BRIDGING THE GAP
(The turnaround story of Bihar Rajya Pul Nirman Nigam Ltd.)

BUILDING BRIDGES OF CONFIDENCE
This report was made possible with the advice and contributions from many people. Several of the data used in the report have been gathered from various archives and material available with government. We wish to acknowledge several people whose contribution has been of immense help. Sincere thanks to Mr. Pratyaya Amrit, Secretary, Road Construction Department, who has been the guiding force behind the compilation of this report.

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Bihar Rajya Pul Nirman Nigam may well be the most symbolic PSU turnaround in the history of Bihar. From the brink of liquidation, to its present status stands testimony to the grit determination and collective effort of all involved in the process.

The Nigam stands as the best example of Bihar’s proclivity for constructive changes. And the constructive changes have come in the form of nearly 1,250 completed bridges in last 7 years, 600 bridges being constructed and nearly 180 bridges in the pipeline for which tenders have been received. There are several other projects other than bridges which have been constructed or are being constructed. This seemed an unprecedented task for an organization flogging with losses of Rs.17 crores and facing liquidation.

The fact that makes this turnaround even more noticeable is that BRPNN was a state-run organization. Entrusted with the task of "building bridges of confidence" or "hum viswas ke setu banate hain", a tag line that truly sum up its success.

It was the resolve of the employees, the “we feeling” inculcated through better working conditions that did the trick. Once proving its worth as an important cog in the development process of the state, BRPNN was offered unchartered challenges in terms of projects which it completed with aplomb. Now BRPNN stands first among equals and the road that it is treading on is far and ahead and there is no looking back only reaching for newer beacons of success.

(Sanjeev Hans)
Chairman, BRPNN
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Chapter 1

"Bridging the Gap"

Bridging the Gap or no bridge too far are metaphorical references which aptly describe the transformation that Bihar has witnessed in the recent past. This transformation carries a story of sweat, hard work and all that goes into making of a success story. The transformation is worth emulating and replicating.

Bihar which was known for everything wrong earlier witnessed a silent transformation for which Bihar Rajya Pul Nirman Nigam became the beacon.

Corporations in Bihar had a long story of being started on whimsical grounds. There was a long list of corporations, which failed in their mission and had to face closure. The first casualty was the corporation and losses to the government and secondly the employees of these corporations faced an uncertain future. There was little or no support to revive these flaying organisations. With passage of time they became something like the “mammoth mastodon” - accumulated losses, unpaid employees at loggerheads with the management, organisations on the brink of closure/ extinction. Government was left with no option but to file liquidation and winding up process. In this background Bihar Rajya Pul Nirman Nigam Limited as a corporation was also under liquidation.
The turnaround of Bihar Rajya Pul Nirman Nigam

The culmination was that a large number of schemes remained incomplete. Delay caused rise in the cost of construction and this coupled with lack of funds added to the woes of the organization.

Come circa 2005 Bihar Rajya Pul Nirman Nigam Limited was in serious financial trouble, facing a deficit of Rs. 17 crores, with the possibility of closure looming large and the incumbent government deciding to wind it up.

The liquidation petition was filed in the Patna High Court with Official Liquidator after the government decided to wind up the organization with no hope for any improvement.

The inspiring turnaround story of the loss incurring corporation into a profit making one against a background of such despair saw use of several innovative practices.

**BACKGROUND**

Bihar Rajya Pul Nirman Nigam Limited was established on 11th June 1975. Passing time saw the organization metamorphose into one telling specimen of all that was wrong with Bihar. The data also throws up some pretty strange pictures.

**Before 2005**

- Almost 500 employees with no salaries for six months
- Accumulated losses of Rs. 17.00 crores
- About 20 big and small projects pending
- No funds forthcoming from any side

With over 500 employees corporation was grappling with irregular salaries. The countable loss was Rs. 17.00 Crores. Because of the reasons that normally plagued many Govt. organizations across the country - too much of non-plan expenditure, budget constraints, fewer projects to handle, tardy execution, poor commercial profitability, the then Government decided to windup the Corporation. In short the situation was of hopelessness, complete disarray and employees with low self-esteem.
One aspect that needs particular mention is that there was a huge surplus of class III/IV employees in the organization with no defined work duty. This added to the financial burden of the organization.

There was uncertainty about regular salaries creating a set of disgruntled employees, this was coupled with low morale. This further led to factionalism/groups among employees. The funny part was that there was surplus of non-technical staff and there was huge dearth of Technical Personnel who could complete projects. Several technical personnel were given additional charge of 2-3 places. The placement of technical staff was also done without any basis and practicality. An engineer was commuting from Bhagalpur to Buxar almost two ends of the state. This caused immense loss of time and output.
Turnaround - making it possible

The fortune of Bihar Rajya Pul Nirman Limited started to change after the appointment of a bureaucrat for the first time in its history as its chairman. A young IAS officer was entrusted the onerous task of reviving the organization.

To begin with, the Chairman had two specific targets: complete the pending projects - some of which were pending for almost 17 years - and revive the corporation. But it was easier said than done. The huge losses that the corporation had been incurring for almost a decade had pushed it to the brink of liquidation. Factors like too much non-plan expenditure, budget constraints, poor commercial profitability, fewer projects to handle, tardy execution, and of course, Bihar-specific endemic reasons like negative business environment had combined to transform BRPNN into a microcosm of everything that was wrong with Bihar.

But, there was one man who still had faith in the institution, the incumbent Chief Minister. In the first year of his tenure as the Chief Minister in 2006, he had meticulously planned to rescue the corporation. He was willing to bet big on the sick corporation - and on an IAS officer as Chairman with proven track record.

The Chief Minister unveiled an ambitious Mukhya Mantri Setu Nirman Yojna and ordered the corporation to execute bridge contracts worth Rs.1,150 crore. But, this was not even half the battle. The corporation was faced with multiple roadblocks - while some roadblocks were real, a majority of them were in the minds of the engineers/employees.

The real issue was the preparation of the DPR (Detail Project Report); one DPR needed 3-4 months to complete whereas necessity was to execute the entire order in 3 years. The preparation of DPRs was outsourced - subject to clearance by experts in the IITs and the National Institute of Technology. The completion of DPRs took a few months. The intermediary time was utilised to complete old projects and hold discussions with contractors who were reluctant to work in Bihar, and engineers who had no appetite for project deadlines. An out-of-the-box solution to solve this mess was needed. Professional motivators gave pep talks to the dispirited engineers, while the best performers were to be rewarded with foreign trips and ample administrative freedom was given to them.

This led to a silent transformation in engineers confidence, who responded by rising to the occasion. BRPNN, which had completed 314 bridges during the first 30 years of its inception, successfully executed 336 bridge projects in just three years (2006-2009). This led BPRNN from the brink of bankruptcy and mainframe obscurity back to the forefront of the construction business.

The out-of-the-box solutions are particularly interesting and a lesson worth emulating. The whole strategy cannot be stated in a structured and sequential form as a lot of things happened at the same time. The speed of revival was exemplary and it gave stupendous momentum to Bihar's growth.
Chapter 4

Steps Initiated for revival

Withdrawal of Liquidation Petition - The revival process started after the liquidation petition was withdrawn from the court.

Study undertaken to ponder over the problems facing the organization - The first step was to understand what ailed the organization. A thorough study was required to understand what had pushed the organization into such a state. Different aspects were touched in the study v.i.z. Human Resource, Technical, Manpower; operating procedures of the organization, tender system etc.

Interaction with employees - Dispirited employees of the organization - The dispirited employees were the most difficult lot who had to be motivated. As once said by the Hon'ble Chief Minister that “I always had faith in the organization... I know the Engineers are also very good; it is just that they are given an opportunity. When given a chance and an opportunity was given to them they have converted the organization into a success story.” This aptly sums up the end result of interaction with the employees, some of them poured their heart out during interactions with seniors and this helped a lot in devising a strategy on this front.

Field Visits - The technical staff and engineers were reluctant to go on field visits due to several reasons, some real and some concocted. It was difficult for anybody to make field visits as some of the locations were so remote and inaccessible that it was difficult for anybody to visit. The lack of proper transport added to the woes. Hence there was reluctance on part of the Engineers to go for field visits. A decision was taken to provide Engineers up to the Project Engineer level with vehicles so that they could frequently make field visits even to the most far flung areas. This ensured regular inspection of projects, monitoring of quality as well as timely execution of projects.
Consultant Engineers - The services of a lot of consultant engineers were used as there was an acute dearth of trained manpower within the organization. A large number of projects were to be completed and this necessitated using consultant engineers in larger numbers. The consultants were hired for the purpose of preparing DPR, design, supervision etc.

Study of working of successful organisations - In the then situation of Bihar it was difficult to find any organisations/ corporations worth emulating. It was an opportunity to look ahead and towards other states and countries. Brain wracking on successful models which were studied in detail and conducive remodeling was done for local purposes. Many processes that were unheard of were introduced into the system.

Revival of Board of Directors - A 1991 batch IAS officer, was posted as Chairman of Bihar Rajya Pul Nirman Nigam Limited in April 2006, a post which was previously occupied by politicians.

Based on the feedback two immediate steps initiated were (i) withdrawal of liquidation petition, (ii) revival of the Board of Directors. Board of Directors was revived and newer members appointed. The board looked more complete with representatives from Politics to Industries making their representation.
Strategies adopted for revival – Multi-pronged approach

The strategies were centered on the premise; Financial Management, Human Resource Management and Improving the Organizational Procedures

**FINANCIAL/ FISCAL MANAGEMENT**

Fixation of Centage – The biggest hurdle in providing sustainability to BRPNN was source of funds. The previous experience was a lesson that any money sanctioned by the government actually was spent on salaries leaving a very small chunk or no money for the projects. The state government took a deliberate step via a cabinet decision that a fixed centage (% age of project cost) on all the work done by the corporation would be paid to the corporation as remuneration. The cost of the project done by the corporation for any "other" organization would be Cost of the Work + Centage charges. This worked well for the corporation – more the number of projects completed more the profitability of the organization. This added spurs to the construction process.

Introduction of Computerised Accounting – The accounting procedures as in most other department was done manually. It was years when the last reconciliation had been done. The whole system was in a mess, manual reconciliations coming from far flung divisions being very difficult to resolve. There was no data available on the financial health of the organization. A computerized accounting system was introduced and the whole process of accounting from retrospective effect and the current accounts were computerized.
HUMAN RESOURCE MANAGEMENT – OUTSOURCING

The dearth of skilled manpower was a major hurdle in execution of projects. The lots of engineers were not exposed to the newer technology/techniques in the field of bridge constructions.

ENGINEERING

Adoption of SBD based Contract approach – The next step was adoption of Standard Bidding Document.

Technical Support from Professional Consultants - This was an important step, as there was an acute shortage of manpower within the organization. Professional Consultants were mostly used for preparation of preparation of DPR (Detailed Project Report). Professional Consultants were also used for other projects where there was less exposure of the engineers. Since there was a plethora of projects which needed urgent attention hence technical support from professional consultants proved to be immensely useful.

Human Resource Management - Employees and workers had seen the worse off times during their tenure at Bihar Rajya Pul Nirman Nigam Limited. It had left them a harried and dejected lot. There was apprehension in every step that the management initiated. The toughest job was to instill a sense of confidence into the employees. The transfer, postings, promotions, pays parity all was in disarray. A complete overhaul of the system was done through proper human resource management techniques.

This instilled faith in the working of the management. The same dejected lot of engineers and employees became a vibrant team willing to take up any challenges. It came out true in the results that Bihar Rajya Pul Nirman Nigam has achieved.

Deputation of Young Assistant Engineers - The large number of projects that was entrusted to Pul Nigam in turn resulted in an acute shortage of manpower especially Assistant Engineers. Assistant Engineers were the people who actually got the work done at the project site, as the Executive Engineers (called Senior Project Engineers) were in-charge of the entire division and were not able to concentrate on any particular project. Hence a large number of Assistant Engineers (called Project Engineers) were deputed in BRPNN. The young and efficient Assistant Engineers provided wonderful monitoring skills and a success of a lot of projects can be attributed to them. They were young receptive and aware about newer technologies being practiced in the field.
Structural Design work outsourced - The government entrusted BRPNN with projects worth Rs.1150 crores almost 540 bridges. The timeline for completion of the project was three years. There was already an acute shortage of manpower coupled with that the structural design work was a time taking work. It was decided to outsource the structural and design work to consultants who were experts of the field. Once the designs and DPR was complete the vetting of these designs were done by IIT’s and NIT’s. This ensured that the engineers were completely relieved of the design work and had to concentrate on just the quality of the work and timely completion of the project.

Introduction of Supervisory Consultants - The monitoring and supervision of the work was the duty of the concerned team of SPE, PE, JE and others. However to ensure that the quality of the work did not suffer and there was constant supervision by Supervisory Consultants who were appointed to oversee the work being done on the project. The idea behind this was that these consultants being third party to the project would put an end to any unfair practice on work site, understand and suggest changes in the work style; keep a hawk eye on the quality at different stages of the project. This step proved to be extremely successful and ensured good quality and timely completion of projects.
Procedure for registration of Contractors simplified - The work culture in Bihar had taken a severe toll before 2005 as there was an acute shortage of work. A lot of contractors had either migrated or did not have enough credentials to match the work requirements. The whole registration process was simplified; in fact the registration process in some cases took less than a day's time. Once the contractors were registered, they were entrusted with jobs as per their profile.

Once the work started, it slowly added to the profile of the contractors and there was capacity building among the contractors. This helped in a large number of projects being completed through local contractors who were incapacitated due to dearth of work.

Up gradation and renovation of Quality Control Laboratory - Quality Control Laboratory at the headquarters was severely depleted of modern quality control tools. There was an acute need to upgrade the facility at QC Lab. Newer machine tools were added at the headquarter level and simultaneously the quality control labs at the division levels were also upgraded so that the quality checks could be done at the division level. This ensured that there were several tiers of quality check that was put on the work being executed by BRPNN. The constant monitoring was done by the Engineers, Supervisory consultants doing regular checks at the work site and the quality checks at the QC Labs. There was complete transparency and work quality did not get compromised at any point.

Third Party Quality Check - Third Party Quality check was introduced on major bridge projects. The third party quality check acted as a check on the quality of the construction of the bridge. The representative from the third party quality check was present on all major occasions of the construction activity. This also proved to be deterrent for the construction company to use any inferior construction material and technique.

Outsourcing of Technologies - A lot of work was being done by the organization. It was difficult to adopt newer technologies all by itself. Hence a deliberate effort was made to outsource certain technologies. The development and adaptation part was done by the vendor while the functional part was adopted for the use of Engineers and employees. A perfect example was Hierarchal Map showing location of bridges, digitization of all the old drawings of Nigam which were getting soiled.

Transformation of work culture - A herculean task to achieve, this is one example of how sustained efforts can change the work culture in an organization. Things started with celebrations of major festivals of all religions together within the campus of the organization.
Nigam Nite was one occasion when officers and their family members got together to celebrate the ensuing Christmas and New Year together. This created an unique bonding a sense of camaraderie amongst them. A few more steps initiated to achieving change in work culture are as enlisted below:-

**BIRTHDAY GREETINGS** - A small issue like a greeting on employees made them feel special and wanted.

**TRAINING PROGRAMMES FOR SKILL UP GRADATION** - A major issue among employees was lack of skill, if at all there was skill then there was lack of adaptability to the situation. Simple things like understanding of computers were not there among them. Regular training programmes were conducted for skill up gradation on different aspects.

**MANDATORY ANNUAL HEALTH CHECK-UP** - Health plays an important role in the health of an organisation. A system of health check-up was introduced and the employees were provided with health card. The employees were advised to get regular health check-up done and submit the health card. A majority of the employees were suffering from some very grave illnesses that needed urgent attention.

**COMMUNITY LUNCHES** - “Bada Khana” as the community lunch was called was an occasion when all the employees had lunch together. This led to intermingling and improved camaraderie among the employees.

**ON-CAMPUS CELEBRATION OF MAJOR FESTIVALS** - All the major festivals of all religions were celebrated on campus. Whether it was Id-ul-Zoha, Holi, Diwali, Christmas all were celebrated with the same gaiety within the campus.

**REGULAR BRAINSTORMING SESSIONS** - Brainstorming sessions within the organization and with experts visiting BRPNN was a regular feature. The impact was that certain nagging problems were solved with consummate ease.

**STATE-OF-THE-ART FITNESS FACILITY** - Healthy, Wealthy and wise; this was one of the most visited places after office hours. This developed consciousness about health among the employees.
YOGA CAMPS, ART OF LIVING SESSIONS -
Yoga Camps and Art of living sessions were attended by all with great enthusiasm.

Performance based incentive Scheme was in the form of

PAID VACATIONS TO FOREIGN DESTINATIONS - You perform well and get the project completed within stipulated time and get a vacation to a foreign destination. This was actually implemented and quite few were sent on foreign sojourns.

INCENTIVE BONUS SCHEME -

IMPROVING THE ORGANIZATIONAL PROCEDURES - PROCUREMENT

INTRODUCTION OF STANDARD BIDDING DOCUMENT (SBD) – INCENTIVE FOR EARLY COMPLETION

The introduction of SBD was a revolutionary step and a number of components were added which were the standard norms in infrastructure sector. A system of reward and punishment was also an important component. If somebody finishes project within time he gets incentive and likewise. The other aspects were streamlined and added to make it more versatile and universal in nature.

TENDERING PROJECTS ON TURNKEY BASIS -
A lot of projects were being undertaken and the process of preparation of DPR was a time taking procedure and since the organization did not have in-house strength for designing, the projects were tendered on a turnkey basis so that new designs and technologies could be introduced. Further any shortcoming in the design was the responsibility of the executing company. This not only saved time but new designs and technologies were introduced into the system.

E -TENDERING - The lack of transparency was a contentious factor in any tendering process. They were laid to rest the vested interests who became active the moment any major tender was to take place. E-tendering was a versatile and transparent system which dealt with a major problem which had deep roots into the system. Though the system was new for the people it was well accepted.
Chapter 6

Innovations

The salaries of employees were irregular and far between, it was always a wait for the funds to come from government side. To overcome the problem of paying salaries to its employees, improve the financial health and make it self-sustainable the fixation of "percentage" charge was approved by the State cabinet. "Percentage" meant that a fixed %age of the project would be built into the project cost. This ensured that for every work which the Corporation did, it would get a fixed amount in form of service charge.

BRPNN embarked on a journey wherein a two pronged strategy was adopted – to complete all pending bridges and to bag new work order.

In April 2006 there were as many as 10 major bridges which were under construction for last 15 years or more. Notwithstanding the paucity of engineers, the right person was selected for the right place and in some cases new divisions were created without any extra burden on establishment cost. As part of the motivational strategies, the engineers were provided with outsourced vehicle, GPRS enabled mobile phones and plenty of administrative freedom. As part of incentive the best reward was kept for those engineers who were to perform and deliver in the form of completing the pending bridges in a record time. This reward was in shape of paid vacation to foreign destination, an unheard of inducement in a Govt. office. The measures introduced by BRPNN were reciprocated by enthusiastic engineers – all the pending bridges were completed by December 2008.

Coming to the new projects, a beginning was made when the State Govt. awarded a Rs. 1150 Crores contract under Mukhya Mantri Setu Nirman Yojana, giving a new lease of life to the ailing Corporation. New project meant DPR preparation, quick tender, supervision etc. As a deliberate strategy all these works were outsourced. In procurement Standard Bidding Document was introduced and schemes were taken up on turnkey basis through e-tendering. Since there was limited capacity of contractors therefore the process of registration was simplified and instead of three months registration was to be done within 24 hours. To ensure quality, the outdated quality laboratory of Headquarter was modernized with latest equipment's and third party quality check was introduced.

To ensure timely and speedy execution of projects the Chairman and other senior officials regularly inspected the sites. The field engineers were given GPRS enabled mobile phones with installed software called Mobile Inspector. Due to this facility the report along with photograph of the actual work at site was accessed at the Headquarter level in the form of real time email report.

Over the period of time online monitoring system was installed at the Headquarters and officers till the rank of Assistant Engineers were provided with Laptops. BRPNN became the first organization to use VPN connectivity in mobile phones and also in installing WI-FI connectivity in headquarters. Monthly review meetings were conducted with respective engineers in presence of contractors and third party quality consultants to thrash out any contentious issues and quick decisions were given.

Knowing the importance of positive reinforcement Chairman opted for an out of the box solution – the Corporation became the
first Bihar Govt. enterprise which roped in professional motivators to pep talk the dispirited engineers. To promote "we feeling" community lunches were regularly organized in which Chairman participated along with celebration of all major festivals. Regular yoga camps, art of living sessions were conducted for the employees. Incentives, akin to the ones given in corporate India, were introduced. Mandatory annual health check-up for the employees was introduced for which the payment was made by the Corporation.

Some other strategies included brain storming sessions with employees at regular intervals. To ensure adherence to the target of completion, all levers of motivations were pulled – advancement, recognition, fear and anger. Knowing the fact that it is very-very difficult to change the attitude and behaviour of the employees, a deliberate and conscious effort was towards creation of conditions for the transformation.

The concept of foundation day (11th June), Nigam Nite (24th December), sending birth day wishes to employees, setting up of State of the Art gymnasium (First again in Bihar) were some of the steps which promoted team spirit and team work. Over a period of time BRPNN became ISO 9001 and ISO 14001 certified company with over riding commitment to completion on time and quality.

On June 12th 2008 the Chief Minister inaugurated 140 bridges built by BRPNN across the State at one go. This was an indication of the transformation which was beginning to happen in the organization. B.R.P.N.N.L, which had completed 314 bridges during the first 30 years of it’s inception, has managed to successfully execute 1200 bridges in last 7 and half years. Presently BRPNN is constructing bridges worth Rs. 5000 Crores and has posted a profit of Rs.65 Crores and more in the last fiscal year. As part of its Social Corporate Responsibility it has contributed Rs.65 Crores to the Chief Minister’s Relief Fund.

Currently, the corporation has ventured into new sectors like roads and building construction, irrigation projects, event management, besides undertaking beautification projects in the State capital, the most notable being the Patna Roads Project. The loss making corporation has come out of debt to a condition of abundance due to the sheer diligence of the team, the support from the Government and the confidence that the people of the State have in the organization. By completing projects in record time the BRPNN is not only building bridges but also bridging the gap between Bihar and prosperity.

Building bridges of confidence
Chapter 7

Benefits from the innovations

Benefits from innovations are not calculable in terms of figures and numbers. The innovations led to a transformation which finally bore results which have taken Bihar Rajya Pul Nirman Nigam thus far. The benefits has not only been on the internal functioning of the organization but it has changed the perception about how the well the organisations functions. This is the reason for diversification that one has seen in the organization’s functioning.

Bihar Rajya Pul Nirman has handled diverse projects and has been successful in implementing it. These projects were not within the domain of engineers handling bridge projects day in and day out. But what changed the whole approach was the project management approach, the team work and “we feeling”. When all these innovations churned together brought out glaringly successful completion of projects.
An anecdote would amply make it clear. An irrigation weir project was pending for almost 4-5 years and despite all efforts was not getting completed causing huge loss of life and property in the area. This project was given as a challenge to BRPNN. The challenge was even more difficult to implement as it was election time combined with the Holi festival. The movement of material was severely hampered due to paucity of trucks. Had the project not been completed within 90 days then all material and construction would go to waste as the floods would wash away everything in the ensuing month of monsoon. It was a race against time. BRPNN was successful in completing the project within the stipulated 90 days. This is not an isolated example, examples galore about different projects being completed within time and with quality despite extremely challenging conditions.
Impact of Reforms

The impact of the reforms has been both social and physical. The impact of reforms can be seen on a number of aspects. But the physical impacts can be quantified and numbers can be attributed to it. So the physical impacts are being referred to below.

![Number of Bridges Constructed](chart1)

Number of bridges alone are an indicator to the success of the reforms initiated. Bihar Rajya Pul Nirman Nigam had constructed 340 bridges in the last 30 years and within a span of 7 years it has constructed more than 1200 bridges.

![Impact of Reforms](chart2)

Improvement in measurable indicators (All Value Rs. (crore))
From a humble turnover of Rs.42.62 crores in 2004-2005, BRPNN has achieved of Rs.188.69 crores in 2012-13. It speaks volumes for its sustained and continuous march ahead. Close assessment of the turnover is done it is seen that the turnover has grown exponentially. It is also a pointer to the self-sufficiency that it has achieved in these years.

In the year 2005 when the present incumbent government took over BRPNN with accumulated losses of Rs.17 crores. This was when the government decided to revive the organization. It has been a remarkable achievement for the organization that after covering up the losses of Rs.17 crores it has arrived at a profit of Rs.188.69 crores.

All figures are indicator of the gradual strength the organization has attained in the few years. Figures also point to a fact that its core strength coupled with long term sustainability has improved. Robust figures in terms of Net Fixed Assets clearly point to...
Bihar Rajya Pul Nirman Nigam Limited has touched many lives with its CSR activities. A few activities sure need mention to highlight the quantum of the impact.

◊ **CONTRIBUTION OF Rs.65 CRORES TOWARDS CM RELIEF FUND**: A cumulative amount of Rs.65 Crores has been given as contribution from BRPNNL to CM Relief Fund during the last 7 years.

◊ **ADOPTION OF TEN ORPHAN CHILDREN FROM NISHANT BAL GRIHA FOR EDUCATING THEM TILL THEIR ADULTHOOD**: Ten orphan girls from government orphanage, Nishant Bal Griha have been adopted by the organization. The organization has taken up the responsibility for educating them in an English Medium School till they achieve adulthood. Some of the girls are doing very well in their studies. All the girls attend all the functions which take place in BRPNN headquarters. They have almost become part of the extended BRPNN Family.

◊ **SETTING UP OF 9 INFORMATION KIOSKS FOR LOKSABHA ELECTIONS**: A common refrain among voters was finding out the details of their constituency. It provided 9 Information Kiosks which were placed at strategic locations so that it would become easy for the voters to get information before going for voting.

◊ **ASSISTANCE TO HANDICAPPED STUDENTS**

◊ **ASSISTANCE IN ENVIRONMENTAL CAMPAIGN**

◊ **SUPPLY OF WHEELCHAIRS & STRETCHER TROLLEYS TO IGIMS**

◊ **BLOOD DONATION CAMPS**
Impact Assessment Done

The endeavors of BRPNNL have proved to be a boon to the people specially living in rural Bihar. The connectivity in rural Bihar has by and large become hassle free. The bridges have paved the way to better livelihood to common people of Bihar. Apart from this it has impacted almost every walk of life.

The construction of bridges replaced the boat or some country made (jugad) to better mode of transport like jeeps, small buses etc. This has not only effected easy mobility but it also saves time, energy and money.

The true impact of the bridges constructed especially in the extremist affected and unconnected areas has been truly noteworthy. The general law and order situation has seen improvement as well as the access to the difficult terrains has also become easy for police force in tackling the extremist menace.

Seeing children walk down the bridges and girls on cycles and in school dresses; this truly is an impressive sight in the rural areas of Bihar. Education has dramatically improved in areas which till now had remained "un-bridged". There has been rise in enrolment and reduction in drop outs in schools.

Health facilities across the river could not be utilised earlier because of lack of a bridge. Access to health facilities has become easy and mobility of patients for better medical treatment has also become easy. In earlier times many a deaths occurred because of pregnant ladies not reaching medical facilities across the river due to lack of connectivity. This has seen a dramatic fall in both maternal and infant mortality.

The agricultural inputs reach the farmers in time. This has impacted in better agriculture production in several areas of the State. The farmers now find a better market for their produce. This has put an end to the intermediaries eating into the profits of the farmers and fetching a better price for their produce - bringing prosperity in the agricultural sector.

It is now easy for government to deliver schemes meant for the poor; the beneficiaries can also access the facilities and schemes meant for them.

The social impact of constructing so many bridges is no less. An anecdote amply reflects this. In a remote village of Darbhanga people went unmarried because the village remained inaccessible throughout the year. Now the bridges constructed and being constructed has acted as a bridge between hearts. The bridges are bridges of hope, prosperity - bridges of confidence.

Building bridges of confidence
Chapter 11

Possibilities of Replication

The use of GPS enabled mobile handsets with mobile inspector software has evoked interest of other departments within the state. In fact this technology was used extensively (River Kosi Floods 2008) to get regular feedbacks about the relief camps setup during Kosi disaster of 2008. Some states like Orissa, Jharkhand, Madhya Pradesh, Himachal Pradesh, Maharashtra have expressed their desire in adopting this technology. NHAI is also seriously contemplating the use of this software in monitoring of their ongoing schemes.

It is just not a matter of replication of any innovative practice which can be handpicked and replicated but combined with prevailing situation and requirements in the organization can be implemented with minor changes to suit individual requirements.

Good things are replicated like any good trend. Likewise in an open domain trends which suit an organization is adopted automatically without it being imposed upon them.

Any clinical strategy that has "humans" at the centre is bound to give positive results and therefore the possibilities of replication of BRPNNL model are very promising in PSU's of the country. Some of the practices may already be in vogue but combined with some more would end up giving better results. Hence there is no common formula which would give success but a combination decided based on the individual sensibilities would definitely prove to be successful if replicated properly.
Factors contributing to the success

The measures/innovations adopted are based on some defined principles.

1. Instead of dilly-dallying on matters a conscious effort was put in to act and that too with a sense of urgency - "Constructive Impatience" was the guiding principle in decision making at every level.

2. In infrastructure projects efforts have to be made to check the cost over-run and simultaneously the thrust on quality has to be reiterated. Hence, there was overriding commitment to timely completion while maintaining the quality of work. The culmination of this was the organization being awarded ISO 9001 & ISO 14001 Certification.

3. Group dynamics and teamwork is very critical and crucial in any organisation. To inculcate "we feeling" all possible measures were undertaken to create a sense of belonging to the organization among the employees.

4. The "we feeling" would not have the desired impact if the management is not sensitive to the needs of the employees. The needs could range from very simplistic request of a leave or a solution to an everyday problem in the workplace. If handled sensitively goes a long way in getting the commitment of the work force.

5. Pull all levers of motivation. If the organization has to grow all levers of
motivations have to be pulled. Motivation for different people can be different. For some it can be monetary advancement, for some it may be a longing for recognition. But if all else fails some are pushed by fear and anger to do their work.

6. **Strategic Clarity** - “If you don’t know where you are going, any road will get you there”. Defined goals should be created for all to follow. There should be clarity on the goal that has to be achieved ways and means can be adjusted with passing time and requirements till the time one is able to achieve that goal.

7. **Creation of a brand** - हम विश्वास का सेतु बनाते हैं... Creation of brand is nothing but creation of a unique identity for the organization. A Tata brand needs no recognition, similarly an identity the tag line became the identity for the organization.

8. **Changing the work culture** - very difficult to achieve but with concerted effort this happens gradually. People have to be brought out of their comfort zone for achieving better results.

9. One important aspect is that **efforts made have to be multi-pronged and multi-lateral**. There should be contingencies ready while making the plan. This ensures that even the smallest of failures are well covered.

10. There has to be a **support mechanism ready**. A sense should pervade within the employees that some leader is behind them, to support them in any difficult time, this helps in developing confidence among the employees, who are willing to put in all efforts for the success of the project. This also helped in developing confidence among the employees who were willing to take quick decisions on any problem.
SYNOPSIS

Bihar Rajya Pul Nirman Nigam Ltd was floundering and liquidation petition had been filed with the High Court. The new government and a new leadership for BRPNN saw change in its fortunes. It was multi-pronged and multi-dimensional approach that helped its turnaround. Things started with the withdrawal of liquidation petition, studying the working of successful organizations. Study was undertaken to ponder over the problems facing the organization. Regular interaction with employees helped to understand the problems at the field level. Field visits, hiring consultant engineers, revival of board of directors helped.

Government stepped in with a scheme to bridge the “un-bridged” gaps in the state and “Mukyamantri Setu Nirman Yojana” was started. Provision of “centage” charges was made for all the projects. This ensured steady flow of revenue.

BRPNN handling a large number of projects required human resource and this was outsourced. Further changes took place in the working of BRPNN with introduction of Standard Bidding Document (SBD), incentive for early completion, tendering projects on turnkey basis, e-tendering, technical support from professional consultants, deputation of young Assistant Engineers,
structural design work being outsourced, introduction of supervisory consultants, procedure for registration of contractors was simplified.

Project implementation approach also saw a sea change with upgradation and renovation of quality control (QC) lab, third party quality check, and regular field inspections. saw improvement in implementation of projects. Third party quality check, monthly review meetings with engineers & contractors helped in understanding pending issues and adherence to work schedules.

{Important step taken was the transformation of work culture.}

Performance-based incentive scheme, paid vacations to foreign destinations, incentive bonus scheme, state-of-the-art fitness facility at headquarter campus, yoga camps, art of living sessions, birthday greetings, training programmes for skill upgradation, mandatory annual health check-up, community lunches, on-campus celebration of major festivals, regular brainstorming sessions helped in developing a sense of belonging "we feeling among the employees.

Concerted effort on all fronts led to the turnaround of Bihar Rajya Pul Nirman Nigam Limited.