

Pradyuman Kumar Sahu. EE
Asst. to CE Roads.
94371 52954

26



ZOPP CARD No.: 27

Accident vulnerable ^{black} spots
of important roads
should be identified
documented & improved
on priority basis.
Similarly Geometrically
deficient stretches
should be improved on
~~immediate~~ priority basis
& systematic basis.

Kishore Kumar Mishra
National Highway Engineer
Bhubaneswar.

94371-42333

(27)



ZOPP CARD No.: 28

28 A.R. Nayak, AE, O/o EDC Co)
Road Sector Master plan.

1. Future Development plans should also include developing sea beaches and connecting to these beaches with good road network.
2. Building Roads atop a busy road like flyovers in areas like BSR, CTC & Berhampur.
3. Alternative roads between nearby important towns may be established.
3. Most of the roads may be taken out from PR dept. and put under

the administrative control of works & Rural works Dept. in future for development of multi-lane roads wherever required.

A.R. Nayak
AE, O/o EDC Co)
PMU.
9861750775



ZOPP CARD No.: 29

Name: Akshay Kumar Sahoo
Design: - AE (C) -
Office: - PMU, OSRP (WRP)
Email: - akshay.sahoo@gmail.com
Mob: - 91-9938177044.

2) It is glad to know that the Road safety policy will be of short term / medium term / Long-term vision basis. How the proposed Road safety policy will be effective unless it is to be incorporated in the Road Policy as a whole. Whether the Road safety Aspects be not be a part of deciding Network master planning / Core-Road Network?

Que:-
Which state Govt. has developed the master Plan (Network Based) for Roads through ^{help of} the Consultants in time? If not, how this Consultant plans to finish the Master Planning of entire Road Network task in time without ~~any kind of~~ ^{expecting much} assistance from PMU/OWD which is not directly under the purview of PMU/AE (WRP)/OWD?

(29)



ZOPP CARD No.: 30

(30)

1. ROR of only N.H. is available and updated.
2. What about R.O.R of other Category of road?
3. What is the method that can be adopted to prepare ROR of other road ~~is~~ within a reasonable time frame.
4. Reclassification of roads is of urgent necessity.

Road Safety

As regards Road Safety, we do not have any guidelines and it is given scant attention.

A clear cut guideline for all the Stake holders starting from road construction, maintenance, rules at place and need for modification of rules

and implementation at all levels, including Transport and Police authority. The system of data collection needs to be improved or the things interact with all the stake holders.

09437255335 ER.D.N.PAL
S.E.R.W. BAR



ZOPP CARD No.: 31

21

R. B. SUTAINSE., (R&B) Circle, Cuttack.
M- 09437195151

- 1- Phase wise development schemes for diff. category of roads. Like.
NH - Highest specification (BM/BC).
SH/MDR/ODR - upto BM, rare BC.
Rural roads - general PC/SC, rare BM.
with huge traffic flow down the line for huge infrastructure development a Comparative / feasible policy need modification. for their long term sustainability.
- 2- Due to mining, other activities, major roads get damaged much prior to its design period. special design for such roads in industrial / mining areas, where industries active in the area must be brought to funding standards to supplement Govt. funding.
- a) Here, intervention of state dept. like home / legal for implementation of roads for tolls / tollage etc. is need.

3- Speed lanes for slow/medium/high speed commuters may be earmarked in multi-lane planning to reduce accidents/congestion.

4.



ZOPP CARD No.: 32

JOB CARD.

32
Road safety
Saroj Ka. Pasha
E.E. Design VI
o/o Directorate
of Design -
o/o the E.I. C. (Civil)
Odisha.

road signs, Humps
(speed breakers)
alcoholic addiction of
drivers etc.

Saroj Ka. Pasha
9/11/12
E.E. Design VI

Contact No - 8895622762

Road Safety Engineering &
Planning Methodology

Due attention should be
given to find causes of
accidents from Crime Record
Bureau.

Due co-ordination should be
given set up between
Works Deptt, Transport
Deptt and Home Deptt (Police)
& hospital records
to reduce accidents
by adopting Engineering
procedures like proper



ZOPP CARD No.: 33

During execution of a World Bank aided project, the executive executes the work. Engineer supervises and gets the materials & works tested by the machines provided by the contractor & the staff of the Engineer.

Later, a third party audit is engaged to check the quality, which consumes a lot of valuable time and funds.

1. Why not to deploy an independent 3rd party audit for quality control simultaneously, so that time and quality can be saved?

2. Why to blame only the Engineer & humiliate (33)

the Engineer only?

Why the executive, supervision consultant and Quality auditors work simultaneously?

Anil K. Tripathy
Exec. Engineer,
PMU, Works Deptt.
09437006863



ZOPP CARD No.: 34

(2/2) Master planning

1. In master planning roads coming under Panchayat or deptt. Cadm. inst. steering more than 80% of roads should be given more priority.
 2. While master planning road provisions should be taken so that executing deptt. must follow the same while making any modification / alteration to the road and the modification should be made on approval of Govt.
 3. In master plan, the right of way (ROW) of road should be clearly defined so that the executing deptt. should not face the encroachment problems.
- Sri Narayan Behra
JE PMU. 9937619624



ZOPP CARD No.: 35

(37)

① Apart from future developments for Tourism (of various kinds), Mines, industries, Agriculture Centre, special attention shall be given for development of Corridor for Ports/ Harbours / ~~Fisheries~~ (Fishery & ~~fish~~ culture for improvement of rural areas in the Coastal districts like Puri, Jagatsipura, Bhadrak and Balasore. Also planning shall be made for ^{alternative link} Chittaranjan Manikata F.E. PMU
9437494918



ZOPP CARD No.: 36

36

JOB Card

Saroj Ku. Pashu E.E. Designs

Directorate of Design
of E.I.C. (Civil)
Odisha

“Roads are the Arteries
of a Nation” — As Nehru
said

- ① Hence all out efforts should be made for adequate transport capacity to match demands.

Road Network should be finalised to provide connectivity to all villages, towns and business centres, Mining area, & tourist centres

- ② Improvement of the existing state road Network
③ Road safety should be implemented
④ P.I.P.P. should be implemented.
⑤ Uniformity of Design standards and specifications of roads of

different category.

- ⑥ Suitable drainage facility should be there
⑦ Use of fly ash in roads should be ensured.
⑧ Arboriculture should be done for protection of environment.

Saroj Ku. Pashu
21/1/12
E.E. Design VI

Contact no 88956 22762



ZOPP CARD No.: 37

- ① Alternative Road to the
Main TRUNK Road (S.H./N.H.)
should be made in the
masterplan and a connection
to both road should be there
with in a butable intervals
so that blockage of
~~main~~ main road due to
unavoidable reason
can be may not be a
difficulty to the
vehicular traffic.

37

Rabindra Kumar Acharya.

Executive Engineer

(Design & Planning) I

O/o C.E. N.H. Odisha.

9437193619

rabindrakumar.a@gmail.com.



ZOPP CARD No.: 38

28

1. Recommendation of Road Safety Authority be given ^{Top} priority for implementation on the budget.

Please write the Name, Designation & contact No.

F.M. Panigrahi
E.E. (PMU)
OSRP
9437064402

Road policy may include

(i) ~~Systematic~~ modality for upgradation of roads.

(ii) Systematic modality for transfer of roads from one department to other department.



ZOPP CARD No.: 39

Banader Bada
SE, NH circle (South), BBSR
Ph No - 08895753627

(29)

1- Road Network Master Plan should include existing ~~to~~

- but plan should be have the future vision as per commercial importance
- (i) Network should give the details of roads i.e. cross detail, embankment height or condⁿ of road.

2- For Road Safety,

- (a) Road hand width management for diff. category of tar road NH, SH, OR.
- no ~~not~~ built up area should be far sufficient away from carriage way.

- (b) No compromise with road geometrics such as horizontal curve, vertical curve. details should be documented.

(c)

→



ZOPP CARD No.: 40

P. K. Deisoc 9 33802624
J.E. Y.M.U

1. The Orissa State almost 40% covers only forest land. It can be found that no geometric improvement can be considered without acquisition of forest land. It is learnt that improvement in all sectors i.e. ~~to~~ Industry, tourism, mining, and all need forest land and they succeed though they need most land. Now 100% population, and all the above mentioned sectors depend on road. Everybody's security, prosperity depend on road. But less most difficult part ⁱⁿ in the DPR of a road is forest land. even of their land record is not available.

So without inclusion of a beam of forest land we should not think of road development.

(40)



ZOPP CARD No.: 41

Road Safety

911

- 1) Policy for immediate measures should be spelled out; responsibility and accountability defined/~~is~~ fixed; implementation monitored, evaluated and incorporated subsequently.

Objective:

FATALITIES
MUST BE REDUCED/
PREVENTED.

- 2) Policy should have special consideration for ~~pedestrians~~ pedestrians - be it urban or rural road and incorporate measures stipulated by IRC ^{recommendations} and other research material available
- B. C. Tripathy, PMU, 9438672484



ZOPP CARD No.: 42

Ajnt Satapath
DFO, PMU (WBPI) ~~ODR~~

There should not be different corridor for different sectors like tourism, Mining, Industries etc.

Rather the present ~~NHS / SHS / MDRS /~~ existing corridor should be appropriated by multi-lane to cater the needs of above sectors.

Beoz
ROAD CONNECTS HUMAN
BUT ^{NEEDS} OTHER ^{NEEDS}
DISCONNECTS ~~OTHER~~ LIVES.
^{NEEDS} (WILD ANIMAL)

Existing ~~lane~~ ^{lane} it developed to multi-lane not only reduces the barrier effects of other roads but also ~~strengthen~~ ^{mitigates} the road safety issues.



ZOPP CARD No.: 43

43

A Small share
from CSR fund
should also be
~~constitute~~ contributed
to Road sector funds.

Ajit Kumar Sethi
DFO.

CSR:- Corporate Social
Responsibility.
Particularly for
Roads connectivity Tourism,
Rural development,
Livelihood strengthening



ZOPP CARD No.: 44

44

As regards fund management for development of communication system, there should be earmarked fund towards road safety. MORTI has adopted this policy by earmarking 10% of the plan from NHCO for road safety.

Ple

(B.C. PRADHAN)
C.E. NH.



ZOPP CARD No.: 45

Ex. A. K. Sahoo, AE (Civil), PMU

Email: akshay.sahoo@gmail.com
Mob: 91-9938177044.

17 What are the Medium term (5-10 yrs) and long-term (11-20 yrs) Road Financing / Funding options that the Consultant is looking forward to propose in its recommendation?

Yes



ZOPP CARD No.: 46

Fund Management

(46)

- ① Core Road network roads in Odisha as far as OWD is concerned cover 10% of total road length.
But ~~the~~ ^{the} ~~percentage~~ ^{percentage} for improvement / maintenance is not even 10% of total budget allocation.
A fixed % may be suggested for allocation for proper improvement in phase manner & maintenance properly.
- ② Road Fund Authority may be operationalised under FDI.
- ③ Road fund authority ~~should~~ may see that specific % of Revenue from mining, Industry, taxation areas are dedicated for development road on those specific areas - over and above normal budgetary allocation for Road input & maintenance.

F.M. Panigrahi
E-E. PMU, OSRP.



ZOPP CARD No.: 47



JOB CARD

Road Fund

Saroj Ku. Pashri EEDVI
o/o Directorate of
Designs
E.I.C. (Civil)
Odisha.

Existing Major sources of
Road Sector financing
is sufficient

But it requires more
effectiveness.

Shadow tolling or
levy of extra tax
on fuels (Diesel or Petrol)
may be looked into
instead of putting

toll gates as is being
implemented by O&C.C.
in Odisha.

Co-ordination between
various departments
should be ~~avoided~~ set up.
~~shadow tolling~~

Saroj Ku. Pashri
9/11/12

E.E. Designs VI

Directorate of
Designs
o/o E.I.C. (Civil)
Odisha.

Contact No - 8895622762



ZOPP CARD No.: 48

Suggestions

- 1- odisha Road Safety Society Fund may be utilized for Road Safety purpose at the state in more organized manner
- 2- parking fees collected by the local bodies - ~~some~~ some portion of the fund may be expended for traffic awareness programmes
- 3- Compounding fees collected by ~~Police~~ ~~Police~~

P.T.O

Police - Some portion of the fund may be diverted for traffic infrastructural development

K. e. Jaiswal
9.11.12
(Dep. Traffic Officer)
9437208798



ZOPP CARD No.: 49

(Road Fund Source)

1. Enactment of dedicated fund. (Road)
2. Generation of road fund from Toll charges, Levy on fuel.
3. ~~the~~ Road Side Advertisement rights.
4. Unused PWD lands (Road Sides) can be let out ~~and~~ on PPP mode for infrastructure ~~of~~ dev of road.
- 5.

Brijan K. Behara
CE Roads.
Odisha

49



ZOPP CARD No.: 50

- 450
- ① Generation of Road funds should be generated from Mining Sector and Industrial sectors.
 - ② Road funds can be generated like VAT.
 - ③ Option can be kept open for a road cess from all the employees like education cess.

Robinendra Kumar Acharja.
E. E. (ZP) I
O/o C. E. N. H. O. D. S. H. A.
9437193619
robinendrakumar.a@gmail.com



ZOPP CARD No.: 51

Suggestion-

- ① ~~To~~ Toll collection should be made through shadow tolling instead of putting gates on the road because due to gate traffic jam and delay takes place and leads to unnecessary consumption of fuel.
 - ② To take the road safety activities there should be a separate Directorate and budget so that we can have many lanes.
- Rabi Narayan Sengupta
General Secretary,
Odisha State Truck Owners Federation

Rabi Narayan Sengupta -
General Secretary,
Odisha State Truck
Owners Federation -
10, Mahanadihar -
P.O - Nayabazar -
Cuttack - 753004 -
(M) 9437168581
FAX - 0671-2442988



ZOPP CARD No.: 52

Will it not be proper
to include maintenance
at least for 5 years
along with contract
agreement. Cost may
have been 3-5 crores.
The amount can
be assessed and
included.

(52)

ER. D. A. PAL
9437215335



ZOPP CARD No.: 53

S. Hota, AF

- fund requirements for Public Awareness (Road Users) in the field of "Road Safety" etc.
- "Road fund" can function as a lead financier in PPP projects (BOT)

3



ZOPP CARD No.: 54

- EABC Road: EIC (Add.). Domain Head CSM - Contract of IT & ICT for road.
1. Collection of Toll & ODC Build also Input Expt. (Revenue & balance seen)
 2. Analysis of road based on scientific model based on Priority to MHA, School, Health centers, arterial connectivity, bus distance etc.
 3. The present Personnel system of graduation / computerization & IT interventions online governance etc. be loaded into without pay for a new system implementation. 59
 4. Prominent road is a service responsibility of governance. Taxation on use should be avoided as far as possible. P.KO

5. Policy change be put forward in Public form & can't force before suggesting to go.

Jelov
89.11.12



ZOPP CARD No.: 55

Road SafetySuggestion

1. Road junctions should be properly designed from accident point of view and should be connected computer network to monitor the ~~at~~ post accident situation as well as future precautions.
2. Road network should be computerised so that speed limit of vehicles should ~~be~~ be checked and fines to be imposed on speedier vehicle and ultimately reduces the accidents.
3. ~~At~~ Liquor shop should not be set up on ^{both} sides of highways ~~which causes~~ accidents.
Sri Narayan Bohara
J.E, PMU.
Mob-9937619624

SS



ZOPP CARD No.: 56

SB

M. R. Mishra
(M.S)

Liasoning between Stakeholders
is important.



ZOPP CARD No.: 57

Last Session → ST
The deliberations were enlightening...
Upgrading HR available and infusing
ideas and expertise into existing or
created to fit the need is the call of the
day. Odisha has to phase land these two
things immediately.

P. K. Nanda
Dy. Commissioner
Land Acquisition
World Bank Projects



ZOPP CARD No.: 58

Road Fund 58

1. Major portions of road funds to be diverted to rural sector.
2. ~~There~~ There must be some minimum budget for immediate restoration of roads accident prone.
3. Funding should be made to the roads according to their condition and need and earmarked amount should not be diverted to any other roads.
4. ~~Some~~ Some portions of funds should be diverted to accident affected people for saving their lives towards hospitalisation.

Sri Narayan Behera
J-E, PMU
Mob-9937619624.



ZOPP CARD No.: 59

Akshay Kumar Sahoo
Email: akshay.sahoo@gmail.com
Mob: 91-9938177044

Odisha
Institutional Development
OWD / G.O.

No Question Now!

59



ZOPP CARD No.: 60

Job Card

60

Saroj Ku. Parhi
EE. Design VI
Directorate of Design
o/o E.I.C. (Civil)

Institutional Development

The existing institutional system ^{in Odisha} is satisfactory.

In order to follow Gujarat system or Madhya Pradesh system

Engineers should be sent to the above states for detail studies in these field.

Odisha Road Development Cooperation may be formed as in case of Bihar.

More nos of bridge and road works may be allotted to OB&CC and Odisha Road Development Cooperation.

Saroj Ku. Parhi
EE. DTI

Contact 8895622762



ZOPP CARD No.: 61

There should be District Level Committee headed by District Administration to ensure providing the Engineer the encumbrance free stretches and with all regulatory clearances. So that an Engineer can ~~not~~ really engineer a "ROAD".

Agit kuma Sataratly
WB, PMU, DFO,



ZOPP CARD No.: 62

ARUN MISRA
SE (IP) I.H
Mob - 9427044227

- 1) In odisha, model of Gujarat will work properly. The model should be based on out sourcing model.
- 2) There should be policy to create good manager in OWD

62



ZOPP CARD No.: 63

→ What if: Revenue Deptt own all Roads
and Engineering Deptt do
forest Deptt
etc. } Do their own business

SAMEER HOTA

(63)



ZOPP CARD No.: 64

ER B C PADHI EIC (Retd.) Domain Specialist CSO committee.

- 1) Has NHAI improved in quality / compliance / cost effectiveness? This is to be examined
- 2) The MP Model of handing NHAI / MDR / ODRs by an autonomous body & the cost will not.
- 3) Let us be cautious in ditching and completely
by / don't / have / efficiency if tried elsewhere
John 09.11.12



ZOPP CARD No.: 65

RSIO

65

In Road Policy structure we may consider in respect of RSIO:

- ① Separate wing under control of a Chief Engineer for High Value Road Projects.
- ② OB&C UD may be given power like MRDC instead of declaring it as a contractor. Budget fund may directly go to OB&C UD. Otherwise Chief Engineer of Bridge construction corporation may be declared as Chief Engineer Bridges and all ^{major} bridge (concrete span ~~to~~ 30m length) be ~~give~~ executed under C.E. Bridges.

F. M. Panigrahi
EG (PMU)
9437064407



ZOPP CARD NO: 66

Road Sector Institutional
organisation.

Need analysis for
professionals like
RTR, financial
analysis, development
tech specialist,
economist, ^{HR} mgt,
specialist in PWD
needs to be
carried out to
meet the present
day requirements
ex. LARR issues

B. C. Tupal

9438672484

Pm

(BB)

Consultancy Services for Road Sector Institutional Development for Government of Odisha

ICT:660:OR:58

10 October 2012

Er. Nalini Kanta Pradhan
Chief Engineer (World Bank Project)
Office of the Engineer-in-Chief (Civil), Odisha
Nirman Soudha, Keshari Nagar, Unit-V
Bhubaneswar - 751001
Tel/Fax: +91-674-239 6783/0080.
Email: pmuosrp@gmail.com

Subject: Consultancy Services for Road Sector Institutional Development, Odisha – Minutes of Meeting held on 9 October 2012

Dear Sir,

This is to inform you about the discussions and decisions emerged from the meeting held on 9 October 2012 in the office of Mr. R. R. Bohidar, Nodal Officer (RSID), OWD to discuss the strategies for the field work to be initiated for the road safety task and identification of a sample network of 2,000 km of road network.

The following persons attended the meeting:

RSID Consultants:

Mr. N. B. Calcal (Team Leader)
Dr. P. K. Sikdar (Road Safety Expert)
Mr. Tony Mathew (Adhoc Technical Specialist)
Mr. Chandan Kumar Dey (Junior Engineer)

OWD Representatives:

Mr. R. R. Bohidar (Nodal Officer)
Dr. N. C. Pal (EE, Procurement)
Mr. M. R. Mishra (EE, WBP-IV)

The issues discussed, the decision arrived at as well as action proposed are as follows:

1. To select the districts where the road safety assessment has to be carried out on a sample road network of 2,000 km, as explained in the Inception Report, the Consultants adopted an initial criterion of more than 90 average fatalities per year on NHs during the period 2009–11 and more than 50 average fatalities on other roads during the period 2009–11. Based on analysis of accident data obtained from SCRB (on 19 formats of NCRB), the Consultants recommended to carry out road safety assessment in the following districts, as the accidents on NH, SH and other roads are observed to be high during 2009–11.

- Balasore
- Khorda
- Cuttack
- Keonjhar
- Ganjam
- Sambalpur
- Jajpur
- Sundargarh

The OWD officials suggested considering 75–80 percent of the sample network from the above districts and the remaining 20–25 percent from some other districts – **Koraput, Rayagada,**



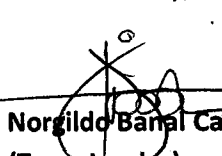
Kalahandi and Mayurbhanj – to obtain data from all types of terrain in the State. It was also agreed to restrict the data collection to roads up to ODR since accident tend to occur in roads with reasonable traffic and it has been agreed not to focus on low volume roads. **(Action: RSID Consultants)**

2. The Consultant has sent a format to OWD CE (WB) (refer letter no. ICT:660:OR:57, dated 9 October 2012) to collect the data on location of hazardous sections of roads from the Executive Engineers of the districts/divisions. Considering the urgency of the matter, it has been agreed to send the letter from OWD at the earliest to the EEs and collect the data on hazardous locations. It was also suggested by OWD official that the road safety assessment should not include the NHDP roads and those developed and/or proposed to be developed under BOT/DBFOT format. **(Action: OWD and RSID Consultant)**
3. The Consultants were advised to determine the per km accident/fatality rate etc. to arrive at improved and logical conclusion to determine the hazardous sections of the road from the respective districts, and to select the sample network rationally as far as possible. **(Action: RSID Consultants)**
4. It was agreed to start the road safety assessment on selected roads in Khordha district on 17th October 2012. Prior to that, the EE of Khordha needs to be contacted to obtain the list of hazardous locations in Khordha district. **(Action: OWD)**
5. Consultant informed that appointment has been taken with Division EE of Puri District and Bhubaneswar Division of Khordha district for 10th October 2012 to discuss the details of village roads indicated in the ORSAC maps. **(Action: RSID Consultant)**

We shall be grateful for the needful actions from OWD at an early date.

With kind regards.

Yours sincerely,


Norgildo Banal
(Team Leader)





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Consultancy Services for Road Sector Institutional Development for Government of Odisha

ICT:660:OR:62

19 October 2012

Er. Nalini Kanta Pradhan
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Subject: Consultancy Services for Road Sector Institutional Development, Odisha – Minutes of Meeting held on 18 October 2012

Dear Sir,

With reference to the email dated 16 October 2012 sent by Dr. N. C. Pal addressed to this Office and the coordination meeting held on 18 October 2012 with the following attendees regarding the subject of procurement of GIS enabled road network map for master planning task:

RSID Consultants:

Mr. N. B. Cacal (Team Leader)
Mr. Tony Mathew (Adhoc Technical Specialist)
Mr. Chandan Kumar Dey (Junior Engineer)

OWD Representatives:


Mr. R. R. Bohidar (Nodal Officer)
Dr. N. C. Pal (EE, Procurement)
Mr. M. R. Mishra (EE, WBP-IV)

We are very thankful to your Office in introducing to us the PMGSY maps uploaded to the GRIMMS website. The salient outcome transpired in this meeting were as follows:


- The consultant to comprehensively study the data available in the GRIMMS website and give informatory result regarding the quality of the data and its usefulness for master planning purposes;
- The RD department will then write to CDAC and call them to give a presentation in this regard; and
- If the map and data is useful for master planning purposes, OWD then compare the different sources of data (ORSAC, CDAC and any other) and will then procure the GIS files of the maps.

Thanking you.

Yours sincerely,


Norgindo Banal Cacal
(Team Leader)




19/10/12



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and Technocrats Pvt. Ltd.



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OK

Consultancy Services for Road Sector Institutional Development for Government of Odisha

ICT:660:OR:70

20th November 2012

Er. N. K. Pradhan,
Chief Engineer (World Bank Project),
Office of Engineer-in-Chief (Civil), Odisha,
Nirman Soudha, Keshari Nagar Unit – V,
Bhubaneswar – 751001
Tel/Fax: +91-674-239 6783/0080
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Subject: Consultancy Services for Road Sector Institutional Development, Odisha – 1st ISAP Review Committee Meeting for Approval of Deliverables

Dear Sir,

With reference to your letter no. PMU-WB-33/2012-38450, dated 14 November 2012, the subject meeting was held on 19th November 2012 at the Conference Hall of Works Department at 4 PM and chaired by Sri S. K. Ray, EIC-cum-Secretary, Works Department, GOO and Chairman of ISAP Review Committee. It was attended by the followings:

For GOO/OWD

ISAP Review Committee Members, consisting of Planning, Law, Revenue, Finance & Transport Department of GOO, OWD Officers, and other Government Road Departments (Details enclosed as **Appendix A**)

For Consultant

Mr. Norgildo Banal Cacal, Team Leader
Mr. Baljit Singh Rajpal, Consultant (Codes & Manual)
Col. S. P. Tomar, Project Coordinator and Consultant (Road Sector Policy & Strategy)
Mr. Rajesh Roy Choudhury, MD, ARKITechno Pvt. Ltd.
Mr. Shyamalendu Palai, ARKITechno Pvt. Ltd.
Mr. Rajib Lochan Sahu, ARKITechno Pvt. Ltd.

Proceedings:

- Chaired by : Sri S. K. Ray, EIC-cum-Secretary
- Welcome Address : Sri N. K. Pradhan, Chief Engineer, World Bank
- Briefing by : Mr. N. B. Cacal, Team Leader & Col. S. P. Tomar

Presented the followings:

- Revised Inception Report
- Quarterly Progress Report 1
- Quarterly Progress Report 2
- Proceeding of Stakeholders Workshop, 09 November 2012

Received
20/11/12



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Corporate Office Telephone Fax No. E-mail: Internet:
A-8, Green Park, 91-11-40863000 91-11-26855252 business@ictonline.com <http://www.ictonline.com>
New Delhi-110016, INDIA



Main Outcome:

The Chairman along with members of Review Committee attended to the deliberations of the Presentations and was pleased to approve the followings:

- Revised Inception Report
- Quarterly Progress Report 1
- Quarterly Progress Report 2

Besides approval of the above deliverables, which was the main agenda of Meeting, Sri S. K. Ray, EIC-cum-Secretary & Chairman, ISAP Review Committee, emphasized on the following issues to be addressed, while progressing the assignment:

- To develop & put up generally acceptable and practical concepts of Institutional Reforms with comparative assessments of other States Reforms
- Environment Issues to be addressed in accordance with recent Supreme Court Rulings
- Suggestion for some operational linkages in handling Environmental matters for forests, mining and difficult areas to be made in the interest of development of State
- Recommendations for a Review of a liberal LA Polices
- Review of RR Polices with focus on difficult areas. Analyse them with other State policies for final adoption
- Development of Procurement Policies with regards to difficult areas, so as to take up development projects on a Fast Track Mode. The Consultant while carrying out briefing, suggested the Para 11 & 12 of Operation works, Procurement/Execution procedure of Defence Services
- While suggesting Restructuring models, take into account the 2011 Documents of Cadre Review/Restructuring Proposals so as to fit in with the existing Cadre strength
- Liaise with Home Department and study the development concepts of difficult areas, with the support of Engineering Battalions recently raised
- Study models of other States for development of their difficult areas and suggest methods for Odisha
- For funding options, take into account the budgetary allotments of approved 12th FYP of Odisha. Liaise with Revenue Department for this purpose
- Works Department at GOO level has been facing problems on Contractual Issues of ongoing/previous projects, resulting into large claims. Suggest certain restructuring proposals with emphasis on creating "Engineering Legal Department" with a provision of appointing some Lawyers & Contract Experts proficient with handling of such mounting claims and arbitration cases.
- For development of LWE areas, suggest more options in addition to already existing options available for their development. Draw comparison with other affected States. To be part of Road Policy Document

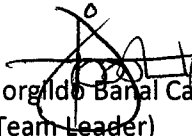


- Quality Control Methodologies presently being operational in the State needs total overhaul and review. It is to be strengthened with some stringent Laws and Penalty clauses, to form part of the modification of Codes & Manuals likewise of Road Policy Document
- He further stressed to maintain close interaction with Planning, Law, Finance, Revenue, HR and Transport Departments of GOO to get the available inputs on issues related with progress of consultancy assignment prior to submission of draft inputs for various Deliverables
- Since Odisha State Assembly Session will be conducted during the month of December 2012, other State visits can be planned during 3rd/4th week of January 2013

For your kind considerations and further actions for a preferential follow up of the approval of deliverables by Review Committee.

Thanking you and assuring you of our highest considerations

Yours sincerely
For ICT Pvt. Ltd.


Norgido Banal
(Team Leader)



Enclosed: **Appendix A**

Appendix-A

(Refers to para 2 of letter no. ICT:660:OR:70)

Name of the ISAP Review Committee Members and OWD Officers who attended the 1st Review Committee Meeting, held at Conference Hall of Works Department on 19th November 2012 at 4 PM.

Sl. No.	Name of the Members/Officers	Designation	Department
1	Er. S. K. Ray, ISAP Chairman	EIC-cum-Secretary	Works
2	Er. S. Meher, ISAP Member	Engineer in Chief	Civil, Works
3	Er. R. N. Sahoo, ISAP Member	Chief Engineer	RD & QP, Works
4	Mr. B. C. Pradhan, ISAP Member	Chief Engineer	NH, Works
5	Mr. G. Nandi, ISAP Member	Dy. Secretary	Representative of Finance Department
6	Mr. R. K. Nanda, ISAP Member	Additional Secretary	Representative of Law Department
7	Dr. N. K. Panda, ISAP Member	Joint Director	Representative of P&C Department
8	Er. N. K. Pradhan, ISAP Member-Convener	Chief Engineer	World Bank, Works
9	Er. B. K. Pattnaik	Additional Secretary	Works
10	Mr. R. R. Bohidar	Superintending Engineer	PMU, Works
11	Mr. Manoranjan Misra	Executive Engineer	PMU, Works
12	Dr. N. C. Pal	Executive Engineer	PMU, Works
13	Mr. Gadadhar Panigrahi	Executive Engineer	Works
14	Mr. Akshay Kumar Sahoo	Assistant Engineer	PMU, Works