

Storyline

The study was taken up for the World Bank.

NCRCL[®] conducted an Expenditure Tracking Study on road maintenance in Karnataka for the World Bank. The study report coupled with the deliberations at the state level workshop provided the senior management of the PWD and KRDCCL with a set of reform measures to be implemented.

Once upon a time

The Government of Karnataka (GOK) had undertaken upgradation and maintenance of the road network across the state. This was partly funded by the World Bank.

The World Bank commissioned a study to understand the key issues underlying road maintenance in Karnataka. The study primarily covered four tasks: (i) tracking the technical and financial aspects of road maintenance, (ii) assessment of the strengths and weaknesses, (iii) recommendations and (iv) holding a state level workshop to discuss the findings. The study covered three divisions; Bangalore, Raichur and Belgaum and two agencies: the Public Works Department (PWD) and the Karnataka Road Development Corporation Limited (KRDCCL).

Moving on

The NCRCL[®] study team included technical and finance experts. The technical assessment involved meeting people on the field, obtaining user feedback, physical inspection and review of documentation of the works undertaken. The financial assessment was focused on proper use of funds, systemic weaknesses in financial management and budgeting aspects and included review of transaction documents, reports and discussions with key persons.

The findings were brainstormed with the stakeholders in a workshop and changes were incorporated.

The final findings and the study team recommendations were presented in the form of a report. The report was discussed at a state level workshop in Bangalore and a roadmap for implementing the recommendations was drawn up.

The team's experience in conducting such large scale studies enabled it to complete this study in a short span of time and come up with concrete suggestions for improvement.

Throughout the study, the approach adopted was participative involving the key stakeholders at every stage in discussions and workshops. Apart from the technical and financial aspects, the study team also identified structural and systemic issues in general management as value-adds to the deliverables.

After the state level workshop, key action points discussed along with responsibilities and timelines were documented by the study team and circulated amongst the decision makers for initiating action.

Finally

The study report facilitated immediate action on the client's part, which is generally lacking in studies of similar nature. Decisions were taken to implement major recommendations such as the suggested road maintenance cycle, better planning and budgeting processes and establishment of a road fund.

NCRCL[®] has conducted similar studies for the World Bank in areas such as Public Financial Accountability, e Governance and the Cooperative Sector.

Contact:

enquiries@ncrcl.com

