

4. Restructuring of The Public Works Department, U.P. State Bridge Corporation and UP Rajkiya Nirman Nigam with an integrated approach to enhance performance improvement.

Assignments under taken by PWD

1. Construction repair and maintenance of state owned and other departments roads, bridges and buildings.
2. Construction repair and renewal works of National Highways, PMGSY Roads.
3. Technical guidance to various Departments regarding rates and specifications for roads, bridges and buildings and carry research activities thereof.
4. Execution of temporary and emergency works like erecting barricades, constructing rostrum, Helipads etc. on VIP visits
5. Running and maintenance of circuit Houses, Inspection Houses, residences of Governor, Chief Minister, Ministers, Judges, MLAs, MLC's, Senior Government Officials and Office bearers nominated by Government and realisation of rent of Government Building under PWD.
6. Assessment of rent and valuation of private building acquired by the government on hire or purchase and Condemnation report of unserviceable Government Buildings.
7. Maintaining record of road assets, buildings, bridges under control of PWD and giving permission to various agencies for laying OFC, Establishing Petrol Pumps and other community properties within the building control line under road side control act. Monitor encroachments along the road side and carry out drives for their removal.
8. Works related to establishment of employees' including payments of salaries and other benefits within the jurisdiction.
9. All financial matters related to payments of bills, maintenance of records of financial matters, Audits and Audit paras.
10. Complaints, their monitoring and subsequent action, handling litigations etc.
11. Follow up and response to various committees constituted by the Government and subsequent actions.
12. Other assigned works by district administration at district level including facilitation of parliamentary, legislative and local elections.

Present Scenario

The Uttar Pradesh Public Works Department has huge network of roads comprising of 3670 km National Highways, 4807 km State Highways, 7050 km Major District Roads, 48730 km of Other District Roads and 173364 km of Rural Roads totalling to 233951 km.

For Administrative control the Department is divided into 18 Zones headed by Chief Engineer, 70 Circles headed by Superintending Engineer and 313 Divisions headed by Executive Engineer.

There are 03 Engineer in Chief, 41 Chief Engineers, 01 Chief Architect, 91 Superintending Engineers, 394 Executive Engineers, 1384 Assistant Engineers, 17 Assistant Architects, 91 Architect Assistants, 5350 Junior Engineers and 40336 other supporting employees in Uttar Pradesh Public Works Department.

The total budget of Uttar Pradesh Public Works Department in the Financial Year 2019-20 is Rs 23330 Crore.

Workflow pattern

The present four tier organization structure comprising Head Quarters (HQ), Zonal, Circle and Divisional Offices is based on the premise of aggregating, coordinating and integrating functions and decisions at different levels, while optimally utilizing the overall resources and ensuring effective geographical coverage.

The HQ at Lucknow coordinates and performs the planning, budgeting and resource allocation activities of the department. It also provides information and progress reports to the Minister (Government of UP) and interacts with other stakeholders in matters related to Road Network and State Government Buildings. The distribution of responsibilities among the Chief Engineers is across functions and appears to be primarily based on the rationale of workload parity. At present, the jurisdiction of the circle offices mostly coincides with that of the Districts. The circle offices provide technical expertise, guidance and approvals of various types to the divisional offices and process the information to be sent to the Zonal offices.

Divisional office is the basic unit for implementation and the Executive Engineer has the prime responsibility of execution of 'works', contracting, procurement, project management, administration and payments. In addition, the divisional office also interacts with the local administration for resource procurement and progress reporting on works financed through local administration under various schemes.

Reasons attributable to the need for restructuring

1. Multiple functions of PWD including being both a Client and service Provider as well as Managing roads at different administrative levels.
2. Lack of PWD autonomy, particularly for financial planning (unpredictable and unreliable resources) and staff management (high transfer rate).
3. Geographic rather than functional separation of responsibilities.
4. Inadequate coordination amongst the various government agencies with a role in the road transport sector.
5. Ambiguity in ownership of roads assets leading to poor maintenance and accountability for road operations and safety.
6. Lack of multiyear strategic planning leading to ineffective resource allocation and investment inefficiency.
7. Lack of customer focus and absence of role for road users and monitoring sector performance.
8. Lack of modern human resource management techniques.
9. Inadequate use of management information system and outdated core process in areas such as financial management, procurement, maintenance planning which are generally over centralized.

10. Higher establishment Cost, which is almost 15% and disproportionate numbers of management/senior level staff with respect to lower level staff. There is a ratio of 3 officers on every 100 employees, so the workload at senior level is tremendous, while at lower level it is not much.
11. The senior level staff's time is occupied in meetings and reporting's; hence they are not able to contribute in quality control and minute level work monitoring.
12. Duplicity of work assignments, many tiers are there for decision making and the age old filing system consumes enormous amount of time and energy.

U.P. Bridge corporations Ltd.(UPSBC)

It's an undertaking of U.P. Government, which was established in 1973 for undertaking construction of Bridges having more than 60 m spans. Currently the corporation is also involved in construction of Rail overbridges and other bridging structures (e.g. grade separators). It is not only constructing Bridges of the State Government but taking up construction of bridges across the country through open bidding and bagging contracts. The agency has not limited its activities within the country but, it is taking up assignments in countries like Nepal, Iran and Yemen too.

This year the corporation has a target of completing 75 works at a cost of Rs 2500 Crores. Most of the employees are hired on permanent basis but, temporary staff is also engaged as per requirement, moreover some staff is also received from UPPWD on deputation. The unaudited financial results have manifested that the corporation may earn a profit of Rs 15.0 Crores in the financial years 2017-19.

U.P. Nirman Nigam Ltd (UPRNN)

It's another undertaking of U.P. Government, which was established in 1975 for constructing Buildings in the state without contracting the works by deploying workforce directly. Contracting is limited to the supply of materials only.

Since, its inception U.P. Rajkiya Nirman Nigam Ltd has been constructing various kinds of Buildings including power stations, sports stadiums, institutions, Hospitals, tourist facilities and signature buildings in the state and in the country as well. It is an ISO 9001:2008 (QSS) and ISO 14001:2004 (EMS) certified organisation. There are 120 executing units across the states and various cadres of Architects, Electrical and Mechanical Engineers, Finance and Audit experts are employed with the organisation.

This year the Nigam has a target of completing buildings at a cost of Rs 600 Crores. In FY 2018-19, the Nigam bagged contracts worth 2894 Crores. In the current year 1151 works are under execution pertaining to 43 departments.

Reasons attributable to the need for restructuring of UPSBC and UPRNN

The reasons are almost similar to that of UPPWD, since these two organisations are corporations and are into profit making, therefore restructuring may yield better results for them as compared to UPPWD, which is more public welfare centric organisation.