



**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 # 5



**Intercontinental Consultants
and Technocrats Pvt Ltd**



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



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**Abbreviations**

AE	Assistant Engineer
BBDT	Benkelman Beam Deflection Test
CE	Chief Engineer
DTL	Deputy Team Leader
EE	Executive Engineer
EIC	Engineer in Chief
EPC	Engineering Procurement & Construction
FA	Financial Analyst
GIS	Geographical Information System
GOO	Government of Odisha
HQ	Head Quarter
HRD	Human Resource Development
ICTPL	Intercontinental Consultants and Technocrats Pvt. Ltd.
IDS	Institutional Development Strategy
IR	Inception Report
ISAP	Institutional Strengthening Action Plan
MIS	Management Information System
MTSR	Mid-Term Status Report
NH	National Highway
OBCC	Odisha Bridge & Construction Corporation Ltd.
OD	Organisational Development
OPWD	Odisha Public Works Department
ORSAC	Odisha Space Application Centre
OWD	Odisha Works Department
PMU	Project Management Unit
PWD	Public Works Department



RD	Rural Development
RFP	Request for Proposal
RSA	Road Safety Assessment
RSID	Road Sector Institutional Development
SBD	Standard Bidding Document
SE	Superintending Engineer
TL	Team Leader
TNA	Training Needs Assessment
ToR	Terms of Reference
WB	The World Bank



SECTION 1

BACKGROUND OF THE STUDY



1 Background of the Study

1.1 General

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

- Institutional Strengthening and Restructuring
- Capacity building

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

1.2 Project Background

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

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

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

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



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

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

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

1.3 Project Objectives

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

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

1.4 Scope of Services

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

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

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



The specific tasks comprising the assignment are:

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

1.5 Project Management

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

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

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



Table 1-1: Responsibility Matrix for Tasks under RSID

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

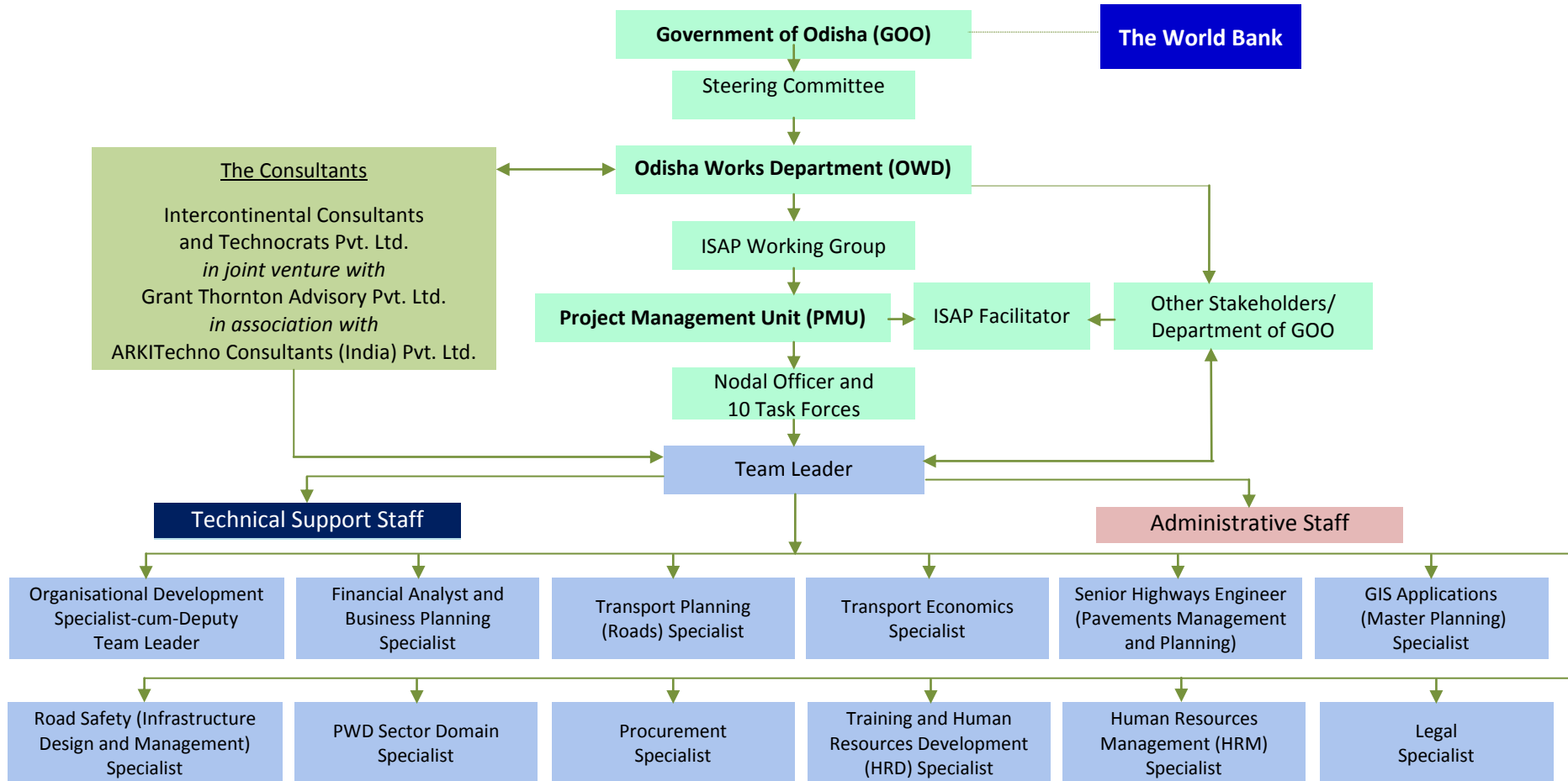
**Table 1-2: Engagement of Key Personnel**

Sl. No.	Position	Name
1	Road Agency Management Specialist-cum-Team Leader	Mr. Norgildo Banal Cacal (Till 15 th April 2013) Dr. C. P. Bohra (In-charge, till date after Mr. Cacal)
2	Organisational Development Specialist-cum-Deputy Team Leader	Dr. C. P. Bohra
3	Financial Analyst & Business Planning Specialist	Mr. Amitava Basu
4	Transport Planning (Roads) Specialist	Mr. Chandi Ganguly
5	Transport Economics Specialist	Mr. Boominathan Muthuthevar
6	Senior Highways Engineer (Pavements Management and Planning)	Dr. P. K. Nanda
7	GIS Applications (Master Planning) Specialist	Mr. D. Vasudevan
8	Road Safety (Infrastructure Design and Management) Specialist	Dr. P. K. Sikdar
9	PWD Sector Domain Specialist	Mr. Deepak Narayan
10	Procurement Specialist	Mr. B. R. Suri
11	Training and Human Resources Development (HRD) Specialist	Mr. Sandeep Jagota
12	Human Resources Management (HRM) Specialist	Mr. S. N. Swaroop
13	Legal Specialist	Mr. Dipak Rao
14	Adhoc Technical Specialist	Col. S. P. Tomar
15	Adhoc Technical Specialist	Mr. Tony Mathew

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



Project Organisation



Legend:

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



SECTION 2

QUARTERLY PROGRESS REPORT



2. Quarterly Progress Report

2.1 Engagement of Key Personnel

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

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

Sl. No.	Position	Name
1	Road Agency Management Specialist-cum-Team Leader	Mr. Norgildo Banal Cacal (Till 15 th April 2013) Dr. C. P. Bohra (In-charge, till date after Mr. Cacal)
2	Organisational Development Specialist-cum-Deputy Team Leader	Dr. C. P. Bohra
3	Financial Analyst & Business Planning Specialist	Mr. Amitava Basu
4	Road Safety (Infrastructure Design and Management) Specialist	Dr. P. K. Sikdar
5	PWD Sector Domain Specialist	Mr. Deepak Narayan
6	Procurement Specialist	Mr. B. R. Suri
7	Training and Human Resources Development (HRD) Specialist	Mr. Sandeep Jagota
8	Adhoc Technical Specialist	Mr. Tony Mathew

2.2 Progress

2.2.1 Period of Coverage

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

2.2.2 Milestones Achieved

During the fifth quarter of the consultancy, Mid-Term Status Report and a number of other reports related to specific tasks were submitted. The details of the same are presented in **Table 2-2**.



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

Sl. No.	Description	Submission Date
1	QPR 4	17.04.2013
2	Working Paper on Short-to-Medium Term OWD Re-structuring and Re-organisation	07.05.2013
3	Mid-Term Status Report	11.06.2013
4	Draft Report on Odisha Road Sector Policy and Requirements for its Implementation	18.06.2013
5	Interim Report on Revision of OPWD Code & Manual (Structure, Content, Issues & Timing)	22.06.2013
Other Submissions		
6	Revision of OPWD Code (Various Chapters as below):	
	Chapter 1 – Introduction	20.04.2013
	Chapter 2 – Organisation & Establishment	04.05.2013
	Chapter 3 – Works	20.05.2013
	Chapter 4 – Public Buildings	27.05.2013
	Chapter 5 – Miscellaneous Rules	20.06.2013
	Chapter 6 - Budget, Accounts and Audit	25.06.2013
	Chapter 7 – Safety Management & Environmental Safeguards	25.06.2013
	Chapter 8 – Asset Management	08.06.2013
	Chapter 9 – Quality Management	08.06.2013
	Chapter 10 – Dispute Resolution, Arbitration and RTI	08.06.2013
	Chapter 11 – Public Private Partnership	08.06.2013
	Chapter 12 – IT & MIS	25.06.2013
	Standard Bidding Document (SBD) – Works of more than 10 lakhs	26.06.2013
	Standard Bidding Document (SBD) – Works of less than 10 lakhs	04.07.2013
7	OWD HRD Policy	08.06.2013

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** presents the details of the same.



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

Sl. No.	Meetings/Events	Agenda	Schedule	Outcome/ Personnel Involved
1	World Bank Mission	Review of progress on individual tasks	08-12 th April 2013	Presentations & discussions on progress of various tasks and way forward
2	2 nd ISAP Review Committee	Approval of Deliverables	31 st May 2013	Presentations by Dr. C P Bohra and Dr. Sikdar
3	Progress Review by Mr. V. M. Reddy, ISAP Facilitator and OWD Officials	Review of progress on individual tasks	5-7 th July 2013	Discussions on Project Progress

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

2.2.4 Field Investigations

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

Table 2-4: Field Investigations Undertaken During this Quarter

Sl. No.	Task	Schedule of Conduct	Achievements/Milestones
1	Axle Load Investigations	Started in February 2013, Completed by first week of July, 2013	Survey completed in all (50) locations
2	Traffic Count Survey	Initiated in middle of March 2013, completed by 15 th June 2013	Survey completed in all (194) locations
3	Road Inventory	Initiated in middle of June 2013, planned to be completed by Mid-August, 2013	74 links (out of 191 links) covering 1,143 km have been completed
4	Roughness Survey	Initiated in middle of June 2013, planned to be completed by Mid-July 2013	143 links (out of 191 links) covering about 2,442 km have been completed



Sl. No.	Task	Schedule of Conduct	Achievements/Milestones
5	BBDT Tests	Initiated on 24 th June 2013, planned to be completed by August 2013	50 sections covering about 450 km have been completed

2.2.5 Progress on Individual Tasks

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



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

Task No.	Task	Task Progress (activities undertaken)	Way Forward and proposed Actions	Interventions Expected from OWD	Milestone and Target date
1	Revision of Works Code and Manual	<p>A. Code and Manual</p> <ul style="list-style-type: none"> • Interim report on Revised OPWD Code has been submitted on 21st June 2013; • All 12 Chapters of revised OPWD Code have been submitted; • A presentation of OPWD Code & Manual was made before the World Bank mission during 2nd week of April 2013; and • Issues identified by WB and OWD have been integrated in various chapters of revised OPWD Code. 	<ul style="list-style-type: none"> • Integration of comments/ feedback on various chapters of OPWD code; • Submission of Structure of Manual; and • Submission of various chapters of OPWD Manual (drafting is nearing completion). 	<ul style="list-style-type: none"> • Prioritised Discussions and Finalisation of various chapters (submitted) of Revised OPWD code; • Feedback and Approval of Structure of OPWD Manual; • Approval of Chapters of Manual; and • Visit to PWD headquarters of other States so as to suggest improvements in Code and Manual. 	<ul style="list-style-type: none"> • Revised OPWD Code is planned to be finalised within OWD by 31st August 2013. • OPWD Manual to be finalised within OWD by 30th October 2013. • Later the above two documents are to be approved by Code Revision Committee of GOO, which is expected by November 2013.
		<p>B. Procurement Manual and Standard Bidding Documents</p> <ul style="list-style-type: none"> • A presentation on draft SBD for procurement of works was made to OPWD officials and World Bank Mission during 2nd week of 	<ul style="list-style-type: none"> • Preparation of Procurement Manual for Works, Goods, and Consultancy Services to be completed during the quarter. 	<ul style="list-style-type: none"> • Prioritised feedback and approval of SBDs for works above 10 lakhs and works less than 10 lakhs; 	<ul style="list-style-type: none"> • Respective SBDs for Procurement of Works, Goods and Services to be



Task No.	Task	Task Progress (activities undertaken)	Way Forward and proposed Actions	Interventions Expected from OWD	Milestone and Target date
		<p>April 2013. The observations were integrated and draft SBD was resubmitted in middle of June 2013.</p> <ul style="list-style-type: none"> • Draft SBD for works was discussed during 18th – 26th June 2013 with designated OWD officials and then revised SBD for works above INR 10 lakhs, has been submitted on 26th June 2013 for final approval. • Draft SBDs for procurement of goods and services has been re-submitted after improvements for review by OPWD. • Appraisal of EPC document was undertaken and observations were submitted to OPWD on 17th June 2013. • Draft SBD for Works costing less than INR 10 lakhs has been submitted on 3rd July 2013. 	<ul style="list-style-type: none"> • Discussion and finalisation of SBD for Procurement of Goods and RFP for Engagement of Consultants for services during the quarter. • Review of EPC document based on feedback from OPWD. 	<ul style="list-style-type: none"> • Prioritised comments and approval of SBDs for goods and services; • Feedback on EPC document; and • Comments on procurement manual. 	<p>finalised by 31st August 2013.</p> <ul style="list-style-type: none"> • Procurement Manual to be finalised by 30th September 2013.
2	Road Sector Policy and	<ul style="list-style-type: none"> • Draft Report on Road Sector Policy and Strategy has been 	<ul style="list-style-type: none"> • Presentation of Road Policy to OWD/GOO officials after 	<ul style="list-style-type: none"> • Prioritised comments from OWD on the 	<ul style="list-style-type: none"> • Planned to submit finalised Draft Report



Task No.	Task	Task Progress (activities undertaken)	Way Forward and proposed Actions	Interventions Expected from OWD	Milestone and Target date
	Strategy	submitted on June 18, 2013.	integration of received comments; and <ul style="list-style-type: none"> Up-dation and submission of Draft Report on Road Sector Policy after integration of Comments/feedback from OWD. 	submission (expecting it latest by July 15, 2013).	on Road Policy by 31 st July 2013 (subject to receipt of comments from OWD latest by July 15, 2013).
3	Reorganisation and Strengthening of OWD	<ul style="list-style-type: none"> Submitted working paper on organisational restructuring and strengthening in May 2013; and Brainstorming sessions held both at HQ and field level. 	<ul style="list-style-type: none"> Submission of revised working paper; and Workshop to develop OWD vision. 	<ul style="list-style-type: none"> Prioritised comments/approval of submissions; Active participation in the workshop/ brainstorming sessions; and Feedback and comments for improvements. 	<ul style="list-style-type: none"> Workshop in early August 2013; and Finalised working paper on organisational restructuring and strengthening.
4	OWD Staff Training and HRD	<ul style="list-style-type: none"> Submission of Updated/Revised OWD Draft Human Resource Development Policy document on June 08, 2013; Carried out assessment of organisational (OWD) needs through One-on-One Interviews; 	<ul style="list-style-type: none"> Facilitate adaption of Draft OWD Human Resource Development Policy; Submission and Presentation of the Draft OWD Training Needs document; and Preparation of the TNA based 	<ul style="list-style-type: none"> Prioritised feedback and approval of submitted draft documents; and Proposed organisation structure to be agreed in principle. 	<ul style="list-style-type: none"> The report on TNA is expected to be submitted during July 2013



Task No.	Task	Task Progress (activities undertaken)	Way Forward and proposed Actions	Interventions Expected from OWD	Milestone and Target date
		<ul style="list-style-type: none"> Collected data of existing structure of OWD; Identified gaps in training in the current set up; Undertook preliminary training needs assessment under present scenario through Focused Group Discussions (Puri, Sambhalpur, Brahmapur, Bhubaneswar HO etc.); and Compilation and analysis of feedback, collected through structured questionnaire, from OWD officials. 	‘Training Plan’.		
5	Road Safety Engineering and Planning	<ul style="list-style-type: none"> Report on ‘Road Infrastructure Safety Management Review’ was presented to World Bank mission on 9th April 2013; Further data collection from concerned departments of GOO were undertaken in addition to collection of data from few selected states to assess the capacity of these departments to 	<ul style="list-style-type: none"> Conduct high level workshop on “Road Safety Action Plan” during 1st week of August 2013 (proposed) involving high level GOO officials and other key stakeholders; and Finalisation and Submission of ‘Odisha Road Safety Action Plan’ by integrating feedback 	<ul style="list-style-type: none"> OWD to initiate and arrange for the high level workshop during 1st week of August 2013 as the second deliverable of this task is due by 8th of August 2013 and the feedback from workshop is critical for the delivery of the draft report on 	<ul style="list-style-type: none"> Draft report on proposed ‘Road Safety Action Plan’ to be submitted by 8th of August 2013. Final report of ‘Odisha Road Safety Action Plan’ to be submitted by end of



Task No.	Task	Task Progress (activities undertaken)	Way Forward and proposed Actions	Interventions Expected from OWD	Milestone and Target date
		<p>address the key road safety issues; and</p> <ul style="list-style-type: none"> • Submission of an 'Approach Paper for high level workshop' on 6th June 2013 for circulation to World Bank and other key stakeholders. 	<p>from workshop.</p>	<p>proposed 'Odisha Road Safety Action Plan'.</p>	<p>September 2013.</p>
6	Road Network Master Planning	<ul style="list-style-type: none"> • Traffic Count Surveys completed on all the 194 identified road links; • Roughness Surveys have been completed on 143 links (out of 191) covering 2,442 km; • Road Inventory survey has been completed on 74 links (out of 191), covering approximately 1,143 km; • Benkelman Beam Deflection Tests (BBDT) have been carried out on 50 links out of 191 links; • Incorporation of Traffic Volumes on the existing road network is in progress based on the primary 	<ul style="list-style-type: none"> • Complete all engineering surveys by end of August 2013; • Carry out missing links analysis to backward and tribal areas; • Develop an Area Growth Potential Index (AGPI) at the block HQ level; • To develop individual travel demand model using CUBE software for both the passenger and freight traffic including assignment of traffic volumes along the State Road network up to Village roads/ Block HQ level; and • Reclassification of road network 	<ul style="list-style-type: none"> • OWD to follow up with ORSAC to get updated road network maps for the remaining 15 districts 	<ul style="list-style-type: none"> • Owing to the delay in delivery of road network maps from ORSAC, the revised date of submission of 'Inaugural Master Plan Report' is proposed as 30th September 2013, subject to availability of GIS maps of remaining districts by the 31st July 2013;



Task No.	Task	Task Progress (activities undertaken)	Way Forward and proposed Actions	Interventions Expected from OWD	Milestone and Target date
		<p>data of traffic count surveys and secondary data of Asset Management Consultants;</p> <ul style="list-style-type: none"> • Following mapping activities under GIS environment were undertaken during the quarter: <ul style="list-style-type: none"> ○ Coding of all 314 blocks based on Population density; ○ Plotting of all 314 block headquarters; and ○ Identification of villages having only 'Kucha roads'. • In addition, block level maps for 6 districts have been developed for marking ownership of all rural roads by <i>Panchayat Raj</i> Department. 	<p>based on IRC guidelines and travel demand.</p>		
7	Future Roads Management Funding	<ul style="list-style-type: none"> • Review of other sources of funding of road sector in other states is in progress; and • Structuring of Road Fund under study. 	<ul style="list-style-type: none"> • Detailing the existing situation, and requirements for additional sources of funds; • Preparation of Road Finance Report; • Discussion with OWD on the 	<ul style="list-style-type: none"> • Prioritised Feedback from OWD 	<ul style="list-style-type: none"> • Submission of report on Future Road Funds by 31st August 2013



Task No.	Task	Task Progress (activities undertaken)	Way Forward and proposed Actions	Interventions Expected from OWD	Milestone and Target date
			Report; and <ul style="list-style-type: none"> Finalisation of the Report. 		
8	Road Toll Collection and Management	<ul style="list-style-type: none"> Study and Review of Current Tolling System in the State of Odisha and Revenue Collected from various Toll Booths; Study of Tolling Policy, Practices and Mechanism in Other States; Working out Options on Tollable and Non-Tollable Roads; Development of Draft Guidelines to facilitate Toll Setting, Operation and Collection of Toll Revenue on Outsourced basis; Preparation of Model Tolling Contracts; and Preparation of Implementation Plan. 	<ul style="list-style-type: none"> Submission of Tolling Report; Presentation and discussion on Tolling Report; and Finalisation of Tolling Report. 	<ul style="list-style-type: none"> Facilitating State Visits for Study of Tolling Policy, Toll Practices and Mechanism 	<ul style="list-style-type: none"> Draft Report on Tolling by 15th July 2013
9	Vehicle Axle Load Regulation and Management	<ul style="list-style-type: none"> Axle load surveys have been completed on all 50 locations 	<ul style="list-style-type: none"> Computerisation and analysis of collected data/information; and Development of Control measures based on inferences drawn from the data analysis. 	<ul style="list-style-type: none"> Intensive persuasions with Transport Commissioners of various states to submit the required information 	<ul style="list-style-type: none"> Draft Report on Axle load management is planned to be submitted by 8th August, 2013



Task No.	Task	Task Progress (activities undertaken)	Way Forward and proposed Actions	Interventions Expected from OWD	Milestone and Target date
				(already requested through a proforma) on the control measures.	
10	Future Road Sector Institutional Options	<ul style="list-style-type: none">Completed review and analysis of institutional mechanism in other states, evolution of road administration in some selected countries; andDeveloped responsibility matrix of various road sector entities/stakeholders in the state.	<ul style="list-style-type: none">Workshop to identify institutional capacity/responsibility gaps applicability of various and to seek feedback on possible institutional options; andDevelop institutional options based on feedback.	<ul style="list-style-type: none">Active participation in the workshop/brainstorming sessions; andFeedback and comments for improvements.	<ul style="list-style-type: none">As per Inception report (April 2014)

2.3 Specific Issues needing interventions of OWD

As discussed above, OWD needs to:

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



ANNEXURES



Annexure I: Meetings Carried Out by Key Personnel

Sl. No.	Meetings/Events	Agenda	Schedule	Outcome/ Personnel Involved																																
1	Revision of Works Code & Manual Er. A. K. Panigrahi, CE, Design Directorate, OWD	<ul style="list-style-type: none"> Regarding submitted Chapter 1 & 2 of Revised OPWD Code 	20- 21 st April 2013	<ul style="list-style-type: none"> Chapter 1 approved by CE, Design Directorate Mr. B. S. Rajpal																																
			07 th May 2013		2	OWD Staff Training & HRD JE's Puri Division	<ul style="list-style-type: none"> Tasks analysis Training Needs Work place issues 	18 th April 2013	Mr. Sandeep Jagota and Dr. C. P. Bohra	SE (Sambalpur Circle), EE (Sambalpur), EE (Bargarh), JE/AE (Sambalpur)	23 rd April 2013	EE (Malkangiri), EE (Ganjam), JE/AE (Brhmapur)	27 th April 2013	JE/AE at Head Office, Bhubaneswar	02 nd May 2013	3	Road Safety Engineering & Planning Transport Department, GOO Health & Family Department, GOO Home Department, GOO	Road Safety Capacity Assessment	8-10 th May 2013	Dr. P. K. Sikdar and Mr. Tony Mathew	Police Academy, Cuttack	Presentation on Road Safety	03 rd May 2013	Dr. P. K. Sikdar	4	Road Network Master Planning CE, World Bank, OWD Officials of PR Department, GOO	Discussion on Road Network Master Planning	20 th June 2013	Mr. Tony Mathew	5	Road Toll Collection & Management Mr. K. B. Panda, Panda, FA, World Bank Project, OWD Mr. R. R. Bohidar, Nodal Officer, RSID Project	<ul style="list-style-type: none"> Collection of data and information regarding toll study component (e.g. 	20 th June 2013	<ul style="list-style-type: none"> Finalization of the Structure & Framework of Report for Road Toll Collection & 	21 st June 2013	
2	OWD Staff Training & HRD JE's Puri Division	<ul style="list-style-type: none"> Tasks analysis Training Needs Work place issues 	18 th April 2013	Mr. Sandeep Jagota and Dr. C. P. Bohra																																
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5	Road Toll Collection & Management Mr. K. B. Panda, Panda, FA, World Bank Project, OWD Mr. R. R. Bohidar, Nodal Officer, RSID Project	<ul style="list-style-type: none"> Collection of data and information regarding toll study component (e.g. 	20 th June 2013	<ul style="list-style-type: none"> Finalization of the Structure & Framework of Report for Road Toll Collection & 																																
			21 st June 2013																																	
	Mr. P. K. Pradhan, Dy. Manager (Finance), OBCC Ltd.																																			



Road Sector Institutional Development, Odisha

Sl. No.	Meetings/Events	Agenda	Schedule	Outcome/ Personnel Involved
	Dr. N. C. Pal, Lead Member, OWD Toll Counterpart Working Group Mr. P. K. Pradhan, Dy. Manager (Finance), OBCC Ltd.	toll notification, toll length, toll tender, toll agreement, etc.)	25 th June 2013	Management Mr. Amitava Basu
	Dr. N. C. Pal, Lead Member, OWD Toll Counterpart Working Group Mr. R. R. Bohidar, Nodal Officer, RSID Project Mr. K. B. Panda, FA, World Bank Project, OWD	<ul style="list-style-type: none"> Discussions on operation mechanism of tolling, guidelines for tolling, etc. 	26 th June 2013	
	Mr. Tara Prasad Mohapatra, General Manager, OBCC Ltd. Mr. P. K. Pradhan, Dy. Manager (Finance), OBCC Ltd. Mr. F. M. Panigrahi, DDO & Member, OWD Toll Counterpart Working Group Mr. R. R. Bohidar, Nodal Officer, RSID Project	<ul style="list-style-type: none"> Discussion on structure and framework of toll study report Discussion on performance-based tolling contract 	27 th June 2013	
	Mr. R. R. Bohidar, Nodal Officer, RSID Project Mr. N. K. Pradhan, CE (World Bank Project), OWD		28 th June 2013	



Annexure II: The World Bank Mission April'13 - Excerpts from Aide Memoire in relation to RSID Activities

**OFFICE OF THE ENGINEER-IN-CHIEF (CIVIL), ORISSA,
NIRMAN SOUDHA, KESHARI NAGAR, UNIT-V, BHUBANESWAR**

File No: PMU(WB)-33/2012

23021

dt. 1.6.13

From

Er. Nalinikanta Pradhan,
Chief Engineer, World Bank Projects,
Tel: 0674-2396783, Fax: 0674-2390080
Email: pmuosrp@gmail.com

To

The Acting Team Leader,
(RSID Consultant) M/s ICT-Grant Thornt on
N-3/91, IRC village, Nayapalli, BBSR-751015
Fax-0674-2553689,
Email:Orissa@ictonline.com

Sub: World Bank Mission April'13-Compliance to on RSID in Aide Memoire.

Sir,

With reference to the above subject, this is to forward the extracts of the World Bank Aide memoire April 2013 relating to observation of the World Bank on different components of RSID consultancy.

You are requested to incorporate the above observation draft reports in the ongoing study, analyses and draft reports, recommendation.

Encl:As above

Yours faithfully,

Chief Engineer
(World Bank Projects, Odisha)

Memo No. 23022

Dt. 1.6.13

Copy to Mr. Rajesh Rohatagi , Senior Transport Specialist & Task Team Leader OSRP, Sustainable Development (South Asia Region), 18-20, Kasturba Gandhi Marg, Connaught Place, New Delhi-110001 for information and necessary action.

Chief Engineer
(World Bank Projects, Odisha)



complex and challenging ISAP targets, such as the revision / modernization of the Odisha Works Code & Manual.

29. *ISAP Management Capacity*: The circumstantially-reduced ISAP Cell (OWD) staffing at present and the resulting constraint on overall OWD capacity (i.e., between that Cell and the various OWD-wide part-time 'nodal officers' identified for specific ISAP activities, including in the PMU) for the growing ISAP implementation workload, particularly in the monitoring, procurement and 'contract-management' functions for the 3 major ISAP consultancies, and the mission has urged OWD to at least restore the ISAP Cell staffing to agreed levels as quickly as possible. The mission also urged OWD, the ISAP Facilitator and the RSID consultants (in particular) to facilitate some more 'out-of-state' OWD staff 'exposure / awareness' visits (on key matters such as organizational structures, HRM / HRD frameworks, Project Management and IT-ICT-MIS applications in PWD-style entities) as soon as possible over 2013, to strengthen the OWD knowledge base for the RSID decision-making milestones looming over the rest of 2013.

30. *Disbursement Monitoring*: There are still serious delays between OWD and the ISAP consultants in **concluding** important ISAP outputs and payment milestones, resulting in a growing 'lag' in disbursement of Project funds allocated for these ISAP consultancy services. The ISAP Cell and the mission agreed on new local measures for more focussed and comprehensive 'ISAP activity and payment status' monitoring. It was also agreed that OWD will henceforth maintain these and will include 'ISAP consultancy - contract payments / funds disbursement' reporting in both the QPRs and in pre-mission Project Status reports.

31. *Integration of ISAP Activities*: Some outputs of the individual ISAP consultancies have increasingly strategic, wide-ranging implications and it was agreed that more evident and effective consultations and interactions between the leadership of the 3 consultants' teams are now needed. Some valuable 'inter-consultancy' meetings were held during the mission (e.g., on IT-ICT server capacity / acquisition and connectivity strategy for both general OWD and AMS-specific purposes) and the OWD needs to ensure (including via the ISAP Facilitator) that more direct 'planning & coordination' interactions will continue between the 3 major ISAP consultancies.

Particular matters addressed during the mission and needing further OWD attention are as follows.

- *Roads Sector Institutional Development (RSID) Consultancy*: The main activities of the RSID consultants at present concern the revising of the Odisha Works Code and Manual for eventual GOO-wide application, drafting and other preparations on OWD Re-organisation and Training & Human Resources Development (HRD) Policy, and the first-stage Road Safety Infrastructure and Institutional (capacity) Assessment. Interim outputs have been circulated within OWD for review and the mission provided various direct comments, which enable OWD to 'clear' these outputs itself progressively, without further Bank input. Key points now are:
 - The now-widened '**Code & Manual Revision**' task needs to be managed proactively to ensure its completion within 2013 between OWD and other concerned GOO agencies
 - The evolving **HRD & Training Policy** for OWD needs to focus more evidently on the HRD dimension, at the conceptual, strategic and operational / implementation levels
 - The consultants' approach to the study of **OWD Re-Organization & Development** is not comprehensive enough (e.g., in its limited attention to the non-roads OWD elements), still appear to lack cogent high-level OWD support for its aims and scope, and needs to include the development / provision of 'business case' –style justifications (including in terms of budgetary implications and 'performance' outcomes) for any major proposed instances of OWD establishment and staffing 'enrichment'



Road Sector Institutional Development, Odisha

- The report on **Road Safety infrastructure and institutional features** in the state was found to be generally satisfactory and may be accepted by OWD in its present form; however it was agreed that the consultants shall now make a further submission by end-May 2013 to OWD (to be shared with the Bank) on (i) their proposal(s) for further gathering and analysis of 'proxy data' and secondary information from GOO sources to enhance the insights into the geo-spatial and institutional dimensions of road safety in Odisha, and (ii) their strategy and preparations for – and beyond - the mid-2013 RS Workshop for GOO stakeholders, including initial broad scoping of possible post-Workshop 'demonstration' (pilot) initiatives
- The inclusion of rural and *panchayat* roads in the 'mapping' stage of the **Road Network Master Planning** task has increased the data gathering and review workload, although most of the 'incoming' rural and *panchayat* roads are not expected to qualify in economic and strategic terms for the main Master Plan analysis. Hence it was agreed that OWD may facilitate some extra resources for this data-processing activity, provided that it does not jeopardize the now-agreed September 2013 output milestone(s) in this Task;
- At the present stage, the growing number of interactive and/or convergent issues and outputs from the 'individual' Tasks under the RSID consultancy services require more proactive and dynamic engagement by the Consultant's team, particularly at the Team Leader level, to ensure (i) the overall RSID outputs achieve the expected **combination** of policy, structural and capacity enhancements in both OWD and the roads sector during the remaining OSRP period, and (ii) that this involves an ongoing **integrated approach** with the ISAP implementation consultancies dealing with IT-ICT-MIS and Asset Management. This level of engagement, perception and responsibility is still not sufficiently evident in the RSID consultants' team, particularly at the Team Leader level. It was agreed that OWD will take this up with the Consultant as a matter of urgency.
- **IT-ICT-MIS Strategy & Action Plan (Project Management) Consultancy:** The consultants have now completed both an 'As-Is Report' and preliminary documents outlining the likely 'To Be' future OWD scenario, which is now under OWD consideration. The 'gap analysis' and 'business process review' stage have been completed but documents on those are still awaited from the consultants. The mission and OWD jointly reviewed the emerging systems architecture and applications proposals with the consultants and discussed various implementation and operational aspects, particularly in relation to Project Management tools, overall data management, 'IT-ICT management' capacity options for OWD and the main alternatives for state-wide ICT connectivity to enable 'whole of agency' utilization of new tools and systems. With specific briefing from the consultants, the mission and OWD took the opportunity to raise with senior GOO officials, the increasingly urgent need for the consultants to be able to:
 - Access and review the Service Level Agreements (SLAs) established by other GOO agencies for the central E-Nirman and WAMIS systems, to assess their suitability for longer-term OWD requirements;
 - Resolve with the concerned GOO agencies the adequacy and readiness of centralized GOO data storage and management facilities – or the scope within GOO policy for OWD-centered alternatives – to match the likely OWD database requirements for all AMS, operational and management purposes in the future scenario;
 - Plan for an effective state-wide 'connectivity' solution for at least the medium-term ICT needs of OWD; and
 - Prepare a viable OWD 'IT-ICT Management' functional and capacity solution.
- **Asset Management System (AMS) Consultancy:** The procurement process for the COTS 'core' AMS software has progressed to the stage where the BID Evaluation Report may be forwarded before end-April 2013 for Bank review / clearance, which is likely to enable OWD action to



Annexure III: Photographs of BBDT Survey

