



**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 # 4



**Intercontinental Consultants
and Technocrats Pvt Ltd**

In joint venture with



**Grant Thornton
Advisory Pvt. Ltd.**

In association with

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**Abbreviations**

ACP	Assistant Commissioner of Police
AE	Assistant Engineer
BBDT	Benkelman Beam Deflection Test
CE	Chief Engineer
DFR	Draft Final Report
DTL	Deputy Team Leader
EE	Executive Engineer
EIC	Engineer in Chief
FPRA	Forum for Prevention of Road Accident
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
MIS	Management Information System
MoM	Minutes of Meeting
MTSR	Mid-Term Status Report
NGO	Non-Governmental Organisation
NH	National Highway
OD	Organisational Development
OPWD	Odisha Public Works Department
ORSAC	Odisha Space Application Centre
OWD	Odisha Works Department
P & D	Planning and Design



PMU	Project Management Unit
PWD	Public Works Department
RD	Rural Development
RD & QP	Research Development and Quality Promotion
RSA	Road Safety Assessment
RSID	Road Sector Institutional Development
RTA	Road Transport Authority
SBD	Standard Bidding Document
SCERT	State Council Educational Research and Training
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
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

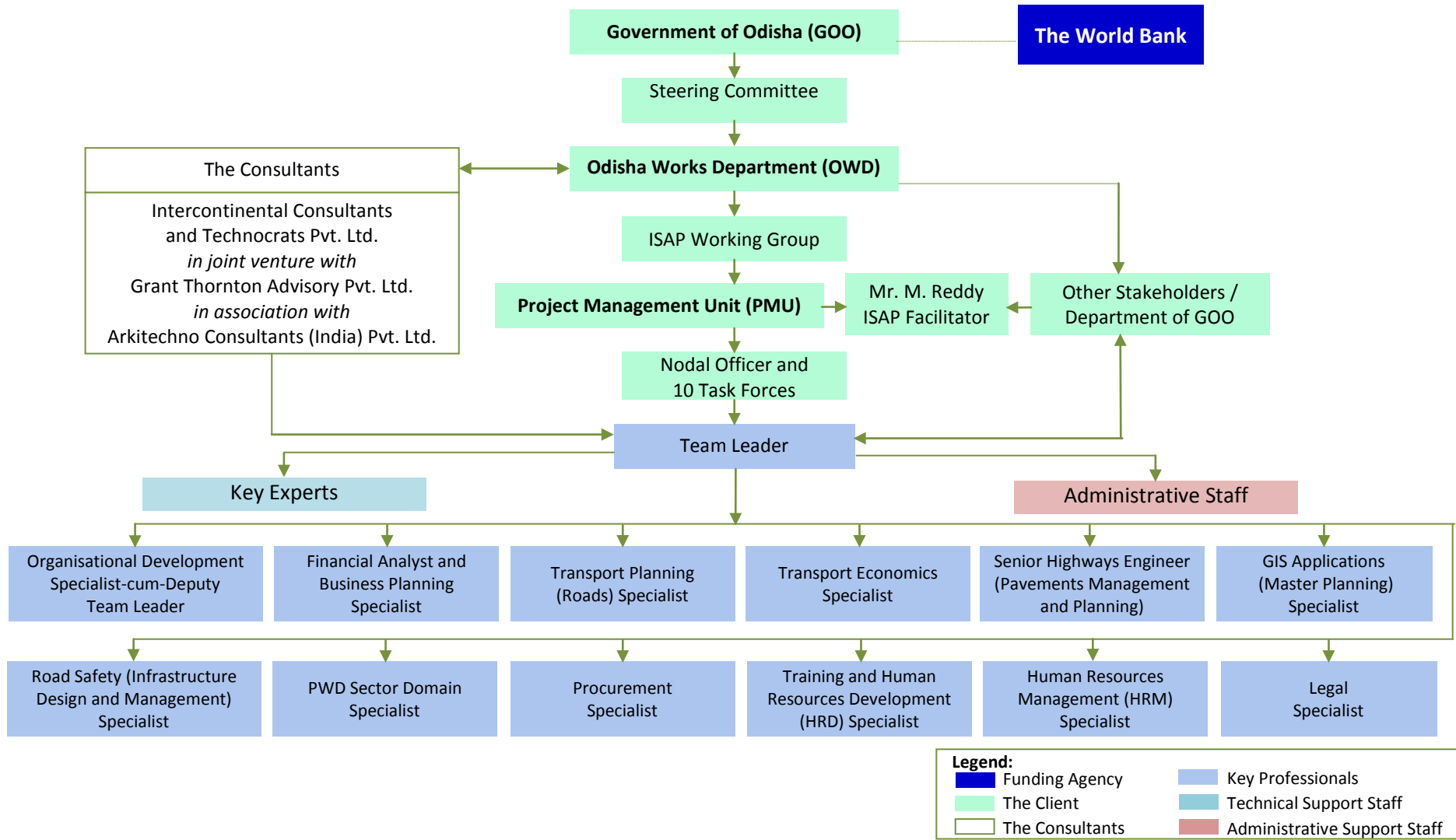
The management of the project has been structured, taking into account the functional and operational hierarchical structure of OWD and GOO and for smooth approval of deliverables and decision making process during the course of assignment.

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 tasks and to attend other important activities.

Table 2-1: Engagement of 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	Dr. P. K. Nanda	Senior Highways Engineer (Pavements Management and Planning)
5	Dr. P. K. Sikdar	Road Safety (Infrastructure Design and Management) Specialist
6	Mr. Chandi Ganguly	Transport Planning (Roads) Specialist
7	Mr. Sandeep Jagota	Training and Human Resources Development (HRD) Specialist
8	Mr. Deepak Narayan	PWD Domain Specialist
9	Mr. B. R. Suri	Procurement Specialist
10	Mr. Tony Mathew	Road Network Planning and Road Safety
11	Mr. Baljit Singh Rajpal	Consultant, Code and Manual

2.2 Progress

2.2.1 Period of Coverage

09 January 2013 to 08 April 2013



2.2.2 Milestones Achieved

The QPR 3 and draft reports related to various tasks were submitted during this quarter. The details of the same are appended in **Table 2-2**.

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

Sl. No.	Description	Submission Date
1	Draft Standard Bidding Documents	25.01.2013
2	Quarterly Progress Report 3	04.02.2013
3	Draft Human Resource Development (HRD) Policy	21.02.2013
4	Draft Working Paper on Short-to-Medium Term OWD Re-structuring and Re-organisation	15.03.2013
5	Draft Interim Report on Revised OPWD Code and Manual [#]	30.03.2013
6	Report on Road Infrastructure Safety Management Review	06.04.2013

However, all chapters of the OPWD code and manual were submitted chapter-wise during Jan - March 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 2-3** showing the details of the same.

Table 2-3: 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 and OWD Officials	<ul style="list-style-type: none">Review of progress on individual tasks	23–24 January 2013	<ul style="list-style-type: none">MoM enclosed TL, Dr. Sikdar, Mr. Ganguly, Mr. Mathew and Mr. Rajpal
2	Meeting with Mr. J. K. Mohapatra, DC-cum-Addl. Chief Secretary to GOO	<ul style="list-style-type: none">Discussion on the preparation of the State Road Network Master Plan	31 January 2013	<ul style="list-style-type: none">MoM enclosed Shri K. K. Kapila, TL, Dr. Sikdar and Mr. Ganguly
3	Meetings/Consultations held with various high level officials of various departments as listed below: <ul style="list-style-type: none">Mr. P. K. Mohapatra,	<ul style="list-style-type: none">Capacity Management Review	18–30 January 2013	Dr. Sikdar and Mr. Mathew



Sl. No.	Meetings/Events	Agenda	Schedule	Outcome/ Professional Involved
	<p>Secretary, Health Department</p> <ul style="list-style-type: none"> ▪ Mrs. Usha Padhy, Secretary, Education Department ▪ Mr. Binod Das, ACP, Traffic Police, Bhubaneswar ▪ Mr. K. C. Samal, ACP, Traffic Police, Cuttack ▪ Dr. V. N. Mohanty, Principal-in-Charge, SCB Hospital, Cuttack ▪ Mr. Bramhananda Rao, Associate Director, Transport Department, Cuttack ▪ Mr. Panigrahi, Additional Commissioner, RTA, Cuttack ▪ Dr. Nehar Patnaik, Director, SCERT ▪ Mrs. Nandita Mishra, Addl. Director, SCERT ▪ Mr. Shroff, City Engineer, Bhubaneswar Municipal Corporation ▪ Mr. Panda, Advocate, High Court, Odisha ▪ FPRA, NGO working in Road Safety 			
4	Organisational Restructuring and Training	<ul style="list-style-type: none"> • Organisational Restructuring and HRD Policy 	Details are described below:	<ul style="list-style-type: none"> • Details of 'Outcome of Discussions' enclosed
	Activities/Remarks		Date	
	Meeting with CE (RD & QP)(Training in charge)		31.1.13	TL, DTL, Mr. Jagota and Mr. Rajpal
	Meeting with CE (WB)		1.2.13	
	Meeting with PMU Officers		2.2.13	
	Facilitated PMU internal workshop on Competency Survey		4.2.13	



Sl. No.	Meetings/Events	Agenda	Schedule	Outcome/ Professional Involved
	Meeting with CE (WB)		5.2.13	
	Meeting with Nodal Officer PMU, EE (Training)		6.2.13	
	Meeting with EE (Training)		7.2.13	
	Meeting with EE (Training)		8.2.13	
	Meeting with SE (Bhubaneswar Circle), SE (Cuttack Circle)		11.2.13	
	Meeting with SE (P & D)		12.2.13	
	Meeting with CE (Buildings)		13.2.13	
	Meeting with EE (Training),		14.2.13	
	Meeting with SE (Berhampur Circle)		16.2.13	
	Meeting with CE (RD & QP)		18.2.13	
	Meeting with PMU Officer,		19.2.13	
	Meeting with PMU Officer,		21.2.13	
	Meeting with EE (Training); Meeting with CE (RD & QP)		22.2.13	
	Meeting with CE (Design)		6.3.13	
	Meeting with EE (Roads) (Tech Asstt. To CE)		11.3.13	
	Facilitated Group Discussion with All Engineers of Design wing		12.3.13	
	Meeting with CE (IDCO) & EE (Training)		14.3.13	
	Meeting with CE (RD & QP) & EE (Training)		15.3.13	
	Meeting with EE (Training)		18.3.13	
	Facilitated Group Discussion with PMU Team + OWD Officer		21.3.13	
	Meeting with EE (Training)		22.3.13	
	Meeting with Deputy Director Research		23.3.13	
	Meeting with ISAP Facilitator; Sunday		24.3.13	
	Meeting with EE (Training)		25.3.13	
	Facilitated Group Discussion with PMU Team + OWD Officer		26.3.13	
5	Project Review by Mr. V. M. Reddy, ISAP Facilitator, WB and OWD Officials	<ul style="list-style-type: none"> Review of progress on individual tasks 	24 March 2013	<ul style="list-style-type: none"> MoM enclosed TL, DTL, Mr. Jagota and Mr. Rajpal



2.2.4 Field Investigations

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

Table 2-4: Field Investigations Commenced during this Quarter

Sl. No.	Task	Schedule of Conduct	Milestones
1	Road Safety Assessment (RSA)	Till end of January 2013	2000 km completed
2	Axle Load Investigations	08 February 2013 to 08 April 2013	Survey completed in 20 locations out of 50 locations
3	Traffic Count Survey	15 March 2013 to 08 April 2013	Survey completed in 37 locations out of 194 locations

2.2.5 Progress on Individual Tasks

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



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

Sl. No.	Task	Task Progress (activities undertaken)	Way Forward and proposed Actions	Interventions Expected from OWD	Milestone and Target date
1.	Revision of Works Code and Manual	<ul style="list-style-type: none"> Review and analysis of OPWD Code as well as Codes and Manuals of other states i.e. Haryana, Kerala, Andhra Pradesh and Gujarat including that of CPWD. Consultation/data collection with key stakeholders of OWD Feedback from most of CE's, large number of SEs, EEs, AEs on the required revision/updation and ISAP Facilitator Mr. V. M. Reddy. All the chapters (draft) forming the 'Interim Report on Revised OPWD Code and Manual' has been submitted. Review comments from Internal OPWD Code and Manual Revision Committee has been issued vide their letter no. 9865 dated 08.03.2013 and accordingly para wise reply has been made vide 	<ul style="list-style-type: none"> Review and integration of the feedback from OWD officials and Review Committee so as to finalise the Interim Report on OPWD Code and Manual including workshop by mid June 2013 	<ul style="list-style-type: none"> Discussions and comments on all submissions related to OPWD code and manual including workshop by end of May 2013 	<ul style="list-style-type: none"> Interim Report on Revised OPWD Code and Manual by June 2013



Sl. No.	Task	Task Progress (activities undertaken)	Way Forward and proposed Actions	Interventions Expected from OWD	Milestone and Target date
		our letter no. ICT:660:OR:110 dated 21.03.2013.			
		<ul style="list-style-type: none"> Draft SBD for Procurement of Works, Goods and Consulting services along with comparative statement of existing provisions of OWD and proposed changes made by the Consultant has been submitted Preparation of Procurement Manual for works and goods is in progress 	<ul style="list-style-type: none"> Review and integration to the extent possible of the feedback from OWD Draft Procurement Manual will be completed by 30th April 2013 	<ul style="list-style-type: none"> OWD to provide comments/feedback on the submitted document by April 2013 OWD to forward comments on the document by mid May 2013 	<ul style="list-style-type: none"> Interim Reports containing SBDs and Procurement Manual shall be finalised by end of May 2013
2.	Road Sector Policy and Strategy	<ul style="list-style-type: none"> Draft road policy has been prepared and is being reviewed internally 	<ul style="list-style-type: none"> Wider Consultations and submission of draft road policy 	<ul style="list-style-type: none"> Feedback and comments from OWD State visits 	<ul style="list-style-type: none"> Submission of Draft road Policy by end of April 2013
3	Reorganisation and Strengthening of OWD	<ul style="list-style-type: none"> Undertaken and validated SWOT analysis of OWD and of the change drivers Submitted the Working Paper on Organisational Restructuring in March 2013 Interviews/discussions with senior and middle level OWD 	<ul style="list-style-type: none"> Development of Vision and Mission of OWD through a Workshop Integration of issues arising from development of road sector policy and strategy, study of institutional options and outputs of the workshop 	<ul style="list-style-type: none"> Comments/feedback on submitted working paper by mid April 2013 Participation in the workshop (planned for mid-April 2013) 	<ul style="list-style-type: none"> Submission of Final Working Paper on Organisational Restructuring by middle of May 2013



Sl. No.	Task	Task Progress (activities undertaken)	Way Forward and proposed Actions	Interventions Expected from OWD	Milestone and Target date
		<p>officials</p> <ul style="list-style-type: none"> Brainstorming sessions held 			
4.	OWD Staff Training and HRD	<ul style="list-style-type: none"> Development of OWD Draft Human Resource Development Policy document Preliminary assessment of organisational (OWD) needs through One-on-One Interviews Collection of professional profile of OWD personnel Identified gaps in current system and set up of training in OWD Undertake preliminary training needs assessment under present scenario through Focused Group Discussions 	<ul style="list-style-type: none"> Facilitate adaption of Draft OWD Human Resource Development Policy Analysis of questionnaires Preliminary Analysis and compilation of OWD Training Needs Preliminary development of TNA based programs 	<ul style="list-style-type: none"> Feedback and timely comments on the Draft documents Organisation structure to be agreed in principle 	<ul style="list-style-type: none"> Final OWD HRD policy by end of May 2013 Draft TNA document by end of May 2013
5.	Road Safety Engineering and Planning	<ul style="list-style-type: none"> RSA of 2000 km completed by end of January 2013 Capacity Management Review with various high level officials of GOO. Submitted Road Safety Infrastructure Management Review report containing RSA in 2000 km of selected roads, crash 	<ul style="list-style-type: none"> Organising the workshop Organisation of visits to other organisations to learn improved safety management measures Preparatory works for proposed road safety action plan after the workshop 	<ul style="list-style-type: none"> Finalisation of dates for workshop and visits including selection of officials and required Approvals from proposed organisations Selection of officials for training on road safety Facilitate consultant's 	<ul style="list-style-type: none"> Road Safety Workshop by end of First week of May 2013 Organisational Visits to be planned by 4th week of May 2013



Sl. No.	Task	Task Progress (activities undertaken)	Way Forward and proposed Actions	Interventions Expected from OWD	Milestone and Target date
		data analysis, hazardous user groups and hazardous locations in Odisha based on the SCRB data, field assessment and consultations.		preparatory works to develop a robust road safety action plan	
6.	Road Network Master Planning	<ul style="list-style-type: none"> • After intensive follow-up of Consultant and with kind interventions of DC-cum-Addl. Chief Secretary to GOO, EIC cum Secretary (Works) and CE (WB), the consultants could procure GIS maps of 30 districts encompassing 80,000 km of roads from ORSAC (including OWD roads). • Using GIS maps: <ul style="list-style-type: none"> ▪ 194 Traffic survey locations have been identified and the same has been approved by OWD and Traffic survey has commenced on 15 March 2013 and till date completed 37 locations ▪ 191 road links, amounting to 3100 km of lower category of 	<ul style="list-style-type: none"> • Complete all field investigations by 15 June 2013 • Complete traffic growth analysis based on available statistical data • Summarize and synthesize field traffic survey data and field condition inventory data • Develop a complete tabulated list of roads for individual district to be populated with the existing traffic volumes • Develop traffic assignment on existing road network based on the survey data and visual identification of road continuity and existing land-use for individual district using the available GIS maps • Development of homogeneous 	<ul style="list-style-type: none"> • Earliest approvals from OWD on locations, plan and other relevant attributes 	<ul style="list-style-type: none"> • A Draft Report on the Road Network Master Planning by end of October 2013



Sl. No.	Task	Task Progress (activities undertaken)	Way Forward and proposed Actions	Interventions Expected from OWD	Milestone and Target date
		roads (rural roads) spread over all 30 districts have been identified to undertake field investigations (inventory, roughness, BBDT and sub-grade investigation). All the locations for field survey/investigations have been approved by OWD	<p>sections</p> <ul style="list-style-type: none"> • Identification of missing links to backward areas , identification of links serving interstate traffic, higher industrial or commercial traffic, mining, tourism and other planned significant industrial/mining/ tourism corridor • Analyse existing and future traffic conditions in terms of volume/capacity • Identify traffic capacity issues and potential mitigation measures • Develop a preliminary road classification system based on traffic demand, nature of adjacent land use etc. 		
7.	Future Roads Management Funding	<ul style="list-style-type: none"> • Future fund requirements are being assessed • Review of other sources of funding of road sector in other states is underway 	<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 	<ul style="list-style-type: none"> • Feedback from OWD in time 	<ul style="list-style-type: none"> • As per IR (Aug 2013)



Sl. No.	Task	Task Progress (activities undertaken)	Way Forward and proposed Actions	Interventions Expected from OWD	Milestone and Target date
			<ul style="list-style-type: none"> • Detailing of existing situation, additional sources of fund and structuring of road fund • Discussion with OWD on the detail report on fund management scenario • Finalisation of assessment status incorporating the suggestions of OWD 		
8.	Road Toll Collection and Management	<ul style="list-style-type: none"> • Review of existing tolling acts and toll collection mechanisms elsewhere is underway 	<ul style="list-style-type: none"> • Preparation of an model action plan for 'road toll collection and maintenance' management • Feedback and comments from OWD officials 	<ul style="list-style-type: none"> • Feedback from OWD in time 	<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 46 out of the 50 axle load survey points for the Study had been identified during January 2013. Surveys on 20 locations have been completed • Collection of information on axle load regulation and management in different States is underway 	<ul style="list-style-type: none"> • Axle load surveys on the remaining 4 locations, after approval of OWD shall be completed • Data analysis • Analysis of collected information on axle load regulation and management in different States 	<ul style="list-style-type: none"> • Approval of 4 rural locations on RD roads 	<ul style="list-style-type: none"> • Report on Axle load survey data by end of May 2013 • Report on axle load regulation and management by Aug 2013



Sl. No.	Task	Task Progress (activities undertaken)	Way Forward and proposed Actions	Interventions Expected from OWD	Milestone and Target date
10.	Future Road Sector Institutional Options	<ul style="list-style-type: none">Completed SWOT analysis of OWD to identify institutional gapsReview and analysis of institutional mechanism of other states is underway	<ul style="list-style-type: none">Analysis of various institutional options adopted in the country/elsewhere to assess their applicability in OdishaWorkshop to identify institutional capacity/responsibility gaps and suggestion on possible optionsPrepare the details of institutional option based on the feedback received from OWD	<ul style="list-style-type: none">Feedback and comments from OWD officialsParticipation in the workshop (Planned during July 2013)	<ul style="list-style-type: none">As per IR (April 2014)

2.2.7 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 for various deliverables.

The major limitations, which apply for this revision are:

- Delay in Finalisation and Mobilisation of Team Leader. TL joined on 1st September 2012; and
- Delay in considering and Approving Inception Report as Review Committee approved the same only on 19.11.2012.

The detailed descriptions of all deliverables, status of the same, proposed schedule and respective limitations are described in **Table No. 2-6**.



Table 2-6: Deliverables/Milestones

Sl. No.	Deliverable	IR Tentative 'Due Timing'	Current Status	Proposed Schedule	Limitations
1	Inception Report (IR)	End of week 8	Submitted	N/A	
2	Quarterly Progress Report (QPR) x 7	End of each calendar quarter	QPR 1, 2 and 3 Submitted		
3	Workshops associated Presentations/ Working Papers/Materials-up to ten workshop	As per IR	1 st Workshop conducted on 09 November 2012	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	
4	Working Paper on Short-to-Medium Term OWD Re-structuring and Reorganisation	End of month 8	Draft submitted on 15.03.13	Discussion and comments is expected up to mid-April 2013, WP would then be finalised by mid May.	<ul style="list-style-type: none"> The dates for VISION workshop are yet to be finalised Engagement of OWD officials in Vidhan Sabha questions, Fund Appropriation etc. thus shifting "part" of their attention and limiting their availability/time.
5	Interim report on Revision of OPWD Code and Manual (Structuring, Content, Issues, Timing)	End of month 8	All Drafts forming part of the Interim Report have been submitted chapter-	After discussion and comments on all submissions related to OPWD code &	<ul style="list-style-type: none"> Due to variety of issues forming part of OPWD code, it requires "varied" expert/in-depth inputs from OWD on submitted chapters. This seems to be a



Sl. No.	Deliverable	IR Tentative 'Due Timing'	Current Status	Proposed Schedule	Limitations
			wise from 29 November 2012 to 12 March 2013.	manual including workshop by end of May, the Interim Report will then be finalised by June.	time consuming process and therefore delays are expected <ul style="list-style-type: none"> During discussions and feedback, additional requirements emerged thus increasing quantum of work.
	Interim Report on Revision of Contract Procedure Manual for Works, Goods and Services	End of month 9	Draft SBDs submitted on 25.01.13.	Discussion and comments is expected up to mid-May 2013, then Procurement Manual for Works, Goods and Services shall then be finalised by end of May 2013.	<ul style="list-style-type: none"> Comments on SBDs still awaited
6	Final Report on Revision of Contract Procurement Manual for Works, Goods and Services	End of month 12		End of Month 15 (July 2013)	<ul style="list-style-type: none"> Domino effect of Sl. no. 5
	Final OPWD Code and Manual	End of month 13		End of Month 16 (August 2013)	
7	Report on Training Needs Assessment (TNA) Result, Proposed TNA-Based Program and OWD 'Training Role'	End of month 9	Draft of HRD Policy Document submitted on 21.02.13.	<ul style="list-style-type: none"> Comments are expected by mid April, the HRD Policy Document will then be finalised by May 	<ul style="list-style-type: none"> Limited response to TNA questionnaire from field functionaries. As per field functionaries such exercises are essential but require more understanding and time. This requires



Sl. No.	Deliverable	IR Tentative 'Due Timing'	Current Status	Proposed Schedule	Limitations
				2013. <ul style="list-style-type: none"> Draft TNA will also be submitted by end of May. 	<p>"owning" of WB project at field level (should be reflected in their actions) functionaries. This could require improved "communication".</p> <ul style="list-style-type: none"> Engagement of OWD officials in Vidhan Sabha questions, Fund Appropriation etc. thus shifting "part" of their attention and limiting their availability/time
8	Draft Report on Odisha Road Sector Policy and requirements for its implementation	End of month 10		End of Month 12 (April 2013)	<ul style="list-style-type: none"> Delay of conducting the 1st Stakeholders Workshop on 09th November 2012. Dates of VISION workshop are yet to be finalised.
9	Interim Report on Preparation for Inaugural Master Plan for Main Road Network in Odisha	End of month 10		End of Month 18 (October 2013)	<ul style="list-style-type: none"> GIS digital data maps were only made available by ORSAC on 08th February 2013 in spite of repeated request since 05th July 2012. This was the essential requirement for Road Network Master Planning.
10	Report on Road Infrastructure Safety Management Review	End of month 12	Submitted on 06.04.2013	N/A	
11	Final Report on Odisha Road Sector Policy	End of month 12		End of Month 14 (June 2013)	<ul style="list-style-type: none"> Domino effect of Sl. No. 8



Sl. No.	Deliverable	IR Tentative 'Due Timing'	Current Status	Proposed Schedule	Limitations
12	Report or Management of out sourced Road Toll Collection and Maintenance/Operations	End of month 14		No change	
13	Mid-Term Status Report (MTSR)	End of month 14		No change	
14	Report on Vehicle Axle Load Regulation and Management	End of month 16		No change	
15	Preliminary Report on Study of Main Roads Funding Options and Possible Road Fund	End of month 16		No change	
16	Draft Report on Proposed Odisha Road Safety Action Plan	End of month 16		No change	
17	Final Report on Proposed Odisha Road Safety Action Plan	End of month 19		No change	
18	Completion Report on Inaugural Master Plan for Main Road Network in Odisha	End of month 22		No change	
19	Final Report on Study of Main Roads Funding Options and Recommendations on Road Fund	End of month 22		No change	
20	Draft Report on Medium-to-Longer Term Strengthening of the Institutional Framework/Structure of Odisha's Roads Sector	End of month 24		No change	



Sl. No.	Deliverable	IR Tentative 'Due Timing'	Current Status	Proposed Schedule	Limitations
21	Final Report on Strengthening of the Institutional Framework/Structures	End of month 26		No change	
22	Draft Final Report (DFR)	End of month 26		No change	
23	Final Report (after OWD/GOO response to DFR)	End of month 30		No change	

1.3 Administrative Issues needing interventions of OWD

As discussed above, provide comments/feedback for various submitted draft documents, the proposed workshops and the visit to States, i.e. Gujarat and Andhra Pradesh may please be considered and to be organised on priority.



ANNEXURES

Consultancy Services for Road Sector Institutional Development for Government of Odisha

ICT:660:OR:86

29 January 2013

To

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
Email: pmuosrp@gmail.com

Kind Attn.: Er. R. R. Bohidar, Nodal Officer, ISAP, OWD

Subject: Consultancy Services for Road Sector Institutional Development, Odisha – Regarding Minutes of Meeting held on 23 & 24 January 2013

Dear Sir,

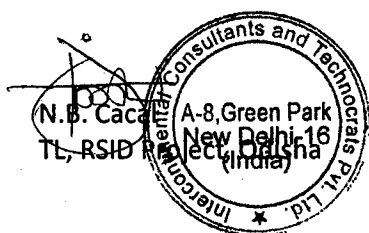
Referring to your e-mail dated 14.01.2013, a meeting for the RSID Project Progress Review was held at RSID Consultant Office, IRC Village, Nayapalli, BBSR on 23.01.2013 at 4:30 PM and was continued on 24.01.2013 at 12:00 Noon at Nodal Officer Chamber in the presence of Er. V. M. Reddy, ISAP Facilitator.

The Minutes of the Meeting has been drawn and are enclosed for your kind information.

Thanking you and assuring you the best our services.

Yours Sincerely,

For ICT Pvt. Ltd.



Enclosure: Minutes of the Meeting(8 pages) and Attendance (1 page)

Pradyumn
CJA
30/1/13

Date: **January 23, 2013**

Venue: 23 Jan 2013 – Odisha RSID Consultant’s Project Office, IRC Village, Bhubaneswar

Time: **4.00 pm to 7.30 pm**

24 Jan 2013 – PMU Office, OWD, Bhubaneswar

Attendees:

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Mr. V. Murahari Reddy – ISAP Facilitator, 2. Mr. R. R. Bohidar – Nodal Officer, ISAP 3. Dr. N. C. Pal – EE, PMU, OWD (WB) | <ol style="list-style-type: none"> 4. Mr. N. B. Cacal – Team Leader, Odisha RSID 5. Mr. Chandi Ganguly – Transport Planning (Road) Expert 6. Mr. Tony Mathew – Ad Hoc Technical Specialist, Traffic & Transportation 7. Mr. Baljit Singh Rajpal – RSID Consultant 8. Dr P. K. Sikdar – Road Safety (Infrastructure Design and Management) Expert (January 24, 2013) |
|---|---|

Subject	Discussion	Responsible	Deadline
OWD Codes & Manual	An abstract shall be prepared indicating the gaps and deficiencies in the existing code and the need for change and additions in the code with reasons. A brief of gaps and deficiencies shall be provided on each chapter, relevant to that chapter.	RSID Consultant – PWD Sector Domain Expert	
OWD Codes & Manual	No text of manual has been submitted/discussed yet. The manual needs to be prepared along with the draft of OWD Code.	-Do-	
OWD Codes & Manual	ISAP facilitator suggested that Kerala and Gujarat codes are better as it has been recently modified, and thus it was recommended to refer to these codes while formulating the OWD Code. However, it was emphasized that OWD Code shall stand out and be role model other states to emulate.	-Do-	
OWD Codes & Manual	ISAP facilitator suggested that submission of draft code & manual should not be linked to state visits and this can be submitted within the agreed time frame.	-Do-	

Subject	Discussion	Responsible	Deadline
OWD Codes & Manual	It is observed that only present organization setup has been considered while recommending revisions in the code. The code shall be dynamic and shall meet the requirements of outcome of restructured set up of OWD.	-Do-	
OWD Codes & Manual	The contents of ISAP (2008–18) matrix should reflected in the new OWD Codes & Manual and all new issues flagged in the ISAP matrix shall be included in the Code.	-Do-	
OWD Codes & Manual	The chapter regarding duties (General, administrative, technical, financial & legal) shall come under each category.	-Do-	
OWD Codes & Manual	Asset Register/ Maintenance Management – There should be a separate chapter addressing asset management/ maintenance management.	-Do-	
OWD Codes & Manual	Human Resources Development – A separate chapter is required in the Code. HRD chapter shall include Transfer Policy etc. It is noted that a separate budget is available now for HRD & Training.	-Do-	
	IT/ ICT, MIS & GIS – A separate chapter must be provided to address the future developments in IT/ ICT planned for improved efficiency of OWD.	-Do-	
OWD Codes & Manual	Contract Management to be elaborated in the proposed document and needs to be drafted with reference to petty work, minor work and major work. It shall be dynamic which can be updated from time to time with reference to increased financial powers of respected officers.	-Do-	
OWD Codes & Manual	Powers for administrative approval, technical and financial sanction and Legal Powers shall be specified for all officers (CE to JE) in the code. SE's shall be given more powers and duties in the Code and Manual.	-Do-	
OWD Codes & Manual	EEs/ AEs must have the power to re-distribute the work in his section/sub-division based on year to year budget allotment. At present all such changes are done at EIC/Govt. Level	-Do-	

Subject	Discussion	Responsible	Deadline
OWD Codes & Manual	Time frame for each activity (Estimate, Design, Sanction, Tender Process, Award) for each officer (AE, EE, SE & CE) must be mentioned in the code. Some module is to be prescribed which can be adhered to and shall improve the efficiency in the department.	-Do-	
OWD Codes & Manual	<p>Monitoring/Supervision of works – Frequency and responsibilities of supervision must be indicated for officers (CE to JE) at all levels for major, minor & petty works. A proper description of responsibility and accountability shall be developed for officers at all levels.</p> <p>The above shall mention for roads, bridges and buildings using measurable references.</p>	-Do-	
OWD Codes & Manual	The powers of administrative approval and technical sanction and the amount of Project sanctions shall be revised by the committee after every 3 years or as per CPWD norms. The code shall be dynamic to meet this requirement.	-Do-	
OWD Codes & Manual	The JE and AE who prepares the estimate should give a certificate that he has surveyed the site for which the estimate is prepared and the estimate meets the actual requirement of site (<i>Refer to the draft interim report submitted to client on 29 Nov 2012</i>). The revised code shall cater to this requirement.	-Do-	
OWD Codes & Manual	Schedule of Rates – The sub-chapter on SoR needs significant improvement. The process (Collection of market rates, consideration and approval by the committee, issuing of revised SoR) of the preparation of SoR shall be shown with stipulated timeframe. It must be made mandatory to consider market rates for revision of SoR.	-Do-	
OWD Codes & Manual	<p>Quality Control, Quality Assurance & Quality Audit - Needs to be elaborated with duties of the officers and to take action in case of any failure noticed. Additional post of AE (QA) is needed under each EE field division who will directly report to CE(QA) in respect of Quality Assurance of the division.</p> <p>It shall be made mandatory for the contractor to submit a Quality Management Plan (QMP) for major and medium works. The QCP shall include a method statement for each component of works.</p>	-Do-	

Subject	Discussion	Responsible	Deadline
	<p>For quality audit, the role of SQM & NQM followed in the PMGSY model shall be examined for its merits and shall be incorporated into the Code.</p>		
<p>OWD Codes & Manual</p>	<p>All sanctions should be related with size of Project i.e. major work, minor work and petty work. Their Budget requirement should be in two parts: - Investigation and project preparation cost</p> <p>The estimate shall consider the escalation of prices. In case of minor works of duration less than 12 months, provision of escalation shall be in-built into the estimates. In case of major works, having duration more than 12 months, provision of escalation shall be provided as per GoI norms based on the cost index circulated periodically in respect of basic items i.e. Cement, Steel, Bitumen, Aggregate & Labour.</p> <p>Provision for mobilization & establishment of site offices, laboratory and other facilities shall be included in the estimate</p> <p>Estimate shall include all road safety features like traffic signs, road markings and other necessary road furniture for all road works.</p>	<p>-Do-</p>	
<p>OWD Codes & Manual</p>	<p>Under clause 3.8 page 38(<i>Refer to the draft interim report submitted to client on 29 Nov 2012</i>), the evaluation committee and its members for major and minor works for procurement of Goods and Works needs to be mentioned in the codes as well as in the manual.</p> <p>The powers of such committee to sanction single bid be elaborated. However, It should be in light of recent circular of Finance Department, Odisha.</p>	<p>-Do-</p>	

Subject	Discussion	Responsible	Deadline
OWD Codes & Manual	Powers for account of Administrative Approval and Technical Sanction (<i>Refer to clause 6.2.1.2, page 40, the draft interim report submitted to client on 29 Nov 2012</i>) needs to be linked with the provision on the pages where these have been shown.	-Do-	
	<i>Clause 8.2 of draft interim report submitted to client on 29 Nov 2012</i> –Powers to approve the variations shall be consistent throughout the Code.		
OWD Codes & Manual	General – Collect the data of Road User Satisfaction (RUS) Survey done recently by OWD and see what are the issue affecting the public; the salient features coming out of RUS survey shall be incorporated into the Code and Manual.	-Do-	
OWD Codes & Manual	Road Safety & Construction Safety –A separate chapter shall be provided clearly indicating the roles and responsibilities; The salient features of the recent road safety assessment shall be incorporated in the code and manual.	-Do-	
OWD Codes & Manual	Performance based maintenance contract – Indicate the time frames and see how best this can be incorporated in the code and manual	-Do-	
OWD Codes & Manual	Excess of expenditure – Revise the percentages and the limits, the same shall be linked to technical sanction limit for officers at all levels (CE to AE).	-Do-	
OWD Codes & Manual	Performance Appraisal – A method shall be developed to include performance appraisal of the contractors and the officers in charge for each projects executed in the divisions/ Circles.	-Do-	
OWD Codes & Manual	The revised 10 chapters and balance chapters of the OWD code and manual incorporating the above comments minuted must be submitted on or before 28 February 2013.	-Do-	
Roads Policy	PMU representatives suggested that extensive consultations are required with all departments before the submission of draft roads policy, and it seems this has not been done until date. This needs to be expedited to submit the draft policy in time and schedule.	RSID Consultant - Road Sector Policy & Strategy Expert	

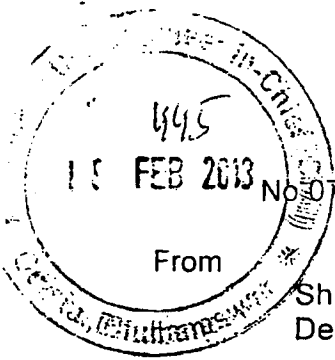
Subject	Discussion	Responsible	Deadline
Roads Policy	The deliverables may not be linked to planned state visits; it was suggested by ISAP facilitator and PMU representatives that the initial draft roads policy may be submitted by 15 Feb 2013. However it will be adhered to.	RSID Consultant - Road Sector Policy & Strategy Expert	
Restructuring	Review ongoing restructuring within OWD; Deliverable may not be linked to the planned state visits; It was suggested by ISAP facilitator and PMU representatives that the first deliverable on restructuring may be submitted by 15 Feb 2013. The same will be adhered to.	RSID Consultant – Organizational Development Expert	
Road Network Master Planning	The consultants explained the methodology and the progress made till date. It was indicated that owing to the procurement of GIS maps the progress has been delayed by 9 months, which will delay deliverables accordingly. It was agreed that the draft master plan will be delivered by the end of August 2013.	RSID Consultant - Master Planning Expert	
Road Network Master Planning	ISAP facilitator indicated the importance of the road network master planning task. It was emphasized that the road network master plan should be dealt with up to the level of rural roads and Panchayat roads considered in the core road network of PMGSY. It was indicated by the Facilitator that the rural roads other than those considered in PMGSY shall not be relevant to the master planning exercise for the road network of the State as a whole.	RSID Consultant - Master Planning Expert	
Road Safety Engineering & Planning	The consultants explained the methodology and the progress till date. The process of road safety assessment and the outcome of the task was explained. The consultants informed that the initial report/ deliverable will be submitted according to the schedule by end of March 2013.	RSID Consultant - Road Safety Expert	
Future Roads Management Funding	The sources of funds which Odisha can capitalize for road development need to be identified at the earliest; Future fund requirements shall be assessed for capital works and maintenance management activities determined through the asset management procedures developed by the OWD; consultants have plan to submit the first deliverable by end of July 2013 .	RSID Consultants - Financial and Business Planning Specialist	

Subject	Discussion	Responsible	Deadline
Future Roads Management Funding	Dedicated road funds shall be developed by tapping various possible sources;	RSID Consultants - Financial and Business Planning Specialist	
Road Toll Collection and Management	<p>ISAP facilitator discussed and suggested that a toll collection and management framework/ model shall be developed under this task for performance based maintenance contracts.</p> <p>In addition, ISAP facilitator suggested a different methodology like combined evaluation of sealed tenders and public auction needs to be developed as practiced elsewhere; in case of obtaining tenders and bid with acceptable rates from sealed tender and the auction, the higher rate will govern. In case of unacceptable rates or no tender received, re-tendering has to be done.</p> <p>ISAP facilitator suggested that consultants may submit the deliverable by end of March 2013, since this task is independent of all other activities.</p>	RSID Consultants - Financial and Business Planning Specialist	
Axle Load Regulation & Management	<p>The consultants explained the progress till date and the plan for axle load surveys for the next quarter. However, two districts Sundargarh and Keonjhar are to be left out for further finalization of survey locations on rural roads.</p> <p>ISAP facilitator suggested that the field surveys be completed by April 2013 and programme be made accordingly, so that the report can be submitted by June 2013 as per the original schedule. Consultant will be required to provide necessary resources to complete the surveys to meet this target.</p> <p>Motor vehicle Act/Regulation may also need changes based on the above field report, for control of legal axle load.</p>	RSID Consultant - Senior Highway cum Pavement Engineer	
Future Road Institutional Options	ISAP facilitator suggested that different models may be considered by the consultants, as exists within India and abroad. An example is the Road Development Authority with planning functions for the whole road network along with other arms	RSID Consultant - Financial and Business Planning Specialist	

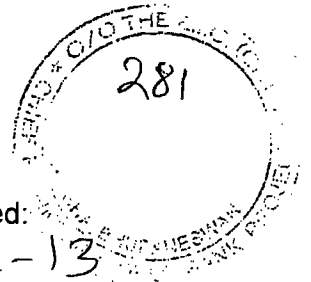
Subject	Discussion	Responsible	Deadline
	<p>for construction and maintenance.</p> <p>The operating arm for RDA shall be different Road Development Corporations dealing with design, construction and maintenance of major roads and bridges along with OWD and Rural department who shall be responsible for similar functions for other routes and rural roads respectively.</p>		
Future Road Institutional Options	ISAP facilitator suggested that consultant shall provide different options to OWD with merits and de-merits shown for each options.	RSID Consultant - Financial and Business Planning Specialist	

Since no other matters to be discussed the meeting was adjourned with the Vote of Thanks.

Signature of Attendees: _____



Government of Odisha
Works Department



No. 07639400772012 1655 W., Bhubaneswar, Dated: 14.2.13

From
Shri M. K. Mohanty,
Deputy Secretary to Government

To
The Principal Secretary to Government,
R.D. Department,
The Chief Engineer, World Bank Project,
Odisha, Bhubaneswar,
The Joint Director,
Geomatics Solutions Development Group,
C-DAC, NSG IT Park,
Saria Hotel Lane, Aundh, Pune-411007.
The C.E.O., ORSAC,
Chandrasekharpur, Bhubaneswar.

Sub: *Proceedings of the Meeting held on 31st January 2013.*

Sir,
I am directed to send herewith copy of the proceedings of the Meeting held on **31.1.2013 at 6.45 P.M** in the Conference Hall of P&C Department, Secretariat under the Chairmanship of DC-cum-Addl. Chief Secretary for information and necessary action.

Yours faithfully,

[Signature]
Deputy Secretary to Government

Memo No. 1656 W., Dated: 14.2.13
Copy with copy of proceedings of the Meeting forwarded to Sr. P.S. to DC-cum-Addl. Chief Secretary for kind information of DC-cum-ACS/ Sr. PS to EIC-cum-Secretary of this Department for information.

[Signature]
Deputy Secretary to Government

Memo No. 1657 W., Dated: 14.2.13
Copy with copy of proceedings of the Meeting forwarded to Mr. K.K. Kapila, Chairman and Managing Director, Inter Continental Consultants and Technocrats Pvt. Ltd. for information and necessary action.

[Signature]
Deputy Secretary to Government

Sri Prabhakar
[Signature]
16/2/13

**Proceedings of the meeting held on 31st January 2013 under the
Chairmanship of Dc-cum-ACS on the issue of digital data base of
ORSAC & C-DAC for preparation of Road Network Master Plan**

The Development Commissioner-cum-Additional Chief Secretary chaired the meeting to discuss the issues relating to ORSAC & C-DAC digital data base required for preparation of Road Network Master Plan. The list of members who attended the meeting is annexed.

Initiating the discussion, the EIC-cum-Secretary apprised that road network master planning is one of the key assignments under institutional reform activity being undertaken up by the Works Department. The Intercontinental Consultants and Technocrats Pvt. Ltd. has been engaged for the purpose with financial support from World Bank to carry out the required tasks. He explained the need for GIS database for development of Road Network Master Plan covering entire road network of Odisha belonging to various departments such as Works, Rural Development, Panchayat Raj, Water Resource, Urban & Forest etc. The required database is available with ORSAC which can be used for the purpose once the modalities are finalized.

Participating in the discussion, the Chief Engineer World Bank Projects informed that ORSAC has given an estimate amounting to Rs 21.15 lakhs for supply of digital database. The matter was referred to World Bank to allow procuring the digital data from ORSAC charging to the operating cost of the project. However, the World Bank Task Team had suggested to check whether any alternate agency can provide such data. Subsequently, it was found that some more development on ORSAC data has been made by C-DAC, Pune under Govt. of India funding. The information as available in the C-DAC developed database was shared to the Consultant for checking its suitability for the purpose.

In course of discussion, the Chief Engineer, Rural Development Dept. informed that ORSAC has developed the database for RD department, which can be used for the above purpose. He informed that ORSAC has been paid by the RD department for development of these data base. He further stated that GIS database of ORSAC has also been customized by C-DAC, Pune with development of a GIS based Road Information Management and Monitoring System (GRIMMS) for monitoring PMGSY works.

The Consultant team who participated in the meeting emphasized the urgent need of the GIS map layers which is crucial for development of road master plan. They requested to provide the GIS map database with different layers in soft copy (in CD/DVD) in .shp files for use in ArcInfo / ArcGIS platform. The Consultant team also highlighted the issue of ownership problem of various categories of roads as the roads beyond ODR have been listed under village road category in both ORSAC & C-DAC database.

After detailed deliberation, the D.C.-cum-A.C.S. requested Chief Executive, ORSAC to provide the digital database to Works Dept as early as possible. It was agreed that modality of payment to ORSAC shall be decided separately. The DC-cum-ACS advised the Chief Engineer World Bank Project and Consultant team to liaison with the concerned departments to settle the ownership issue of different category of roads which is crucial for the above purpose.

B) DGPS Survey by ORSAC for Sambalpur-Rourkela Road

The issue of delay in completing DGPS survey by ORSAC for facilitating diversion of forest land for the proposed four laning of Sambalpur-Rourkela road was also discussed in the meeting. The Chief Executive of ORSAC informed that the ORSAC team has gone twice to the site for carrying out the DGPS survey. However, they have not been able to start the work as required demarcation by physically putting pillars in the forest stretches on ground has not been completed by the department. He therefore, requested to nominate one Nodal Officer from Works Dept. with whom the ORSAC survey team shall liaison to complete the above task.

The Chief Engineer, World Bank Project clarified that demarcation done earlier by the department as per the suggestion of ORSAC survey team during their first visit to the site is being done again with help of concerned field officials. He therefore suggested to send one representative of ORSAC to visit the site at this stage to clarify the requirement, so that physical demarcation can proceed accordingly. It was agreed that DFO of PMU cell along with concerned ORSAC official shall visit the site to resolve the issue.

The D.C.-cum-A.C.S. advised to complete the DGPS survey latest by the end of February, 2013 without any further delay.

The meeting ended with a vote of thanks to the Chair.



(J. K. Mohapatra)
Development Commissioner-cum-ACS

List of Members – Meeting dated 31st January 2013

1. Sri J. K. Mohaptara, IAS, Development Commissioner-cum-ACS
2. Sri S. K. Ray, EIC-cum-Secretary, Works Department
3. Sri A. K. Mohapatra, IFS, Chief Executive, ORSAC
4. Sri N. K. Pradhan, Chief Engineer, World Bank Projects
5. Sri P. K. Pradhan, Chief Engineer, RW-I
6. Sri R. Bohidar, Superintending Engineer(I/C) & Nodal Officer ISAP, PMU
7. Mr. M. K. Mohanty, Dy. Secretary, Works Department
8. Dr N C Pal, Executive Engineer, PMU
9. Dr P K. Sikdar, Key Specialist of Consultant Team, RSID (M/s ICT, New Delhi)
10. Mr. N. B. Cacal, Team Leader-RSID Consultant, M/s ICT, New Delhi
11. Mr. K. K. Kapila, CMD, M/s ICT, New Delhi
12. Mr. Chandi Ganguly, Transport Planner, of Consultant Team, RSID (M/s ICT, New Delhi)

E-MAIL

**OFFICE OF THE ENGINEER-IN CHIEF (CIVIL), ODISHA,
NIRMAN SOUDHA, KASHARI NAGAR, UNIT-V, BHANESWAR-751001**

Letter No -PMU-WB-33/2012

11291

Dt: 18.3.13

From

Er. Rashmi Ranjan Bohidar,
Superintending Engineer
World Bank Projects, Odisha
Email: rashmibohidar81@gmail.com

To

P.Mishra, Scientist
Odisha Space Application Centre (ORSAC)
Bhubaneswar

Sub:- sharing of ORSAC generated digital database for Odisha State Road Project.

Ref:- Your Letter No-3333 Dt - 17.07.2012.

Sir,

Your are requested to share the habitat layer in all districts maps along with other informations as requested vide Chief Engineer, World Bank Letter No- PMU-WB-33/2012-21932 dt- 05.07.2012, to enable us to develop the State Road Network Master Plan.

An early action in this regard is solicited.

Yours faithfully

rmh
18.3.13
Superintending Engineer, ISAP Cell
World Bank Project, Odisha

Handwritten signature/initials.



Intercontinental Consultants
and Technocrats Pvt. Ltd.



In joint venture with
Grant Thornton
An instinct for growth™

In association with

ARKITECHNO
CONSULTANTS (INDIA) PVT. LTD.

Consultancy Services for Road Sector Institutional Development for Government of Odisha

ICT:660:OR:111

26 March 2013

To

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
Email: pmuosrp@gmail.com

Kind Attn.: Er. R. R. Bohidar, Nodal Officer, ISAP, OWD

Subject: Consultancy Services for Road Sector Institutional Development, Odisha – Regarding Minutes of Meeting held on 24 March 2013

Dear Sir,

A meeting for the RSID Project Progress Review was held at RSID Consultant Office, IRC Village, Nayapalli, BBSR on 24.03.2013 at 10:00 AM in the presence of Er. V. M. Reddy, ISAP Facilitator and other OWD Officials as well as RSID Consultants.

The Minutes of the Meeting has been drawn and are enclosed for your kind information.

Thanking you and assuring you the best our services.

Yours Sincerely,

For ICT Pvt. Ltd.

N(B. Caca)
TL, RSID Project, Odisha

Copy to Er. V. M. Reddy, ISAP Facilitator, for your kind information

Enclosure: Minutes of the Meeting (4 pages) and Attendance (1 page)

Handwritten signature/initials and date: 24/3/13



Minutes of Meeting held on March 24, 2013

Project : Odisha Road Sector Institutional Development

Venue : Odisha RSID Consultant's Project Office, IRC Village, Bhubaneswar

Date : March 24, 2013

Time : 10.00 am to 4.00 pm

Attendees:

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Mr. V. Murahari Reddy – ISAP Facilitator, 2. Mr. R. R. Bohidar – Nodal Officer, ISAP 3. Mr. Manoranjan Mishra – EE, PMU, OWD (WB) 4. Mr. M. K. Mohanty – EE, IT/ICT | <ol style="list-style-type: none"> 5. Mr. N. B. Cacal – Team Leader, Odisha RSID 6. Dr. C. P. Bohra – Dy. Team Leader, Odisha RSID 7. Mr. Sandeep Jagota – Training & HRD Consultant, RSID 8. Mr. Baljit Singh Rajpal – RSID Consultant 9. Mr. Amresh Kumar – Office Manager, RSID |
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Subject	Discussion	Responsible	Deadline
OPWD Codes and Manual	<ul style="list-style-type: none"> Facilitator agreed for chapter wise discussions of RSID Consultants with the small groups of relevant department officials. The outcome of this should be presented by Nodal Officer to CE, NH and CE, Design (officers in charge of Code and Manual) The discussions for all the chapters (26 nos.) need to be completed by the end of May 2013 On the aspect of combining Code and Manual, it was re-emphasized that code should be separated from the manual. This separation was justified on the basis of periodic amendments/modifications etc. undertaken by the government – mostly to the manual and less frequently to the code. Thus there will be no/less requirement of revision of code. It was indicated that most of other states as well as CPWD have a separate code and manual. A new Chapter on HRM should be added having recruitment, promotion, 	<p>RSID Consultant & OWD Officials</p> <p style="text-align: center;">-do-</p> <p>RSID Consultant</p> <p style="text-align: center;">-do-</p>	End of May 2013

Subject	Discussion	Responsible	Deadline
	deputation and transfer policy <ul style="list-style-type: none"> • A section on RTI should be included as appropriate. • A section is needed on stakeholder participation and their role. This can also include role of Road User Satisfaction (RUS) survey and its integration in road design etc. • A chapter/section should indicate the eligibility and classification for contractor, their registration, upgradation system etc. 	-do- -do- -do-	
	<p>Chapter Wise:</p> <p>Chapter 1: Introduction</p> <ul style="list-style-type: none"> • This chapter should include a detailed justification/necessary for revision of code and manual • Mention should be made regarding the precedence of treasury/finance and administrative code of GOO in case of discrepancy in interpretation of Code • Code should indicate its applicability to other engineering departments like Irrigation, PHE etc. • There is a need to elaborate the future revision of the code as well as its frequency of revision etc. This could be under EIC (Works) with representative of Finance, Law, Revenue, Irrigation, PHE, Forest etc. This needs to be added in Introduction chapter of the code (Chapter 1) <p>Chapter 2: Organisation</p> <ul style="list-style-type: none"> • Page 13 in Organisation chapter – 2.6.1 – CE/SE (Vigilance) are only the recommending authorities and disciplinary action should be taken at government level only depending on service rules of GOO. <p>Chapter 4: IT and MIS</p> <ul style="list-style-type: none"> • HR (MIS) needs to be added in this chapter • Under IT Rules 2012 of GOI there are provisions to issue documents without signatures or using e-signatures. The codes should be modified in light of GOI 	RSID Consultants -do- -do- -do- -do-	

Subject	Discussion	Responsible	Deadline
	<p>guidelines.</p> <ul style="list-style-type: none"> • Existing MIS system in use like IOTMS, WAMIS, e-NIRMAN etc. should be described • Digital signature verification system should be elaborated • Any modifications required based on lesson from OMMS of PMGSY should be integrated <p>Chapter 5: Powers of the OPWD Officers</p> <ul style="list-style-type: none"> • The powers of officers for administrative approval, technical sanction etc. need to be updated for roads, bridges, buildings, other public works etc. • Powers of procurement of goods and other services needs review and updation <p>Chapter 11: Procurement of Works, Goods and Services</p> <ul style="list-style-type: none"> • Sections on e-procurement, blacklisting of Contractor etc. needs to be added. • Various committees for procurement, setting of specification etc. needs to be detailed out. • SBD for Works, Goods and Services shall be commented by the department by the end of March 2013 which will be incorporated by consultants within 15 days. • Standard EPC needs to be added • PPP document from standard bid forms/documents needs to be added • Procurement Manual (Works, Goods, consulting Services and Non-consulting Services) should be submitted on priority. <p>Chapter 18: Stores</p> <ul style="list-style-type: none"> • Stores with PWD have been nearly abolished, so the chapter needs to be modified accordingly. <p>Chapter 19: Quality Assurance Management</p> <ul style="list-style-type: none"> • The title may be modified to quality management • Quality audit mechanism and technical audit of designs needs to be added. 	<p>-do-</p> <p>-do-</p> <p>-do-</p> <p>-do-</p> <p>-do-</p> <p>RSID Consultants & OWD Official RSID Consultants</p> <p>-do-</p> <p>-do-</p> <p>-do-</p> <p>-do-</p> <p>-do-</p>	<p>End of March 2013</p>

Subject	Discussion	Responsible	Deadline
	<p>These activities should then be reflected as a part of “Duties/Responsibilities of Officers” under chapter 3</p> <p>Chapter 23: Asset Management</p> <ul style="list-style-type: none"> There is no mention of Bridges under Asset Management. This must be mentioned separately along with their linkage to e-register. 	-do-	
Road Network Master Planning	<ul style="list-style-type: none"> The issue of non-availability of records of lower level roads was discussed. The consultant has been provided maps from ORSAC depicting only 80 thousand km of roads against a total road length of about 2.5 lakh km. The consultants once again expressed that they shall develop the master plan based on ORSAC data. The agreement of ISAP Facilitator on this issue during the last meeting of 23 & 24 January 2013 was reiterated. In view of the non-availability of digitised data on lower level roads it shall not be possible to even include CRN serving habitations with population of more than 500. ISAP Facilitator and OWD agreed to revert back on the issue. 	ISAP Facilitator & OWD Officials	
Organisational Restructuring	<ul style="list-style-type: none"> As proposed by consultants, the Facilitator agreed for the creation/clubbing of positions based on future vision of OWD for next 10 years and the anticipated work load. 		
Others	<ul style="list-style-type: none"> Progress on road safety, vehicle axle load survey and training were discussed and found satisfactory. 		

Since no other matters to be discussed the meeting was adjourned with the Vote of Thanks.

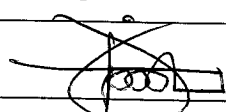
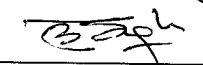


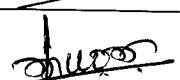


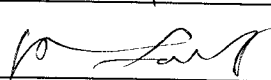
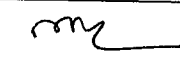
Signature of Attendees: _____

MEETING OF RSID CONSULTANTS WITH ISAP FACILITATOR AND OWD OFFICIALS

Project: Odisha Road Sector Institutional Development

Date: **24 March 2013 10:00 am**

Venue: RSID Consultant's Project Office, IRC Village, Bhubaneswar

SI No.	Name	Designation	Signature
1	NB CAGAL	RSID - TL	
2	Er B.S. Rajpal	Consultant (Highways)	
3	C. P BOHRA	RSID - DTL	
4	S JAGOTA	RSID - TRAINING & HRD CONSULTANT	
5	AMRESH KUMAR	RSID (OFFICE MANAGER)	
6	M.K. Mohanty	EE, IT/ET i/c.	
7	Mansaram Mishra	EE, PMU	
8	V. Murahari Reddy	Consultant fac. Control	
9	R. R. Bohra	SE, ISAP	
10			
11			
12			

Consultancy Services for Road Sector Institutional Development for Government of Odisha

ICT:660:OR:112

26 March 2013

To

Er. R. R. Bohidar
Nodal Officer, ISAP
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 – Assessing the training needs of OWD.

Dear Sir,

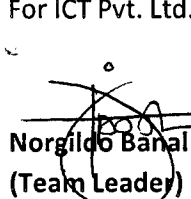

This has reference to our earlier letter # ICT: 660:OR:92 dated 09th February 2013 on the said subject. We thank you for your initiative in organising the meetings with various officials of OWD.

The discussions were focused on OWD Organisational needs, operational/functional requirements, and current training practices and aspirations. We are pleased to share the outcome of the discussions with you; these have been presented in the attached document. We look forward to your observations and comments on the same.

Further, we wish to hold two separate sessions, one with OWD Junior Engineers and another with OWD Assistant Engineers in Mid April to assess their respective issues, needs and aspirations; each group size being 15 to 20 participants. We request you to please issue necessary instructions for these sessions to be organised.

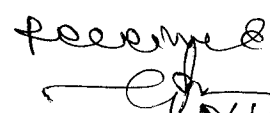
Thanking you and assuring you the best of our services.

Yours sincerely,
For ICT Pvt. Ltd.


Norgildo Banal Casal
(Team Leader)


Copy to Er. B. C. Tripathy, EE, PMU, OWD for information

Enclosure: As above.


26/03/13

S. No.	OWD Official	Discussion Points	
		Management issues	Training Issues
1.	CE –Buildings	<ul style="list-style-type: none"> • Organizational Development needs <ul style="list-style-type: none"> – HRM/HRD Cells essential for OWD – Should be positioned in E-i-C office – Full time function, headed by SE, assisted by team of EE and AE's – HRD/ Training Policy very essential – Current quality deficiencies and economic benefits should be highlighted in the policy document – Specialized 'Project Management' Units to be created for Health and education sectors for construction of Hospital and school buildings respectively under CE Buildings – Core functions of PMU would be planning, design and procurement/contracting – 200 crores for health sector buildings may go unutilised if timely action not taken – This new arrangement will eliminate delays and reduce time between planning and execution – Execution to be done by field staff – To attract quality staff in the design cell, incentive in the form of housing at Bhubneshwar should be awarded; they should be given special allowance like book/journal allowance 	<ul style="list-style-type: none"> ○ Staff Development needs <ul style="list-style-type: none"> – Induction training is missing but is a must for all new entrants – Should be in two parts <ul style="list-style-type: none"> ▪ on entry, three months training/coaching by senior staff on procedures and techniques covering all functions of OWD ▪ followed by another term of three months training with first 2 years of service covering specialised areas of work – Architecture wing producing outdated designs – Unable to develop 3D models – No updation of skills – Very strong building design team but not updated – Big gap between design knowledge and field implementation, need for rotational policy to be in place – Specialised training needed for Architects, Designers and Construction Staff to build hospitals and schools – Construction management and overall project management are areas of concern among field staff – Field staff at one particular site were unaware of 'Bored compaction piling' technique – No planning of operation and maintenance (O&M) of buildings, no preventive maintenance procedures followed – Training cell should organize <ul style="list-style-type: none"> ▪ Short MDPs /courses for Senior management at IIM/ NICMAR/ IIT ▪ Short overseas visits/ study tours for CE's – 5 acres land available for OWD's in-house construction academy

S. No.	OWD Official	Discussion Points	
		Management issues	Training Issues
2.	CE – Design; EE – Design	<ul style="list-style-type: none"> • Organizational Development needs <ul style="list-style-type: none"> – OWD urgently needs its own ‘Recruitment’, ‘Transfer’, and ‘Promotion’ policies. – Two page synopsis of the HRD Policy should be included in the OWD CODE – Design wing’ lacks a clear mandate – OWD Code should differentiate between the CE (Design) /CE (RD&QP) and implementation CE’s (i.e. Roads, Buildings), defining the functions and responsibilities clearly – CE Design’s role and work responsibilities are not clearly defined by the government. – Design Wing should be the final authority for all design works in OWD, but that is not the case. Govt. should give the authority to the Design Wing or close down the wing. – Design wing prepares designs of buildings and bridges but not roads even though there is a position of SE Roads under the CE – Proposed to Govt that Design wing will take up design of Roads from next year. – Staffing of the Design Wing should be done based on the workload. A mismatch exists – No one in OWD wishes to be posted in the Design wing. Have proposed to the Govt to provide a monetary incentive ranging between Rs 5000/- to Rs. 10,000/- PM to attract/motivate the engineers. – System needed to link Field EE’s with Design Cell. EE Field Offices to be equipped to download drawings, uploaded by the Design cell. – Planning and Design functions should be together and under CE Design. – CE Design should be part of the selection process in the Training Cell. 	<ul style="list-style-type: none"> ○ Staff Development needs <ul style="list-style-type: none"> – There should be regular technical training for JE’s & AE’s and management training for EE’s to CE’s. – There has been no recruitment in the past 7-8 years hence no one has thought about ‘induction process’ or induction training, even though its most essential – Induction programme are very much needed within OWD and should include Technical skills development, Design fundamentals, Quality control and management, Management skills, communication skills, Personal Development (Image Building), Administration procedures etc. among other topics. – Though not as an induction programme, many training courses are organised for JE’s in RD Department. – Staff in Asset management Cell within OWD’s - IT Cell has been training by Asset Management consultant on how to use GPS, GIS & ROMDAS. – 3 Draughtsman in Design Wing are well trained in AUTOCAD – Design Engineers using STADD PRO for the design works but their skills need to be upgraded and updated – Design Engineers need to be sent out on Study tours within India and Abroad to learn about new structures and design practices – Engineers need to be taught principles of Project Management – competence is lacking in OWD – Executive engineers should be trained in financial / investment management principles. – BBMD Test have been carried out by RD&QP intermittently in the past or most times testing is outsourced – Current QC staff is on the verge of retirement and those placed as an interim arrangement lack qualification, direction or interest.

S. No.	OWD Official	Discussion Points	
		Management issues	Training Issues
		<ul style="list-style-type: none"> - Project conceptualisation process needs to be altered – current practice of preparing Project Estimates first and designing done to fit the estimate has to be discontinued. - Field Engineers prepare Road Project Estimates based on MoRTH norms without actually considering the ground conditions, which affects the quality of roads. - Traffic / Transport Planning and Management are key functions which should be housed within OWD but because the mandate is with different departments there is very little coordination. - ‘Transport Economic Study’ should be outsourced. - Four zonal labs to be made fully functional in next financial year but staffing will be an issue - Field staffing needs immediate attention. Most JE’s are overloaded with work, they have to be provided support of technicians qualified from ITI’s. 	<ul style="list-style-type: none"> - Field trips should be planned to Tamil Nadu and Kerala to study the state organizational functioning
3.	CE – Engg ‘OSHB’	<ul style="list-style-type: none"> • Organizational Development needs <ul style="list-style-type: none"> - OWD needs a construction academy - Funded by OWD and sustained by contractors paying 0.5% of their bill amount as running cost - HRD Cell is very essential in OWD to carry out training assessment and training planning - ‘Analysis of Rates’ and ‘Schedule of Rates’ have not been updated to cater to new techniques e.g. <ul style="list-style-type: none"> ▪ concrete mix design not followed ▪ placement of concrete using ‘concrete placers’ is not an item, so not used in the estimate; currently placement of concrete at ground level is @ Rs. 7500/- per CuM and placement at 5th floor is @ Rs. 21000/- per CuM ▪ No use of foam concrete as not an item in the SoR since the technique is not known - 1% staffing cost should be allocated for training 	<ul style="list-style-type: none"> ○ Staff Development needs <ul style="list-style-type: none"> - Training on latest techniques to OWD as well as contractors engineers - Intensive training for engineers during lean work periods like the rainy season - The Indian Administrative Services have a strict training schedule which they adhere to where as training of engineers is not a priority. - It should be mandatory for each staff to be sent for 15 days training per year. - Lack of training and exposure visits is resulting in skills and knowledge deficiency among staff - Focus towards saving the environment is missing; lack of exposure is the main reason - Linkage between research institutes like IITs, NBC and implementing agencies like OWD has to be established through the training cell

S. No.	OWD Official	Discussion Points	
		Management issues	Training Issues
		<ul style="list-style-type: none"> - Proper 'asset management' is an important need. - Training imparted and training received should become indicators in the ACR - Currently 'expenditure incurred' has become an indicator of work, quality of work is not an indicator - Research is not promoted and personal initiatives only attract reprimand - Design work should carry an incentive, with the incentive amount being revised periodically, to overcome the current perception of it being a punishment posting 	<ul style="list-style-type: none"> - Staff, specially CE's, should be sent abroad to gain exposure and to implement what they learn - Lack of knowledge and skills in asset management leading to heavy long term losses on account of poor Operation and maintenance - Since the importance of preventive O&M is not understood by engineers as they have not been trained so they do not communicate the repercussions to the decision makers hence leading to higher costs in the long run. - Engineers are not trained in Bridge maintenance management, so it is not practiced - Practice of three-day-training for new staff used to prevail 10 years back but was stopped by senior management due to lack of interest - System need to be revived by generating interest among the decision makers
4.	CE – NH; EE – NH	<ul style="list-style-type: none"> • Organizational Development needs <ul style="list-style-type: none"> - Workload distribution needs to be rationalized - Works amounting to 1crore per Division has jumped to 50 crores per Division but the manpower continues to remain the same - Quality of work is suffering due to lack of resources - No proper inspection as vehicles are not available to all staff - The fuel limit is not realistic as per the project requirements - Hiring of vehicles is not possible due to taxi fare limits imposed 	<ul style="list-style-type: none"> ○ Staff Development needs <ul style="list-style-type: none"> - In-house training programmes should be evolved to cover all levels of staff - Training should be imparted on all aspect of construction and management - Special training should be imparted on pre-construction activities like Utility shifting - Training on Quality, not just technical aspects, but every activity including reporting is a must - Exposure to latest techniques and equipment is missing at the grass root level - Induction training very necessary as the new entrants are not familiar with ground realities - There should be a separate training budget, training head covering 1% of staffing cost of OWD - Training Policy and Training Cell, headed by a CE, have to be in place for proper staff development

S. No.	OWD Official	Discussion Points	
		Management issues	Training Issues
5.	CE – IDCO	<ul style="list-style-type: none"> • Organizational Development needs <ul style="list-style-type: none"> - No manpower at the lower end of pyramid – NO JE's & AE's - Need for Financial Analysis, Contract Management and Legal functions in OWD - Recruitment planning urgently needed; high level of disparity in recruitment verses retirement - Poor Cadre management is a major issue. - Expectations are very high but appropriate resources are not provided - Finances are not an issue, proper planning of expenditure is missing - Downsizing of 80's, done blindly, is impacting the present; if corrective actions not considered now, there will be no engineers by 2018 - Knowledge is being lost due to poor human resource management - Need for reduction in TOP Management – work of 10 EE's to be managed by 1 SE - Workload distribution exercise needed urgently and should be done periodically - 90% JE's & AE's are overworked - Outsourcing is not always the answer, without 'in-house' knowledge outsourcing fails. - In OWD Leadership needed but systems should work; building systems is a major organizational need - CE Training and Human Resource Management (Placement) is most urgently needed 	<ul style="list-style-type: none"> ○ Staff Development needs <ul style="list-style-type: none"> - Every staff member should undergo 1 orientation/reorientation training every 4 years - Both management training + technical innovation awareness programmes for EE/SE/CE's is essential - Technical up gradation training for JE's & AE's is essential - Participation in IRC is a waste of time and money; instead State Roads Congress / Building congress should be organised. - Only focused and selective best practices of STATE should be shared at IRC
6.	CE – RD & QP	<ul style="list-style-type: none"> • Organizational Development needs <ul style="list-style-type: none"> - No support staff available to CE - No action for last one year on the Staffing plan given to Government - Research wing is defunct, needs to be revitalised by 	<ul style="list-style-type: none"> ○ Staff Development needs <ul style="list-style-type: none"> - Training is effective only if learning attitude is there. - CE's should be sent abroad - SE's, EE's should be sent all over the country and Abroad on study tours.

S. No.	OWD Official	Discussion Points	
		Management issues	Training Issues
		<ul style="list-style-type: none"> bringing in Research scientists and proper infrastructure - There should be a separate cadre for staff in RD&QP - Persons with research oriented mindset should be posted in the RD&QP Wing - No need for a Knowledge Bank Fund; Training Cost should be part of the works estimate. - Separate budget head for training and full powers with CE should be instituted - Library, its fund, and staff should be part of RD&QP - Provision should be made for 'Journal allowance' for every engineer of OWD to enhance their awareness. 	<ul style="list-style-type: none"> - In-house training should only be for JE's & AE's
7.	SE – Behrampur; EE – Bhanjnagar	<ul style="list-style-type: none"> • Organizational Development needs <ul style="list-style-type: none"> - Manpower shortage at field level - Workload review not carried out, should be done every 2 to 3 years cycle - Staff posting imbalance correction done at the secretariat where the field reality is not considered in totality - SE should have the flexibility to move staff within the circle depending on the workload - Deficiency in quality of work can only be removed by increased supervision – not through JE's but through skilled supervisors with ITI qualifications. Work-sarkars not suited as do not have any qualifications - Quality audit should be outsourced – independent State Level Monitors should carry out checks - Mandatory mechanism to be put in place for monitoring meetings to be held at CE, SE & EE Levels on monthly basis between 1) all office staff and 2) OWD Officials and contractors - Competency matching not done – staff with knowledge and experience in roads works is assigned building works and vice versa. 	<ul style="list-style-type: none"> ○ Staff Development needs <ul style="list-style-type: none"> - HRM/HRD Cell very essential to assess the field staffing requirements based on workload distribution - Headed by CE and assisted by EE's - OWD has to have its own Training Policy - No up-gradation of skills of staff - Only limited number of staff are performers and if they are sent for skill up-gradation then who will work and sending the non performers will not benefit OWD - Training participation decided by E-i-C Office through a top-down approach, training needs assessment not done at the field level - Circle / Divisional Head do not know how to carry out training assessment since no regular awareness programmes conducted for them - Computer training held for 50 persons at a time and that too for 1 hour only – how can the participants be expected to apply the learning when they return from training - Induction training should be mandatory – for a duration of six months - Before implementation of each posting, two weeks

S. No.	OWD Official	Discussion Points	
		Management issues	Training Issues
			introductory coaching needed for the transferee before starting in the new work place
8.	SE – Cuttack & EE – Dhenkanal	<ul style="list-style-type: none"> • Data entry by JE not possible – untrained, has all types of jobs so no time, dependent on data • QUALITY ASSURANCE lacking due to poor quality monitoring by field staff– untrained, have all types of jobs and no time, no vehicle, no data entry operator <ul style="list-style-type: none"> – Quality Monitoring system needs to be revised on the lines of Rural Department National Quality Monitors -> State Quality Monitors -> for 3rd party Q-Control – Objective - To advise correction and not for punishing individuals • Central and Zonal Labs unable to provide results within specified time, inadequate staff, ill-equipped, current system not working/ desired results not produced - delays of 15-20 days • WORKLOAD DISTRIBUTION - Rethink needed; geographical spread too large, manpower resource too less, no vehicle • HRM/HRD unit essential • Support to JEs very essential – work sarkars concept needs to be revived – ITI pass outs should be recruited urgently • No VEHICLES available - expected to monitor all field activities but <ul style="list-style-type: none"> – None of the field vehicles in working condition – 140 litres/month for SE’s car to cover all Divisions – Hiring of vehicle discouraged by way of too many questions asked as justification – too cumbersome a process so staff avoids – Bills of hired vehicles mostly go unpaid or are endlessly delayed – Staff using personal vehicles are not paid maintenance cost • UTILITY SHIFTING 	<ul style="list-style-type: none"> ○ Training on Basic Computer skills is a MUST ○ Technical training needed IN-House, on regular basis ○ Regular periodic (quarterly) lectures on construction advancements / trends needed for JE/AE/EE/SE by visiting faculty ○ Knowledge on design of roads essential for JE/AE/EE ○ Estimation skills using latest techniques not know to field staff. Old method of pen- paper calculations typed estimates pursuing due to lack of computer skills/ software knowledge ○ Training on provisions in OWD Code, a/c process strongly needed for all field staff ○ Training to staff needed on all aspects of Tendering - Only 1 person trained on e-procurement, system come to a halt when he’s absent ○ Field visit of staff to important projects is also training

S. No.	OWD Official	Discussion Points	
		Management issues	Training Issues
		<ul style="list-style-type: none"> - Lack of support from other departments when it comes to Utility shifting - Field level interdepartmental coordination is zero <ul style="list-style-type: none"> o Trees – Forest Department o Telephone cables – BSNL o Water lines – PHED o Land issues – Revenue department - None of the above field level agencies care for OWD project outputs, not in direct control of District Collector so he too only requests; success rate at coordination meetings at DC level only 10% - Result - delays in project, means cost escalation – loss to the exchequer - It is suggested to hold planning 1 year in advance at ‘all concerned Secretaries’ level so that orders can flow down to each department 	
9.	SE – Central Circle BBSR	<ul style="list-style-type: none"> • Replace small buildings with multi-storeyed ones • Design capability missing in OWD • Quality of construction not a issue • Rigid pavements design to be promoted (‘water effected’ areas - coasts) • Job distribution (workload) is unequal • Unable to control results • Training planning at Secretary’s office results in restricted budget • HRM/HRD unit essential 	<ul style="list-style-type: none"> o Need for new technology o Send staff to China for training - learn about techniques and new construction equipment o No induction programme causes waste o Secretary OWD looks into training needs, as an engineer can decide on type of training o But training planning is incomplete from field point of view
10.	SE –P & D	<ul style="list-style-type: none"> • Legal <ul style="list-style-type: none"> - No law officer in OWD - 200-250 establishment cases pending; Tender / contractual cases are separately handled by CE (R) & CE (B) offices - Need a legal cell – headed by OS/ OJS with a law degree • Design Department 	<ul style="list-style-type: none"> o Training Management <ul style="list-style-type: none"> - No training budget for OWD so staff sent to NITHE who provide free training - Courses where fee is involved, participation is discouraged E-i-C establishment defines participation level for NITHE courses. - Nomination process takes 15-20 days generally - CE’s nominate participants only when asked

S. No.	OWD Official	Discussion Points	
		Management issues	Training Issues
		<ul style="list-style-type: none"> - Under CE Design - Existing setup includes 5 EE + 15 AE - New entrants include 5 SE + ??? EE - All are post graduate - Well versed with MX Roads - GIS knowledge and skills missing in OWD 	<ul style="list-style-type: none"> - No structured training needs assessed - Many times nominations come after the course is over - Participants reached NITHE but communication regarding their nomination had not reached, so they were not allowed participation. - Money for training available only with CE (WB) so his staff can go for training - Q. C. Training done for JE's & AE's by Dy Director Research - Mostly same person sent again and again - One person attends 2 to 3 training per year - No record of training maintained - EE/SE/CE to participate in Executive Management Programmes of 3 to 5 days - FULL TIME TRAINING CELL IS A MUST – headed by SE assisted by 2to3 EE's o Career Development <ul style="list-style-type: none"> - Two exams for technical staff to be cleared once in life time (conducted in June and Dec each year) - Professional exam - Departmental exam - Clearing both exams necessary to facilitate promotion and to get increment benefits - Professional exam conducted by Committee comprising SE & 2 EE's constituted within OWD - Exam on technical aspects through written exam and viva – one design problem has to be solved - Departmental exam conducted by Revenue Board at Cuttack through Gopabandhu Academy of Administration - Exam on 'Laws' through written exam over two days. - The course and context is outdated. - Accounts training for non-gazetted staff at Madhusudhan Institute of Accounts

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		Management issues	Training Issues
11.	SE – D & P	<ul style="list-style-type: none"> • Organizational Development needs <ul style="list-style-type: none"> – Grass root level needs strengthening; weak link is at the Junior Engineer Level. – Unequal workload distribution causing time and money loss – Two categories among JE’s to be created – <ul style="list-style-type: none"> ▪ Posting based on geographical jurisdiction to cater to O & M works ▪ Specifically posted to cater to projects’ needs – All JE’s to be provided support by contracted staff with ITI qualifications – EE in consultation with SE should have the man-management powers to be able to transfer JE’s based on workload – JE’s headquarters can be the Division, with flexibility to be relocated to project location (with a choice to move with or without the family) – Policy level decisions needed to make the above effective – Design and Research cadre should be different – Only those staff with aptitude should be given incentive and be inducted into design cadre – All staff should have minimum 5 years field exposure before they are posted into design wing – Field staff should be regularly updated on understanding of design elements through appropriate training. – Most of the engineering staff time is utilised in administrative tasks – RD & QP should be strengthened by granting it autonomy within OWD – It should be converted into an institute with the mandate to train OWD Staff – Staff and infrastructure should be added to RD & QP 	<ul style="list-style-type: none"> ○ Staff Development needs <ul style="list-style-type: none"> – Due to lack of ‘OWD Training policy’ training is neither encouraged nor carried out in a planned manner – A proper ‘Job Description’ document has never been created – There is a need for a workload distribution exercise and a ‘Transfer policy’ to be evolved – JE’s induction is dependent on the reporting officer under whom he works. – Lack of induction training has led to non-uniform knowledge / skill levels – Proper grooming is a must. – Separate levels of training must be defined for all engineers, from JE’s to CE’s

S. No.	OWD Official	Discussion Points	
		Management issues	Training Issues
		<ul style="list-style-type: none"> - It should have a parallel independent QC organizational structure / wing at the division level to handle quality control – separate team of EE’s, AE’s and JE’s depending on the quantum of project work - 3rd party independent QC through ‘state level quality control monitor’ was experimented but failed. - In-house 3rd party independent QC through RD & QP will work better - Technical personal handling establishment or court matters is not working - There should be a separate team of specialised OSD’s to handle establishment or court matters at Division, Circle and at CE’s office. - The numbers can vary depending on the workload 	
12.	All EE’s & AE’s Design Wing	<ul style="list-style-type: none"> • Work Place Issues <ul style="list-style-type: none"> - Execution of work not in time due to insufficient Infrastructure; Insufficient Manpower - Don’t have sufficient printers or plotters - Lack of incentives – for design people (promotion) - Proper software is not available for bridge design - Updating the available technology and incorporating new one is not done - New technologies need to be introduced - Insufficient (Draftsmen) staff for preparation of the building drawings after completion of the design - Even if the drawings are completed, the printer facility (plotter) is not available. - No guidance for design of bridges; Need expert Training - Insufficient staff - there should be at least -2 EEs for preparation of building design and drawings; each EE supported by 5 AE’s. - There should be at least 6 diploma engineers with AutoCAD knowledge for preparation of drawings 	<ul style="list-style-type: none"> ○ Training Needs <ul style="list-style-type: none"> - No orientation programme for the new comer - need to have a training programme before joining the design wing. - Exposure to new type of bridge design by experts from different organization is needed - Training required for different type of new bridges every year - Sufficient study materials (Books, codes, hard books etc) should be provided to us - We should get a chance to visit the bridge we have designed, so that we can know what are the lacunas in our design process. - Provision for higher studies should be there in design wings for the design engineers (M.Tech, P.H.D in structural design) - Training needs to be imparted on a regular basis - A regular training session for the engineers - Training regarding the technical part and knowledge of updated software for design purpose should be provided

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		<ul style="list-style-type: none"> - No coordination between Architecture, Design and implementation units; The Architects and designers should meet at least once in a week for discussions. - Incentive for Design Engineers which has not been released should be released. - No good library - No guidance/training about the design; non availability of hardware and software training - All members of the Wing need proper motivation - Incentives & liberty to work - Flexibilities in working should be provided - Non availability of data from field. - Lack of accuracy in field data like soil exploration - Design Team should be an autonomous body collecting data (investigation) feedback from field using own personals under OWD. - Soil exploration should be done accurately under direct control of the autonomous body of OWD i.e. reintroduce “investigation circle” - Design wing should be equipped with software as well as hardware so that timely production of drawing can be done - Proper training should be imparted to the design team to have sufficient exposure. - CADD Engineers with a focused knowledge should be recruited so that structural drawing can be produced in time. - Lack of awareness on Establishment aspect, updating with new Innovations. - Current practice to be changed • Vision for Design Wing <ul style="list-style-type: none"> - Design Wing will be taken more seriously and become an important part of the Works Department - A high-tech design wing with all the latest State of the 	<ul style="list-style-type: none"> - Doubt clearing classes to be held twice in a year - Training needed on design of bridges and buildings by using proper software. - Frequent training programmes to upgrade knowledge - Design Engineers should be permitted to visit the field - Training inside the country and abroad should be imported to officers - Training to Structural Engineers is very essential to upgrade the knowledge imparts confidence for creativity & innovation - Technical Training in buildings design may be provided at I.I.Ts - Training particularly in highways, buildings should be provided abroad to have sufficient exposure. - Training to be given on <ul style="list-style-type: none"> ▪ Soil exploration ▪ Laboratory testing ▪ Field test like plate load test , pile load test etc ▪ Investigation and planning of Surveys ▪ Designing structure like in China. ▪ solid/ liquid and gas waste management - Selection of site to execute work based on the technology - Acceptance of mathematical modelling - Interaction with the engineers who have earlier designed/executed such projects - Visit to sites - Opportunity to execute at least one project, he/she designs - Allowing to visit other state design cells

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		<p>Art technologies made available</p> <ul style="list-style-type: none"> - If all the requirements as discussed will be fulfilled then the capability shall be doubled (but it depends on the individual). - The design capacity can be increased to three times if all facilities extended - If all the above issues will be fulfilled, then the productivity of a Engineer will be increased many fold - If infrastructure is improved, 300 nos buildings can be designed per year. - Currently 70 Buildings, 20 Bridges designed per year but with the availability of all resources, we can increase the output by 100% 	



IAL 14 – Baripada to Balasore on NH 18 near Betnoti



IAL 16 – Balasore to Bhadrak on NH 16 near Bahanga

