

## UPDATED INSTITUTIONAL DEVELOPMENT ACTION PLAN

Objective	Elements	Background	Actions to be Taken under the Project	Status as of 2019
<b>A. Road Sector Institutional Framework and Strategy</b>				
Enhance sector institutional framework with a sustainable long-term strategy for the road sector	Develop road policy	<p>Highways Act (1925) and Highways Rules (2001) developed</p> <p>National Integrated Multimodal Transport Policy developed in 2013</p> <p>Roads Division split from the Road and Railway Division of the Ministry of Communications (MOC)</p> <p>Roads Division renamed as Road Transport and Highways Division (RTHD)</p> <p>MOC renamed as Ministry of Road Transport and Bridge (MORTB) in 2015</p> <p>Functions and powers discussed between MORTB and RHD</p>	Redefine the functions and powers of the MORTB and the Roads and Highways Department (RHD) with adequate legal backing	Functions and powers of RTHD and Bridges Division under the MORTB, and functions of RHD have already been redefined.
	Develop road investment program	<p>Road Master Plan developed in 2007</p> <p>Annual financing plan for maintenance prepared</p> <p>Seventh Five Year Plan, Fiscal Year (FY)2016–FY2020 developed in 2015</p>	Update the Road Master Plan	Terms of reference for the consulting services have been finalized. Consultants to be recruited in 2019. Consultants for updating of the master plan has been mobilized.
<b>B. Organization Reform and Strengthening</b>				
Improve efficiency of road development and management	<b>1. Institutional</b>			
	Reorganize road sector institutions to modernize sector development and management	<p>RHD management services wing strengthened (human resources, auditing, legal support, management information systems)</p> <p>Bridge management wing established</p> <p>Decentralized all 10 zones</p> <p>Reviewed road institutions and developed a restructuring road map to</p>	<p>Develop a reorganization plan for RHD to make it a state-of-the-art road agency</p> <p>Equip the RHD technical wing with skills and knowledge in modern technologies</p>	<p>RHD's new organogram has been submitted for approval to the Ministry of Public Administration (MOPA) by MORTB.</p> <p>New maintenance equipment has been procured under the SASEC Road Connectivity Project.</p>

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		<p>make RHD a state-of-the-art modern road agency</p> <p>A reorganization proposal submitted by RHD to MORTB</p>	<p>Contribute to further streamlining of zonal management</p> <p>Pilot road operation units for road maintenance, safety, and overloading control</p>	
	Enhance RHD planning capacity	<p>Planning and Maintenance Wing established</p> <p>Road asset management system computerized (e.g., highway development and maintenance) with geographical information system (GIS)</p> <p>Automatic data collection equipment being procured</p>	<p>Strengthen analytical skills for effective use of the planning tool</p> <p>Undertake monitoring and feedback from achievements against the targets</p>	
	Enhance environment and social management capacity	<p>Social and Environment Circle established</p> <p>Project implementation units with nodal officers, supported by consultants or NGO</p>	<p>Engage more staff with appropriate technical knowledge and skills</p> <p>Equip the project implementation unit with specialists and nodal officers-in-charge</p>	RHD has engaged staff with appropriate technical knowledge and skills under the PIU of the SASEC Road Connectivity Project and SASEC Dhaka-Northwest Corridor Road Project Phase 2.
	Enhance the capacity of human resources	<p>Training center developed</p> <p>Annual trainings continuously provided to engineers and staff</p>	<p>Develop and provide learning and training programs</p> <p>Increase the number of staff for planning, quality assurance, road safety, and pre-construction activities (e.g., social and environment)</p> <p>Ensure promotion opportunities and adequate staffing</p>	Capacity of Road Research Laboratory (RRL) will be enhanced for planning and quality assurance. An organogram of RRL has been submitted to MOPA for approval.
<b>2. Business process</b>				
	Improve business practices	More financial authority delegated to the chief engineer and division engineers	Continue update and revision of the codes and manuals for more decentralization and	Financial approving authority of RTHD and RHD has been increased by the government.

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	<p>Improve transparency and efficiency of procurement and contracting processes</p>	<p>Codes and manuals updated for streamlined business process</p> <p>Standard bid documents developed</p> <p>E-tendering systems rolled out on 100% of government-funded projects</p> <p>All activities for tendering process computerized, e.g., submission, quotation, and evaluation</p>	<p>streamlining of the business process</p> <p>Roll out the e-tendering systems to development partner-funded projects</p> <p>Develop a contractor database for performance management and monitoring</p> <p>Enhance project and contract management skills of RHD's staff</p>	<p>RHD rolls out 100% of its procurement through e-tendering method for national competitive bidding under the government-funded projects.</p>
	<p>Improve transparency and efficiency of resource use</p>	<p>Management information systems computerized and utilized (e.g., Consultant Management System [CMS]) for daily contract administration</p> <p>Guidelines for quality control and internal control under preparation</p> <p>Established monitoring and reporting systems with monthly update requirements</p> <p>RHD equipped with computers and connected with all district offices via internet systems</p> <p>Disclose the target and achievement, including payments of all works on its website</p> <p>All liability of pending payments for works eliminated</p>	<p>Strengthen the internal control mechanism with spot checks between the quality and quantity of works undertaken and the accounting information</p> <p>Ensure the government's timely release of funds for payment of works</p>	<p>A monitoring committee by the RTHD has been established for quality check.</p>
	<p>Improve quality assurance</p>	<p>RHD quality control mechanism instituted at headquarters</p>	<p>Set up mobile quality control squads in all district offices</p>	<p>The Executive Engineer heads the mobile quality control squads in district offices</p>

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		<p>Timely use of CMS for all district offices</p> <p>Introduce third-party quality control mechanism</p> <p>Strengthen divisional testing laboratory</p>	Develop quality assurance strategy.	
<b>C. Private Sector Participation</b>				
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>Increase performance-based contracts (PBC) on developed and/or rehabilitated roads</p> <p>All maintenance works outsourced to the private sector</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>	A concessioner has been engaged through PPP basis for the Dhaka Bypass road project.
<b>D. Road Development and Maintenance Financing</b>				
Ensure the road network is sustained efficiently with safety	Secure financing to maintain and rehabilitate the road asset	<p>Road maintenance budget continuously increased</p> <p>100% financing for routine maintenance ensured</p> <p>Overall maintenance budget increased to eliminate the maintenance backlog</p> <p>Emergency rehabilitation works program executed</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>	Increase the budget for road maintenance to meet the needs.	Maintenance budget has been increased by the government for the last several years, with a significant increase of BDT23.5 billion in FY2018-FY2019.

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	Improve transparency and efficiency of use of allocated funds	<p>GIS-based system developed for condition-based budget estimate for maintenance</p> <p>Financial monitoring system developed, i.e., the CMS</p> <p>Institutionalize the data collection and update program</p> <p>Optimize resource allocation based on road conditions under budget constraints</p> <p>Weekly updating and monitoring scheme introduced on road conditions</p> <p>Develop operation manuals and standard contracts for maintenance, including various contractual arrangements</p> <p>Disclose the target and progress on the website with enhanced reporting systems</p>	<p>Introduce modern technologies for maintenance, quality assurance systems, and an internal auditing mechanism</p> <p>Enhance quality of works with improved quality assurance systems</p>	The database division has been established under the Highway Design and Maintenance circle for GIS-based mapping for road maintenance and development.
<b>E. Road Safety</b>				
Improve road safety	Enhance the government capacity to improve and manage traffic safety	<p>Road safety cell in RHD established</p> <p>Road safety audit undertaken</p> <p>A project for improving 121 black spots on national highways being implemented</p>	<p>Outsource the road safety audit to the private sector</p> <p>Undertake road safety audits for all road projects</p>	Actions for road safety improvement are still under discussion in RTHD.
<b>F. Overloading Control</b>				
Reduce overloading	Enhance the government capacity to reduce overloading	<p>Overloading control policy developed</p> <p>Increased weigh bridges</p> <p>Set up the overloading control program and action plans</p>	Organize the institutional setup and implementation arrangement for efficient and effective enforcement of overloading control	Road operations units for overloading control will be constructed under the SASEC Dhaka-Northwest Corridor Road Project Phase 2.

Source: Asian Development Bank and Roads and Highways Department.