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Report No: RES16403

RESTRUCTURING PAPER

ON A

PROPOSED PROJECT RESTRUCTURING  
OF

NHAI TECHNICAL ASSISTANCE PROJECT  
LOAN - 7980-IN

NOVEMBER 30, 2010

TO THE

REPUBLIC OF INDIA

NOVEMBER 24, 2015

Transport & ICT Global Practice  
India Country Management Unit  
South Asia Region

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## ABBREVIATIONS AND ACRONYMS

CAG	Comptroller Audit General
CCA	Chief Controller of Accounts
CGM	Chief General Manager
ERP	Enterprise Resource Planning
GAAP	Governance and Accountability Action Plan
GoI	Government of India
IUFR	Interim Unaudited Financial Report
MCA	Model Concession Agreement
MoRTH	Ministry of Roads, Transport and Highways
MoF	Ministry of Finance
NHAI	National Highway Authority of India
PDO	Project Development Objective
PFS	Project Financial Statement
PPP	Public Private Partnership

Regional Vice President:	Annette Dixon
Country Director:	Onno Ruhl
Senior Global Practice Director:	Pierre Guislain
Practice Manager/Manager:	Karla Gonzalez Carvajal
Task Team Leader:	Rajesh Rohatgi

**INDIA**

**NHAI TECHNICAL ASSISTANCE PROJECT (P121515)**

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**DATA SHEET***India**NHAI Technical Assistance Project (P121515)**SOUTH ASIA**Transport & ICT*

Report No: RES21228

<b>Basic Information</b>										
Project ID:	P121515	Lending Instrument:	Specific Investment Loan							
Regional Vice President:	Annette Dixon	Original EA Category:	Not Required (C)							
Country Director:	Onno Ruhl	Current EA Category:	Not Required (C)							
Senior Global Practice Director:	Pierre Guislain	Original Approval Date:	30-Nov-2010							
Practice Manager/Manager:	Karla Gonzalez Carvajal	Current Closing Date:	31-Jul-2016							
Team Leader(s):	Rajesh Rohatgi									
Borrower:	Department of Economic Affairs, Government of India									
Responsible Agency:	National Highways Authority of India, Ministry of Road Transport and Highways									
<b>Restructuring Type</b>										
Form Type:	Full Restructuring Paper	Decision Authority:	Board Approval							
Restructuring Level:	Level 1									
<b>Financing ( as of 30-Oct-2015 )</b>										
Key Dates										
Project	Ln/Cr/TF	Status	Approval Date	Signing Date	Effectiveness Date	Original Closing Date	Revised Closing Date			
P121515	IBRD-79800	Effective	30-Nov-2010	22-Dec-2010	21-Mar-2011	31-Jul-2016	31-Jul-2016			
Disbursements (in Millions)										
Project	Ln/Cr/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed	
P121515	IBRD-79800	Effective	USD	45.00	45.00	0.00	4.67	40.33	10	
<b>Policy Waivers</b>										
Does the project depart from the CAS/CPF in content or in other significant respects?							Yes [ ]	No [ X ]		
Does the project require any policy waiver(s)?							Yes [ ]	No [ X ]		

## A. Summary of Proposed Changes

Since the project approval in year 2010, there have been many changes in the road sector in India, particularly the slowdown in the Public Private Partnership (PPP) program. The current government is trying to revamp the sector with many initiatives, including trying out new financing options, new forms of PPP contracting and transforming the Ministry of Road Transport and Highways (MoRTH) and its implementing agencies to improve their processes and to expedite National Highways (NH) program delivery and efficiency. Within this backdrop, it has become essential to revise the scope of the project to ensure it continues to address the key road sector and institutional challenges being faced by MoRTH and the National Highways authority of India (NHAI) in the implementation of the National Highways Development Program. In order to keep pace with these changes, and ensure relevancy of the project, it is therefore being proposed to add 10 new activities and drop 5 activities that will help to address these evolving issues. See additional details in Section C.

One change of particular importance, and which impacts the PDO, is that MoRTH will become an additional implementing agency of the project, in addition to the National Highways Authority of India (NHAI). It is therefore proposed that the PDO be revised to reflect the changes in scope and increased role of MoRTH in implementation.

Proposed changes also include cancellation of US\$15 million from the loan as a result of dropping the implementation of the Enterprise Resource Planning (ERP) System from the project; triggering Bank Policies OP4.01 (Environment Assessment) and OP4.12 (Involuntary Resettlement); changing Environment Assessment category from C (not required) to B (Partial Assessment); and associated changes in the Results Framework, Project Costs, Financing Plan and Legal Covenants.

The Government plans to complete procurement and implementation of studies expeditiously to enhance disbursements and overall implementation of the project. However, given the significant scope and number of the studies, completion of the studies and the related adoption of the recommendations by the agencies could extend beyond the current project closing date. The task team intends to closely monitor the project implementation during the next 2-3 months, and depending on significant progress being made, an extension of the closing date could be discussed with the Government at a later stage to help achieve the project development objectives.

Change in Implementing Agency	Yes [ X ] No [ ]
Change in Project's Development Objectives	Yes [ X ] No [ ]
Change in Results Framework	Yes [ X ] No [ ]
Change in Safeguard Policies Triggered	Yes [ X ] No [ ]
Change of EA category	Yes [ X ] No [ ]
Other Changes to Safeguards	Yes [ ] No [ X ]
Change in Legal Covenants	Yes [ X ] No [ ]
Change in Loan Closing Date(s)	Yes [ ] No [ X ]
Cancellations Proposed	Yes [ X ] No [ ]
Change to Financing Plan	Yes [ X ] No [ ]
Change in Disbursement Arrangements	Yes [ X ] No [ ]
Reallocation between Disbursement Categories	Yes [ X ] No [ ]
Change in Disbursement Estimates	Yes [ X ] No [ ]

Change to Components and Cost	Yes [ X ] No [ ]
Change in Institutional Arrangements	Yes [ X ] No [ ]
Change in Financial Management	Yes [ X ] No [ ]
Change in Procurement	Yes [ X ] No [ ]
Change in Implementation Schedule	Yes [ ] No [ X ]
Other Change(s)	Yes [ ] No [ X ]
Appraisal Summary Change in Economic and Financial Analysis	Yes [ ] No [ X ]
Appraisal Summary Change in Technical Analysis	Yes [ ] No [ X ]
Appraisal Summary Change in Social Analysis	Yes [ ] No [ X ]
Appraisal Summary Change in Environmental Analysis	Yes [ ] No [ X ]
Appraisal Summary Change in Risk Assessment	Yes [ X ] No [ ]

### **B. Project Status**

The project has experienced significant delays in implementation, in part as a result of the changes that have occurred in the sector policies, priorities and institutions. Implementation of the Enterprise Resource Planning (ERP) contract, which constitutes a significant part of project cost could not be awarded despite two rounds of bidding. Given that the project has just under a year before closing, it was agreed with the Government that there was not sufficient time for the project to support another re-bidding and therefore, the subsequent implementation of this activity would be dropped from the project. However, as the Government still has a strong interest in ERP, it was agreed that its funding would continue under another ongoing Bank funded Project -- the National Highways Interconnectivity Improvement Project (P121185). The Development Objective (DO) has been rated Unsatisfactory while Implementation Progress (IP) has been rated as Moderately Unsatisfactory.

However, in recent months, MoRTH and NHAI have reaffirmed their strong ownership, interest and commitment towards improving the implementation of the project and have demonstrated the same by requesting for changes in the projects and advancing procurement of activities to commit the loan expeditiously. As can be seen from Annex 2, most of the contracts have been awarded by the NHAI and are near completion, while out of nine proposed contracts to be implemented by MoRTH, five have already been awarded and 4 are expected to be procured by end-December 2015.

### **C. Proposed Changes**

#### **Change in Implementing Agency**

<b>Implementing Agency Name</b>	<b>Type</b>	<b>Action</b>
National Highways Authority of India	Implementing Agency	No Change
Ministry of Road Transport and Highways	Implementing Agency	New

#### **Development Objectives/Results**

##### **Project Development Objectives**

Original PDO

Assist NHAI to adopt appropriate practices that would enhance its program management and operational efficiency.

<p><b>Change in Project's Development Objectives</b></p>
<p>Explanation</p> <p>The existing PDO is no longer fully consistent with the Government's changing priorities, and is therefore less relevant and not achievable. In order to make the project more consistent with the Government's current needs and new initiatives, the project will focus on areas that include: (i) Innovative Financing; (ii) Organization and Process Improvements; (iii) Concessionaires; (iv) Training and Capacity Building (that includes the piloting of new technologies); and (v) Research, Standardization and Development.</p> <p>Many of the ongoing activities will contribute to these priorities; however, some will not, and these are proposed to be dropped (See Annex 2). In addition, ten new activities are being added that address new priorities:</p> <ul style="list-style-type: none"> <li>• Financing Options Study for National Highways Development</li> <li>• Adapting the Model Concession Agreement (MCA) for Expressway projects</li> <li>• Development of MCA and an enabling framework for Tunneling Projects</li> <li>• Highways Advisory System</li> <li>• Effective Interventions to reduce carbon footprint in developing highways</li> <li>• Review of Institutional Framework of standardization and research in Road Sector</li> <li>• Organization &amp; Processes transformation in MoRTH and its implementing agencies</li> <li>• Study on Logistic Efficiency and Enhancement Program</li> <li>• Engagement of domain/subject experts</li> <li>• Knowledge Workshops/Seminars/Technical Events, Study Tours/Training/Exposure Visits and Engagement of domain/subject experts</li> </ul> <p>The above changes in focus would ultimately lead to enhanced program management capacity and greater operational efficiencies of the MoRTH and NHAI, which is the intended higher level outcome of the project and the current PDO. However, these outcomes cannot realistically be achieved in the remaining loan period, as these achievements require that the activities and practices first be completed and adopted by MoRTH/NHAI after due deliberations. Even after MoRTH/NHAI adopts these measures, the result in terms of enhanced program management and operational efficiency cannot be realized and measured in the remaining loan period. Therefore, considering these time constraints, it is proposed to revise the PDO, realistically keeping the outcomes at the level of "adoption of better practices" emanating out of the completion of the proposed activities rather than on "enhancement in program management and operational efficiencies", which would be expected in a latter phase.</p>
<p>Proposed New PDO</p> <p>Assist MoRTH and NHAI to adopt better program management and operational practices.</p>
<p><b>Change in Results Framework</b></p>
<p>Explanation:</p> <p>The result framework is being comprehensively revised to make it specific and measurable for the achievement of the revised PDO and to reflect changes in the project scope. Although indicators would measure the "adoption of better practices" through a Yes/No value, efforts would be made to assess likely or already achieved enhancements on operational and program management efficiencies of NHAI and MoRTH due to adopting better practices, during the evaluation at the end of project. Please refer Annex 1 for further details.</p>
<p><b>Compliance</b></p>
<p><b>Change in Safeguard Policies Triggered</b></p>
<p>Explanation:</p>



Although activities under this TA project themselves do not have direct adverse environmental or social impacts, the outcomes of TA i.e. implementation of the recommendations of the studies may lead to specific project/investment operations having significant environmental and social implications, entailing risks and potentially inducing adverse impacts. Therefore it is proposed to trigger Bank Policies OP4.01 (Environment Assessment) and OP4.12 (Involuntary Resettlement) to identify potential adverse impacts, integrating it with policies/programs/studies and designing of appropriate mitigating measures. No specific investments/projects have yet been identified.

The process would entail carrying out a Strategic Environment and Social Assessment (SESA), analyzing the potential social and environmental impact that might arise out of the implementation of any recommendations, new policy frameworks, or prospective investment suggested/resulting from the Project-financed technical assistance, with particular emphasis on indigenous peoples, scheduled tribes and scheduled castes, as well as land acquisition and involuntary resettlement.

<b>Current and Proposed Safeguards Policies Triggered:</b>	<b>Current</b>	<b>Proposed</b>
Environmental Assessment (OP) (BP 4.01)	No	Yes
Natural Habitats (OP) (BP 4.04)	No	No
Forests (OP) (BP 4.36)	No	No
Pest Management (OP 4.09)	No	No
Physical Cultural Resources (OP) (BP 4.11)	No	No
Indigenous Peoples (OP) (BP 4.10)	No	No
Involuntary Resettlement (OP) (BP 4.12)	No	Yes
Safety of Dams (OP) (BP 4.37)	No	No
Projects on International Waterways (OP) (BP 7.50)	No	No
Projects in Disputed Areas (OP) (BP 7.60)	No	No

#### **Change of EA category**

Current EA Category: Not Required (C)	Proposed EA Category: Partial Assessment (B)
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#### **Explanation:**

As mentioned above, studies/policy reviews/consultancies envisaged under the project per se do not have any adverse environmental impacts, however, implementation of recommendations of some of the activities might have adverse environmental impacts. As of now no specific investments have been identified. It is therefore proposed to change the category to B. The client would carry out a Strategic Environment and Social Assessment (SESA), analyzing the potential social and environmental impact that might arise out of the implementation of any recommendations, new policy frameworks or prospective investment suggested/resulting from the Project-financed technical assistance, with particular emphasis on indigenous peoples, scheduled tribes and scheduled castes, as well as land acquisition and involuntary resettlement.

#### **Change in Legal Covenants**

#### **Explanation:**

The Loan Agreement and Project Agreement are being revised to reflect the proposed changes so as to:

- (i) reflect the newly proposed PDO in Schedule 1 of the Loan Agreement;
- (ii) update the description of Project activities in Schedule 1 in order to encompass both NHAI and MoRTH;
- (iii) insert the newly agreed implementation arrangements vesting the overall responsibility for Project

implementation on MoRTH and requiring: (a) the appointment of a Chief Project Director (Joint-Secretary level, MoRTH); (b) a new Empowered Committee, headed by the Secretary, MoRTH; and (c) a Project Management Unit responsible for the day-to-day implementation of MoRTH's respective activities; (iv) provide for the carrying out of a strategic social and environmental assessment of Project implications by no later than January 31, 2016; and (v) reflect the cancellation of fund and the inclusion of incremental operating costs as eligible expenditures retroactively since the date of signing of the Legal Documents (i.e. Dec. 22, 2010).

## Financing

### Cancellations

Explanation:

The Procurement of ERP, which constitutes a major part of the project cost could not be awarded despite two rounds of bidding and MoRTH/NHAI deciding to re-bid again. In view of the balance loan period of about one year, which is not sufficient to cover procurement and implementation of the ERP, it has been agreed to drop it from the project. The current estimates of the ERP cost is about US\$17m, therefore about 80% of this costs is proposed to be cancelled.

Ln/Cr/TF	Status	Currency	Current Amount (in currency)	Cancelled Amount (in currency)	Proposed Amount (in currency)
IBRD-79800	Effective	USD	45,000,000.00	15,000,000.00	30,000,000.00

### Change to Financing Plan

Explanation:

The financing plan is proposed to be revised to reflect the cancellation and changes in scope.

Total Estimated Cost of Project Executed by MoRTH & NHAI - US\$ 37.62m

Source(s)	At Approval	Current (from AUS)	Proposed
BORR	10,000,000.00	10,000,000.00	7,620,000.00
IBRD	45,000,000.00	45,000,000.00	30,000,000.00
<b>Total</b>	55,000,000.00	55,000,000.00	37,620,000.00

### Change in Disbursement Arrangements

Explanation:

MoRTH will also be responsible for seeking disbursements through separate Interim Unaudited Financial Reports (IUFR) for activities that they implement. The IUFRs shall be submitted quarterly within 45 days from the close of the quarter. The IUFRs will be prepared on a cash basis and will be used to monitor the financial progress of the project. The format of the IUFR has been agreed with the task team.

### Reallocations

Explanation:

The allocation to categories are being revised to reflect proposed changes in project costs.

Ln/Cr/TF	Currency	Current Category of Expenditure	Allocation		Disbursement % (Type Total)	
			Current	Proposed	Current	Proposed
IBRD-79800	USD	Gds, Con Srvcs and Trg	41,207,500.00	<b>29,887,500.00</b>	80.00	80.00

		UNALLOCATED	3,680,000.00	0.00	0.00	0.00
		PREMIUM FOR CAPS/COLLARS	0.00	0.00	0.00	0.00
		Designated Account	0.00	0.00	0.00	0.00
		FRONT END FEE	112,500.00	112,500.00	0.00	0.00
		<b>Total:</b>	45,000,000.00	30,000,000.00		

#### Disbursement Estimates

#### Change in Disbursement Estimates

Explanation:

Considering that MoRTH has already awarded many of the proposed activities, it is likely that major expenditure would occur in the year 2016, when deliverables under these contracts would become due.

Fiscal Year	Current (USD)	Proposed (USD)
2011	2,000,000.00	4,500,000.00
2012	9,000,000.00	0.00
2013	16,000,000.00	0.00
2014	9,000,000.00	0.00
2015	6,000,000.00	0.00
2016	2,000,000.00	20,500,000.00
2017	1,000,000.00	5,000,000.00
<b>Total</b>	45,000,000.00	30,000,000.00

#### Components

#### Change to Components and Cost

Explanation:

A detailed breakdown of the revised scope of the project, including original activities, dropped activities and new proposed activities can be found in Annex 2.

Current Component Name	Proposed Component Name	Current Cost (US\$M)	Proposed Cost (US\$M)	Action
Institutional Support and Capacity Building		45.00	37.62	Revised
	<b>Total:</b>	45.00	37.62	

#### Other Change(s)

#### Change in Institutional Arrangements

Explanation:

Implementation Arrangements have been revised to enhance the monitoring and oversight of the project as follows:

#### Project Implementation Unit (PIU) - at MoRTH

A PIU, headed by the Deputy Secretary (DS) Highways as Project Director has been constituted, including a Procurement Committee and Project Monitoring Committee. The PIU also has provisions for engaging subject/nodal experts as and when required to help in procurement and implementation of project activities.

#### PIU – at NHAI

The Member Finance will have the overall implementation responsibility of NHAI TA project, with a Chief General Manager (CGM) level officer designated as Project Director for activities being implemented by NHAI under the project. Each activity shall have a CGM level officer as nodal officer.

#### Arrangements for Overall Project Monitoring and Oversight

The Joint Secretary Highways, MoRTH will be the Chief Project Director of the project responsible for overall project management, implementation and coordination.

A “Project Level Empowered Committee” has been constituted. The mandate of this committee would be to review the project progress, accord guidance/directions to implement various recommendations of studies and advise project directors/nodal officers in resolving any implementation issues. This committee shall meet at least once in a month and shall consist of following members

- Secretary, MoRTH – Chairman
- Chairman, NHAI – Member
- NHAI Members – Member(s)
- Director General (Road), MoRTH
- Additional Secretary and Financial Advisor, MoRTH
- Chief Project Director (Joint Secretary, Highways) – Member Convener
- Project Director – MoRTH (DS, Highways) - Member
- Project Director – NHAI (a CGM level officer under Member Finance, NHAI) - Member

#### **Change in Financial Management**

##### Explanation:

There are no changes in financial management arrangements at NHAI.

The Project would follow MoRTH’s extant Financial Management system, including budgeting, funds flow and payment mechanism, accounting and auditing. This would be supplemented by Project-specific arrangements such as periodic financial reporting that will draw the information from the extant systems.

**Budget:** The project funds (Bank share and counterpart funding) will be provided for under separate budget heads (5054) and reflected in the Demand for Grants of MoRTH, in accordance with the budget system of GoI. Following these systems, the project budget will be based on Annual Plan prepared by the MoRTH. After the budget is approved by secretary, the budget allocation will be made by Ministry of Finance (MoF) to MoRTH. MoF has endorsed about US\$13 m for FY15-16.

**Accounting in MoRTH** follows the system prescribed for ministries under the Union Government. The Project Director, MoRTH is the approving authority for all the payments. The account functions will vest with the Pay and Account Officers (PAOs).

**Financial Reporting:** MoRTH will submit quarterly Interim Unaudited Financial Reports (IUFR) to the

Bank within 45 days from the end of each quarter for reporting project expenditures, and which will also be the basis for disbursement by the Bank. The PIU at MoRTH will be responsible for preparing annual Project Financial Statement (PFS) in Bank agreed formats. The PFS will include annual and year to date sources and uses of project funds, project expenditures and reconciliation of disbursement claims with total application of funds. The IUFRR will detail the project funds received through the budget and component/sub-component-wise actual expenditures for the quarter, year to date; cumulative to date; physical/financial progress of project components; and details of the contracts funded under the project; reconciliation between expenditure reported under IUFRR with expenditure booked under budget heads.

Audit for the project, CAG will audit the annual PFS under the terms of reference agreed for World Bank funded projects. The audited PFS will be submitted to the Bank within nine months from the close of the financial year. For the project, CAG will audit the annual PFS under the terms of reference agreed for World Bank funded projects. The audited PFS will be submitted to the Bank within nine months from the close of the financial year.

Disbursement Arrangements: Reimbursement will be the primary method of disbursement under the project. The MoRTH PIU will submit withdrawal applications supported by IUFRR to CAAA for onward submission to the Bank for reimbursement of expenditures. The IUFRR would reflect the actual expenditures on goods, works and services. Any ineligible expenditure that is either identified by the Bank or in the audit reports or otherwise would be adjusted by the Bank in subsequent disbursements.

MoRTH is adequately exposed to Bank Financial management procedures, hence the FM risk rating is low.

**Change in Procurement**

Explanation:

MoRTH has experience of managing Bank procurement as it is implementing the Bank funded National Highways Interconnectivity Improvement Project (P121185). The MoRTH also has adequate procurement and contract management capacity. Both NHAI and MoRTH will use e-procurement system, which has been assessed and found acceptable by the Bank. Current procurement risk rating for the Project is “Substantial”, which will be reviewed periodically and if required, updated.

**Appraisal Summary**

**Appraisal Summary Change in Risk Assessment**

Explanation:

The project is not overly complex (TA project with no works/goods) and involves procuring and managing consulting services assignments. Although, both NHAI and MoRTH have significant experience in procuring and managing consulting services, completion of studies and adoption of recommendations might not be completed before the current loan closing given the significant remaining work. The overall implementation risks are therefore rated as high.

This risks would be mitigated to a great extent through the reaffirmation of strong ownership and commitment by the NHAI and MoRTH, close supervision by the task team, and a possible extension of loan closing date if project implementation improves.

**Systematic Operations Risk-Rating Tool (SORT)**

Risk Category	Rating
1. Political and Governance	Low

2. Macroeconomic	Low
3. Sector Strategies and Policies	Moderate
4. Technical Design of Project or Program	Low
5. Institutional Capacity for Implementation and Sustainability	High
6. Fiduciary	Substantial
7. Environment and Social	Low
8. Stakeholders	Low
OVERALL	High

**RESULTS FRAMEWORK***India: NHAI Technical Assistance Project (P121515)*

Project Name:	NHAI Technical Assistance Project (P121515)	Project Stage:	Restructuring	Status:	DRAFT
Team Leader(s):	Rajesh Rohatgi	Requesting Unit:	SACIN	Created by:	Comfort Onyeje Olatunji on 23-Oct-2015
Product Line:	IBRD/IDA	Responsible Unit:	GTI06	Modified by:	Rajesh Rohatgi on 02-Nov-2015
Country:	India	Approval FY: 2011			
Region:	SOUTH ASIA	Lending Instrument:	Specific Investment Loan		

**Project Development Objectives**

Original Project Development Objective:

Assist NHAI to adopt appropriate practices that would enhance its program management and operational efficiency.

Proposed Project Development Objective (from Restructuring Paper):

Assist MoRTH and NHAI to adopt better program management and operational practices.

**Results**

Core sector indicators are considered: Yes

Results reporting level: Project Level

**Project Development Objective Indicators**

Status	Indicator Name	Core	Unit of Measure		Baseline	Actual(Current)	End Target
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Marked for Deletion	Implementation of ERP successfully completed	<input type="checkbox"/>	Text	Value	Currently NHAH has a MIS system which is not integrated in the entire NHAH work process and is not comprehensive	The award has been delayed. Indicator not yet achieved	Successful completion of maintenance phase
				Date		19-Oct-2015	31-Jul-2016
				Comment			
New	New financing options and contract modalities developed and adopted.	<input type="checkbox"/>	Yes/No	Value	No	No	Yes
				Date	02-Nov-2010	02-Nov-2015	31-Jul-2016
				Comment			
New	Asset Management System Developed for National Highways	<input type="checkbox"/>	Yes/No	Value	No	No	Yes
				Date	02-Nov-2010	02-Nov-2015	31-Jul-2016
				Comment			
New	Improved Project Preparation and Design Review Process adopted	<input type="checkbox"/>	Yes/No	Value	No	No	Yes
				Date	02-Nov-2010	02-Nov-2015	31-Jul-2016
				Comment			
Marked for Deletion	Design Review Process established and adopted at NHAH	<input type="checkbox"/>	Text	Value	n.a.	activity under progress. Indicator not achieved	Evaluation report of experience / results
				Date	02-Nov-2010	19-Oct-2015	31-Jul-2016



				Comment			
Marked for Deletion	Implementation of Accident Information and Management System, and Network Safety Management	<input type="checkbox"/>	Text	Value	Accident module of RIS has road accident data for the year 2005-06 and there is no database for work zone accidents	system being developed	Reduction in fatal road accident and construction site accidents on selected network
				Date	02-Nov-2010	19-Oct-2015	31-Jul-2016
				Comment			
No change	Implementation of GAAP actions and adoption of mitigation measures within the project period	<input type="checkbox"/>	Text	Value	n.a.	being implemented	implementation of GAAP
				Date	02-Nov-2010	19-Oct-2015	31-Jul-2016
				Comment			

### Intermediate Results Indicators

Status	Indicator Name	Core	Unit of Measure		Baseline	Actual(Current)	End Target
Marked for Deletion	% of NHAI staff trained in accordance with the agreed annual training plans	<input type="checkbox"/>	Percentage	Value		10.00	50.00
				Date	02-Nov-2010	19-Oct-2015	31-Jul-2016
				Comment			
New	Organization and process transformation study completed	<input type="checkbox"/>	Yes/No	Value	No	No	Yes
				Date	02-Nov-2010	02-Nov-2015	31-Jul-2016
				Comment			

New	Model Concession Agreements for Tunneling and Expressway Project Developed	<input type="checkbox"/>	Yes/No	Value	No	No	Yes
				Date	02-Nov-2010	02-Nov-2015	31-Jul-2016
				Comment			
New	Independent Quality Audit System adopted	<input type="checkbox"/>	Yes/No	Value	No	No	Yes
				Date	02-Nov-2010	02-Nov-2015	31-Jul-2016
				Comment			
New	Performance Evaluation System of Consultants and Contractors established and in operation	<input type="checkbox"/>	Yes/No	Value	No	No	Yes
				Date	02-Nov-2010	02-Nov-2015	31-Jul-2016
				Comment			
Marked for Deletion	Performance Evaluation System of Consultants and Contractors established and in operation	<input type="checkbox"/>	Text	Value	n.a.	activity under progress	Performance Evaluation of consultants and contractors established and in operation
				Date	02-Nov-2010	19-Oct-2015	31-Jul-2016
				Comment			

**Annex 2**

**Revised project activities by implementation agency**

<b>A.</b>	<b>Proposed New Activities to be implemented by MoRTH</b>	<b>Costs (US\$ m)</b>	<b>Contract Status</b>
WBTA-18	Financing Options Study for National Highways Development	0.90	Awarded
WBTA-19	Adapting the Model Concession Agreement (MCA) for Expressway projects	0.58	Awarded
WBTA-20	Development of MCA and an enabling framework for Tunneling Projects	0.58	Awarded
WBTA-21	Highways Advisory System	5.83	Awarded
WBTA-22	Effective Interventions to reduce carbon footprint in developing highways	0.50	Expected to be awarded by Dec 2015.
WBTA-23	Review of Institutional Framework of standardization and research in Road Sector	0.50	Expected to be awarded by Dec 2015.
WBTA-24	Organization & Processes transformation in MoRTH and its implementing agencies	5.25	Awarded
WBTA-25	Study on Logistic Efficiency and Enhancement Program	2.50	Expected to be awarded by Dec 2015.
WBTA-26	Strategic Environment and Social Assessment (SESA)	1.25	Expected to be awarded by Dec 2015.
	Provisions for further studies supporting the Project Development Objective	0.42	
	Knowledge Workshops/Seminars/Technical Events, Study Tours/Training/Exposure Visits and Engagement of domain/subject experts	1.17	
	Incremental Operating Costs	2.50	
	Sub Total	21.98	
	Contingencies @20%	4.40	
	Total (A)	26.38	
<b>B.</b>	<b>Original Activities being implemented by NHAI</b>		
WBTA-01	Consulting services to prepare training plan and develop cooperative programs for Research, Standardization and Development	0.10	Awarded/ near completion
WBTA-02 &03	Consultancy Services for review of Project Preparation And Design Review Process and implementation support	0.91	Awarded/ near completion
WBTA-04	Consulting Services for Recommending Appropriate Technology for Topography Survey and Capturing Land Records.	0.02	Awarded/ near completion
WBTA-05	Consulting Services for Carrying-out Topography Survey and Capturing Land Records for NH Corridor about 1500 – 2000 km	3.33	To be awarded after completion of WBTA-04
WBTA-07	Consulting Services to establish Performance Monitoring and Rating System	0.28	Awarded/ near completion
WBTA-08	Consulting Services to undertake Corporate Governance Assessment of NHAI.	0.56	Awarded/ near completion
WBTA-09	Consultancy Services to Review the Existing Mechanisms and to Develop Independent Quality Audit Systems for NHAI	0.40	Awarded/ near completion

WBTA-12	Consulting Services for Technical assistance to strengthen asset management capacity of NHAI	2.72	Awarded
WBTA-13	Consulting Services for piloting new contract modalities including new forms of PPPs (modified BOT-Annuity) and/or DBMOT (Output and performance Based Road Contracts.	0.21	Awarded/ near completion
<b>C.</b>	<b>Proposed new activities to be implemented by NHAI</b>		
WBTA-16	IT Infrastructure Security Audit	0.17	To be awarded by Dec 2015
	Knowledge Workshops/Seminars/Technical Events, Study Tours/Training/Exposure Visits and Engagement of domain/subject experts	0.33	
	Incremental Operating Costs	0.33	
	Sub Total	9.37	
	Contingencies @20%	1.87	
	Total (B+C)	11.24	
<b>D.</b>	<b>Activities Dropped</b>		
WBTA-06	Consulting Services for developing and operationalizing an e-tool as a monitoring system for pre-construction activities and LA and RR process	-	
WBTA-10	Consulting Services for developing Network Safety Management Approach and Analysis	-	
WBTA-11	Services of Media Agency to design and implement publicity campaign for Road Safety and HIV AIDS	-	
WBTA - 14	Road Safety Advisor	-	
WBTA - 15	ERP Implementation	-	
	<b>TOTAL (A+B+C)</b>	<b>37.62</b>	