

INSTITUTIONAL DEVELOPMENT ACTION PLAN UPDATE

Objective	Elements	Actions Taken or Underway		Actions to be Taken
		Status as of 2012	Status as of 2017	
A. Road Sector Institutional Framework and Strategy				
<ul style="list-style-type: none"> Enhance sector institutional framework with a sustainable long-term strategy for the road sector 	Develop road policy	Highway Act (1925) and Highways Rules (2001) developed Roads Division split from the Road and Railway Division of the Ministry of Communications (MOC)	MOC renamed as Ministry of Road Transport and Bridge (MORTB) in 2015 Roads Division renamed as Road Transport and Highways Division (RTHD) National Integrated Multimodal Transport Policy developed in 2013 Discussion between MORTB and RHD about functions and powers	Redefine the functions and powers of the MOC and the Roads and Highways Department (RHD) with adequate legal backing
	Develop road investment program	Road Master Plan developed in 2007 Annual financing plan for maintenance prepared	Seventh Five Year Plan, FY2016–FY2020 developed in 2015	Update the Road Master Plan
B. Organization Reform and Strengthening				
<ul style="list-style-type: none"> Improve efficiency of road development and management 	1. Institutional Reorganize road sector institutions to modernize sector development and management	RHD management services wing strengthened (human resources, auditing, legal support, management information systems) Bridge Management Wing established Decentralized from 8 to 9 zones	Decentralized all 10 zones Review road institutions and develop a restructuring road map to make RHD a state-of-the-art modern road agency A reorganization proposal submitted by RHD to MORTB	Develop a reorganization plan for RHD to make it a state-of-the-art modern road agency Equip the RHD technical wing with skills and knowledge in modern technologies Contribute to further streamlining of the zonal management Pilot road operation units for road maintenance, safety, and overloading control
	Enhance RHD planning capacity	Planning and Maintenance Wing established Road asset management system computerized (e.g., Highway Development and Maintenance) with Geographical Information System (GIS)	Automatic data collection equipment being procured	Strengthen analytical skills for effective use of the planning tool. Undertake monitoring and feedback from achievements against the targets

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	Enhance environment and social management capacity	Social and Environment Circle established	Project implementation units equipped with nodal officers, supported by consultants or NGO	Engage more staff with appropriate technical knowledge and skills. Equip project implementation unit with specialists and nodal officers in charge
	Enhance the capacity of human resources	Training center developed Annual training provided to engineers	Annual trainings continuously provided to engineers and staff	Develop and provide learning and training programs. Increase the number of staff for planning, quality assurance, road safety, and pre-construction activities (e.g., social and environment). Ensure promotion opportunities and adequate staffing
	2. Business process Improve business practices	More financial authority delegated to the chief engineer and division engineers Codes and manuals updated for streamlined business process	More financial authority delegated to the chief engineer and project directors	Continue update and revision of the codes and manuals for more decentralization and streamlining of the business process
	Improve transparency and efficiency of procurement and contracting processes	E-tendering systems initiated on the pilot basis Standard bid documents developed	E-tendering systems rolled out on 100% of government-funded projects All activities for tendering process computerized, e.g., submission, quotation, and evaluation	Roll out the e-tendering systems in development partner-funded projects Develop a contractor database for performance management and monitoring Enhance project and contract management skills of the RHD
	Improve transparency and efficiency of resource use	Management information systems computerized and utilized (e.g., Consultant Management System [CMS]) for daily contract administration	Guidelines for quality control and internal control under preparation Established monitoring and reporting systems with monthly update requirements	Strengthen internal control mechanism with spot checks between the quality and quantity of works undertaken and the accounting information

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		RHD equipped with computers and connected with all district offices via internet systems All liability of pending payments for works eliminated	Disclose the target and achievement, including payments of all works on its website	Ensure government's timely release of funds for payment of works
	Improve quality assurance	RHD quality control mechanism instituted at headquarters Peer quality check systems introduced (i.e., different division engineers undertake quality checks)	Timely use of CMS for all district offices Introduce third-party quality control mechanism Strengthen divisional testing laboratory	Set up mobile quality control squads in all district offices Develop quality assurance strategy
C. Private Sector Participation				
<ul style="list-style-type: none"> Improve the quality and efficiency of road development and management 	<p>Increase private sector participation in road financing</p> <p>Increase cost-effectiveness of road construction and maintenance</p>	<p>Enabling environment, e.g., laws, regulations, public-private partnership (PPP) projects processing/procedures developed</p> <p>PPP cell established in RHD</p> <p>PBC implemented</p> <p>All maintenance works outsourced to the private sector</p>	<p>Increase performance-based contracts (PBC) on developed/rehabilitated roads</p> <p>Road Fund Act approved in 2013</p>	<p>Implement PPP schemes, e.g., build-operate-transfer schemes, maintain-operate-transfer contracts, and maintenance-inclusive construction contracts</p> <p>Identify the sources of road funds</p>
D. Road Development and Maintenance Financing				
<ul style="list-style-type: none"> Ensure that the road network is sustained efficiently with safety 	<p>Secure financing to maintain and rehabilitate the road asset</p> <p>Improve transparency and efficiency of use of allocated funds</p>	<p>Routine maintenance 100% financed</p> <p>Overall maintenance budget increased to eliminate the backlog maintenance</p> <p>Emergency rehabilitation works program executed</p> <p>GIS-based system developed for condition-based budget estimate for maintenance</p> <p>Financial monitoring system developed, i.e., the CMS</p>	<p>Road maintenance budget continuously increased</p> <p>100% financing to routine maintenance ensured</p> <p>Increase the amount and frequency of rehabilitation work program, e.g., use of the annual development program budget for heavy rehabilitation works</p> <p>Institutionalize the data collection and update program</p> <p>Optimize resource allocation based on road conditions under budget constraints</p>	<p>Increase the budget for road maintenance to meet the needs</p> <p>Introduce modern technologies for maintenance, quality assurance systems, and an internal auditing mechanism</p>

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		Weekly updating and monitoring scheme introduced on road conditions	Develop operation manuals and standard contracts for maintenance, including various contractual arrangements Disclose the target and progress on the website with enhanced reporting systems	Enhance quality of works with improved quality assurance systems
E. Road Safety				
<ul style="list-style-type: none"> Improve road safety 	Enhance the government capacity to improve and manage traffic safety	<p>The road safety cell in RHD established</p> <p>Road safety audit undertaken</p>	A project for improving 121 black spots on national highways being implemented	<p>Outsource the road safety audit to the private sector</p> <p>Undertake road safety audits for all road projects</p>
F. Overloading Control				
<ul style="list-style-type: none"> Reduce overloading 	Enhance the government capacity to reduce overloading	<p>Overloading control policy developed</p> <p>Weigh bridges installed in selected spots</p> <p>Action plans laid out to enhance control of overloading</p>	<p>Install more weigh bridges</p> <p>Set up the overloading control program and action plans</p>	Set up the institutional setup and implementation arrangement for efficient and effective enforcement of the overloading control

Source: Roads and Highways Department.