

INSTITUTIONAL STRENGTHENING ACTION PLAN (ISAP) FOR R&B DEPARTMENT, GOVT. OF GUJARAT						
SR. NO.	KEY OBJECTIVE	KEY OUTPUT	ACTION ALREADY TAKEN	KEY ACTION REQUIRED	PERFORMANCE INDICATOR	LEAD IMPLEMENTING AGENCY
<b>1. Policy and Planning and its Implementation</b>						
a.	Policy and Planning on rational basis	Existence of long term policy and vision	Long term policy and vision for roads exists as part of BIG 2020 by GIDB	-	-	-
b.		Existence of a mechanism to monitor integrated multimodal transport master planning	Mechanism exists but needs strengthening	-Creation of a key monitoring unit involving representation of all transport modal agencies	<ul style="list-style-type: none"> <li>Unit under GIDB established and functioning</li> <li>PPU in R&amp;BD in regular interaction with this unit</li> </ul>	GoG and R&BD
c.		A policy and planning unit functioning and coordinating with other modes of transport	Policy and planning unit (PPU) exists	R&BD to align its strategy with the overall multimodal transport planning of the state	PPU in R&BD strengthened to align strategy with overall multimodal transport planning	R&BD
d.		Implementation of policy	System exists.	<ul style="list-style-type: none"> <li>Break up of policy into suitable medium and long term objectives</li> <li>Updation of Medium and Long Term Business Plan (0-2 years)</li> </ul>	<ul style="list-style-type: none"> <li>Medium/long term objectives defined</li> <li>Implementation of long term objectives already initiated continues (0-2 years)</li> </ul>	R&BD

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					– Updation of Medium and Long Term Business Plan achieved	
e				Implementation of medium/long term objectives (2-5 years)	<ul style="list-style-type: none"> <li>– Implementation of medium term objectives achieved</li> <li>– Implementation of long term objectives initiated and continues</li> </ul>	R&BD
f.		Preparation of Annual and 5 year plans	System of preparation of plan exists	Synchronize annual/5 year plans with medium/long term objectives (2-5 years)	– Synchronization achieved	R&BD
g.		Entire organization conscious about implementation of policy. Stakeholders have free access to policy documents	Published policy document available	Conscious efforts to disseminate policy across organization and amongst stakeholders (0-2 years)	<ul style="list-style-type: none"> <li>– Ways and means to propagate policy identified and put in to practice.</li> <li>– Policy disseminated and stakeholders have access to policy documents</li> </ul>	R&BD
h.		Strong need	Some system of	stain and improve the	– Study completed	R&BD

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		assessment mechanism in place	data base compilation, updation and publication exists.	system through - – Establishment of dedicated road data centre(including introduction of GIS based road inventory) for management and preservation of historical and current data – Publication of data – Use of GRMS – Institute study on establishment of data management centre (0-2 and 2-5 years)	– Data Management Centre Established (0-2 years) – Data updated regularly (0-2 years) – Ultimate objective is to ensure availability of useful data as and when necessary. (2-5 years)	
i.	Ensure adequate and sustainable funding for road development and maintenance	Availability of resources to meet BIG 2020 commitments	– Road funding has improved 3-fold in last 10 years – BIG 2020 recommends various ways and means to meet short fall and creation of dedicated road fund – Additional	– Institute study to explore various options to mobilize additional resources and take appropriate action. – Identify measures to utilize additional central grant for maintenance recommended by the Finance Commission.	– Studies completed. – Increase in investments in both development and maintenance witnessed	R&BD and GoG

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			resources for maintenance recommended by the Finance Commission			
<b>2. Delivery of Road Infrastructure Development Program</b>						
a.	Efficient delivery of Detailed Project Reports (DPRs)	Preparation of sound DPRs including integration of environment and social aspects	<ul style="list-style-type: none"> <li>– Work outsourced for externally aided projects and (feasibility studies) for PPP projects</li> <li>– Work undertaken in-house for remaining works. Field units prepare the DPRs</li> <li>– Bridge designs units exist under designs circle</li> </ul>	<ul style="list-style-type: none"> <li>– Prepare SBDs including TORs for all types of outsourced works and services.</li> <li>– Ensure accountability of DPR consultant</li> <li>– Activate central road designs unit under designs circle.</li> </ul>	<ul style="list-style-type: none"> <li>– Standard documents and manuals in place</li> <li>– Central road designs units operational</li> <li>– Reduction in incidences of time/cost overruns on projects over a period of time</li> </ul>	R&BD
b	To ensure project design conforming to sound	Design reviewed to ensure adequacy	practice not in vogue	creation of a design review unit under CE designs with multifunctional capabilities	it created and system of design review put in place	GoG and R&BD

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	engineering practices including social, environmental and safety aspects					
c.	Control of preconstruction activities	Timely action in management of preconstruction activities	System exists	<ul style="list-style-type: none"> <li>– Training to R&amp;BD staff with the help of other Departments of GoG in ESC.</li> <li>– Training to R&amp;BD staff in various training institutes of other departments outside R&amp;BD premises.</li> <li>– Developing core competencies. Encouraging staff to acquire knowledge in various allied fields useful in performing their duties.</li> <li>– Effective coordination mechanism with other departments of GoG.</li> <li>– Preparation of</li> </ul>	<ul style="list-style-type: none"> <li>– Regular trainings conducted</li> <li>– Standing Coordination Committee established.</li> <li>– Reduction in incidence of Contractor's claims for idle manpower &amp; machinery.</li> <li>– Reduction in incidence of complaints of those affected by the project</li> <li>– Department wise handbooks prepared and put in use.</li> </ul>	R&BD and GoG

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				Department wise hand books for dealing with coordination issues. – For large projects, incorporate one intermediate milestone for fixation of alignment and preparation for management of preconstruction activities in SBD for DPR preparation.	– SBDs modified suitably to incorporate intermediate milestone.	
d.	Procurement of – Civil works – Consultancy services – Goods and equipments	Time bound procurement of projects, consultancy services and goods	– System exists – GoG centralized e-procurement system exists – GoI SBD used for PPP projects – An elaborate system for procurement of PPP projects in place	– Review the existing Bidding documents and evolve SBDs as per necessity. – SBDs for non-externally aided projects to reflect national and international best practices – Strengthening local contracting/consulting and entrepreneurial industry – Interaction with prospective bidders	– Review of existing documents/setting up of new SBDs completed. – Reduction in bid processing time – System of interaction with prospective bidders put in place – Periodical(annual) interactions with local contracting industries to resolve issues of	R&BD

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				and addressing their concerns.	mutual concern	
e.	Project and Contract management during construction	Projects completed without time and cost overruns and conforming to set quality standards	<ul style="list-style-type: none"> <li>– System in place</li> <li>– Through Project Management Consultant on externally aided projects and PPP projects</li> <li>– In house for cash contracts</li> <li>– Project management Software in place.</li> </ul>	<ul style="list-style-type: none"> <li>– Prepare handbooks of contract management for use of departmental officers for each type of SBD.</li> <li>– Introduce Third Party Quality Monitoring system on the lines of PMGSY (0-2 years)</li> <li>– Study adequacy and appropriateness of existing Quality Management arrangement and strengthen it as per needs including review of QC/QA/ Q Audit functions. (2-5 years)</li> </ul>	<ul style="list-style-type: none"> <li>– Handbooks prepared and put in practice</li> <li>– Third Party Quality Monitoring System introduced(0-2 yrs)</li> <li>– Reduction in incidence of cost and time over runs.</li> <li>– Reduction in incidence of conflict situations, arbitrations and litigations.</li> <li>– Quality Management Study completed. QC/QA/Q Audit functions adequately defined (2-5 years)</li> </ul>	R&BD and GoG
<b>3. Management of Road Infrastructure Assets</b>						
a.	Delivery of	– Good	– System exists	– Development of a	– Maintenance	R&BD and

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	road service to the satisfaction of the road user	serviceable road at any point of time – Ensuring- Good surface conditions. – Encroachment free roads – Fewer interruptions.	but needs strengthening – Introduction of Performance Based Maintenance Contracts on pilot basis envisaged in BIG 2020.	Maintenance Strategy for roads – Encourage long term maintenance contracts – Establish road health clinics at regional headquarters – Work out strategy to mitigate overloading menace – Prepare Maintenance Manuals – Undertake user satisfaction study periodically	Strategy for roads developed – PBMC introduced on pilot basis – Maintenance Manuals prepared and used – System of undertaking user satisfaction surveys introduced – Introduction of WIM stations on highway stretches to control overloading	GoG
b.	Control on ribbon development and encroachments	Well defined legal right of way	Highways Act exists. Revision envisaged in BIG 2020	– Prepare road maps defining ROW for core network – Identify encroachments and make efforts to reduce them – Put system in place to guard right of way and control future encroachments – Revise Highways Act and enforce provisions	– -Road Maps prepared (0-2 years) – Encroachment monitoring and removal system in place (2-5 years) – Review of Highways Act completed (2-5 years)	R&BD and GoG



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<b>4. Road Safety</b>						
a	Provision of engineering measures for enhancing road safety	Roads built keeping into mind safety of road users	Safety standards defined in BIG 2020	<ul style="list-style-type: none"> <li>– Undertake identification of Road Safety Engineering Measures</li> <li>– Introduce system of Road Safety Audit</li> </ul>	<ul style="list-style-type: none"> <li>– Number of accidents directly attributable to engineering factors monitored</li> <li>– Number of accidents reduced over a period of time</li> </ul>	R&BD
b	Enhancing safety of users and workers at construction sites	Arrangements for safety at construction sites in place	Provision included in specifications as incidental to work	<ul style="list-style-type: none"> <li>– SBDs to include safety arrangement at construction sites as a BOQ item</li> <li>– Sensitize the Contractors, Consultants and the staff.</li> </ul>	<ul style="list-style-type: none"> <li>– SBDs modified suitably</li> <li>– Training courses introduced in STC</li> <li>– Safety of users and workers enhanced</li> </ul>	R&BD and GoG
c	Coordination with other agencies	All agencies related to road safety work as a Team. Accident/casualty statistics monitored	Work Safety Councils established, but are in dormant stage at present	<ul style="list-style-type: none"> <li>– Establish and sustain Road Safety Councils</li> <li>– Establish effective coordination committee involving all stake holders</li> <li>– Lead department to coordinate the road safety related issues named and assigned the responsibility to</li> </ul>	<ul style="list-style-type: none"> <li>– Road Safety Councils made effective</li> <li>– Coordination Committees established</li> <li>– Accident/casualty statistics monitored</li> <li>– Nodal department named</li> </ul>	R&BD and GoG

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				coordinate		
<b>5. Research and Development</b>						
a	To ensure adequate road research and development facility	State related R&D activities undertaken	GERI is providing support but needs strengthening	<ul style="list-style-type: none"> <li>– Study of GERI activities related to roads and chalking out long term strategy including support in third party quality management</li> </ul>	<ul style="list-style-type: none"> <li>– Studies completed</li> <li>– Report examined and implemented</li> </ul>	R&BD and GoG
<b>6. Capacity Building of R&amp;BD and Construction Industry</b>						
a.	Remove mismatch between availability of grants and spending capacity	Adequate capacity developed	<ul style="list-style-type: none"> <li>– As noted from BIG 2020, the department recognizes the inadequacy of staff and large scale retirements in near future</li> <li>– Permission received for new recruitment</li> </ul>	<ul style="list-style-type: none"> <li>– Put up in place a rationalized recruitment and rationalized Human Resources Development and Management Policy</li> <li>– Fill up vacancies through permitted recruitment mechanism. (0-2 years)</li> </ul>	<ul style="list-style-type: none"> <li>– Recruitment and HRD policy being implemented</li> <li>– -Vacancies filled up</li> </ul>	R&BD and GoG
b.	Availability of trained	Trained personnel available as per	– An excellent infrastructure	– Revisit Training Strategy to include	– A new broad based Training Strategy of	R&BD and GoG

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	personnel in the department	requirement at all levels and in all fields as per preset policy.	in the state available – Trainings need assessment done	development of in-house core competencies and other gap areas – Identify grey areas preventing full utilization of available infrastructure and suggest mitigation measures – Encouraging staff to take training by including it in staff appraisal report – Continue regular training programs	the R&BD in place – A Training Report published annually – Increase in number of staff receiving training and study tours in the country and abroad – Staff Appraisal Report form modified	
c.	Networking with international/national/state level institutions organizations, road agencies	Exposure to international and national level good practices	System exists. Needs formalization and expansion	– Obtain institutional membership of international organizations and enter into MoUs with them.	– Memberships and MoUs with international organizations	R&BD
d.	Capacity building of Private Sector	Availability of adequately trained and qualified	Capacity exists but there is need for regular improvements	– Opening STC facility to other stake holders – Specifying periodical interaction meetings	– Availability of increased number of trained workers, operators and	R&BD and GoG

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	-Contractors -Consultants -Entrepreneurs	persons/entities for road infrastructure development and maintenance projects		– Support to construction industry to enhance training infrastructure for project managers, workers and equipment operators	engineers on projects – Periodical interaction meetings held – NAC Hyderabad type institute established – Increase in competition – Increase in local participation	
e.	A rational personnel policy for the department	A personnel policy reasonably meeting expectations of an average employee engineer	There are gaps	– Draft a personnel policy which includes career planning and cadre management. Include motivational measures	– Personnel policy formulated – Personnel policy implemented	R&BD and GoG
f.	Departmental practices and procedures in line with international practices	An appropriate dynamic quality management system	Department has its own manuals and codes	– Prepare an up-to-date addendum to the manual and accounts code based on circulars issued from time to time – Start ISO9000 implementation on pilot basis in a few departmental units of	– Annual compendium of circulars/GRs published – ISO9000 complaint QMS established progressively in more and more offices – Plan to	R&BD and GoG

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				each type – Start people building philosophies implementation on pilot basis like Quality Circles etc to motivate grass root workers – Initiate action to rationalize manual and accounts code (0-2 years)	institutionalize ISO9000 concept prepared (0-2 years) – Action to rationalize manuals and accounts codes taken (2-5 years)	
g.	Efficient IT and ITC support	Harnessing potential of IT effectively to improve quality of delivery	– A system in place with adequate hardware and software – There are gap areas	– Prepare Information Strategy Plan – Develop techno-IT expertise – Establishment of IT Coordination centre – Use of MIS and GIS applications – Revamping website	– Information Strategy Plan prepared – An IT coordination centre established – Use of website institutionalized	R&BD and GoG

GOVERNANCE AND ACCOUNTABILITY ACTION PLAN (GAAP) FOR R&B DEPARTMENT, GOVT. OF GUJARAT						
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<b>1. Implementation of Right to Information Act, 2005 (RTI)</b>						
a.	Agree on a Disclosure Policy	Disclosure Policy	Disclosure Policy under formulation	To put Disclosure Policy in place for World Bank Project To identify attributes for disclosure on R&BD website	Disclosure Policy formulated and put in place for implementation Attributes on R&BD website defined and latest information uploaded on website	R&BD
b.	Develop systems and procedures to implement RTI	On demand and <i>suo motto</i> disclosure	<ul style="list-style-type: none"> <li>System in place.</li> <li>Needs review.</li> </ul>	– Review to be taken	Review undertaken and reviewed system put under implementation	R&BD
c.	Develop organizational arrangements	Designated officers in place	<ul style="list-style-type: none"> <li>System in place</li> <li>Appellate Authority, PIO/APIO appointed</li> </ul>	-	-	R&BD
d.	Sensitize the staff	Availability of RTI trained	Staff sensitized through	Conduct regular trainings at STC	– Trainings conducted	STC, R&BD

		staff	circulars/GR			
<b>2. Improving Procurement Practices</b>						
a.	Implementation of e-procurement	e-procurement	System in place	-	-	-
b.	Bring transparency in procurement processes	Dissemination of relevant data (procurement lead times, extent of bid responses, contract performance etc)	System in place. Data base to be built	<ul style="list-style-type: none"> <li>– Development of data bases for contracts, contractors, prices, specifications etc</li> <li>– Developing benchmarking indicators like procurement lead times, extent of bid responses, contract performance etc.</li> <li>– Disseminating this information</li> </ul>	<ul style="list-style-type: none"> <li>– Information disseminated</li> <li>– Database developed</li> </ul>	R&BD
c.	Interaction with Contractors, consultants and entrepreneurs	Annual/six monthly interactions with private sector on regular basis	System exists. Needs review	The system to be regular	Periodical meetings held regularly	R&BD
d.	Information pertaining to disqualification of bidders	Dissemination of relevant information	System exists. Needs review	System to be put in place after examining all aspects	Information disseminated	R&BD and GoG
<b>3. Business Process re-engineering to support better accountability and transparency</b>						
a.	Development of Quality Management in Road Sector	Improved delivery of projects	Revision of manuals and account codes under consideration	<ul style="list-style-type: none"> <li>– Develop Quality Management Systems</li> <li>– Acquire ISO9000 certifications for various units of R&amp;BD</li> </ul>	<ul style="list-style-type: none"> <li>– ISO9000 certification acquired for selected 10 units (0-2 years)</li> <li>– ISO9000</li> </ul>	R&BD

					certification acquired for another 20 units (2-5 years)	
b.	Staff Orientation towards customer needs	Citizen Charter to be in place	Citizen Charter in place	needs review and propagation	<ul style="list-style-type: none"> <li>– Citizen Charter reviewed and put in place (0-2 years)</li> <li>– Citizen Charter propagated across the organization (2-5 years)</li> </ul>	R&BD
c	Sensitize the staff	Staff well aware about importance of transparency and accountability	System exists to train the staff through ESC	<ul style="list-style-type: none"> <li>– Strengthen and reorient the training program</li> <li>– Increase frequency</li> <li>– Form composite coordination committees involving representatives of stakeholders/NGOs/Citizens /Public representatives</li> </ul>	<ul style="list-style-type: none"> <li>– Training programs conducted regularly</li> <li>– Coordination committees formed at various levels.</li> <li>– Frequency of coordination meetings prescribed</li> </ul>	
<b>4. Strengthening Preventive Vigilance</b>						
a.	To develop simple complaints handling system for registering, tracking and monitoring	An effective Complaint Handling System	<ul style="list-style-type: none"> <li>– A system in place</li> <li>– Development of elaborate Complaint Handling Procedures</li> </ul>	<ul style="list-style-type: none"> <li>– Develop complaint handling procedures for World Bank Project</li> <li>– Develop a complaint handling system for R&amp;BD which would dovetail on to the existing SWAGAT</li> </ul>	<ul style="list-style-type: none"> <li>– Systems developed and operational (0-2 years)</li> </ul>	R&BD



	complaints		for World Bank Project	system of the GoG		
b.	Strengthening of preventive vigilance	A Vigilance unit in place	System in place.	-	-	-
c.	Setting up online complaint handling system	Online complaint handling system in place	System in place	Review the system to supplement SWAGAT effort for R&BD	An online Complaints Handling System in place	R&BD
<b>5. Increasing Social and Environmental capabilities</b>						
a.	Sensitize the department towards social and environmental needs	Functioning Social and Environmental Cell (SEC)	-SEC was established but is in dormant stage now	-Revive the SEC -Revive the R&BD procedures. Issue and propagate them -Include suitable courses as part of training in STC.	-SEC established -SEC revived -Training courses conducted regularly	R&BD
<b>6. Development of monitoring Indicators for compliance and outcomes</b>						
a.	Measurement of compliance and outcomes	Perception surveys/user satisfaction surveys	-	Perception surveys at start, towards mid-point and towards end of any major project. The work to be outsourced.	Surveys conducted	R&BD
<b>7. Increasing competition and mitigating collusion</b>						
a.	Increasing competition and mitigating collusion	Ensuring good competition	R&BD documents inhibit collusive practices and provide equal	-	-	-

			opportunities to all qualified bidders			
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