



My dear colleagues

1. At the outset, on assuming the office of Director General CPWD, I convey my heartiest thanks and best wishes to entire CPWD fraternity. With utmost humility, I would attribute this accomplishment to the grace of God and well wishes of all of you.
2. CPWD in a span over 156 years has grown into a large professional organization which has developed expertise in all facets of built environment. Our Department has been able to maintain itself in a robust state of health and continue to contribute to the development of the Nation in a very significant manner. The stupendous growth achieved by the Department and the modern marvels that have been created and are being created all across the length and breadth of the country are the standing proof of our technical excellence, dedication and high caliber of our officers and staff.
3. Following the tradition of my predecessors, I would also avail this occasion to share my views, vision and commitment about the Department. As head of the Department, I shall discharge the responsibilities of the highest post of the Department to the

best of my ability and capacity and it shall be my endeavor to ensure that all round growth of CPWD is given a further boost.

4. As we know that we are in the forefront in developing infrastructure in Delhi and across the country. The strength of CPWD has been its country wide presence, ability to undertake construction works even in difficult and remote areas and established systems and procedures being used for execution of the works, which have stood the test of time. The Engineers and Architects of CPWD have always risen to challenges and earned kudos for successfully completing the works assigned to us even in far flung and remote areas. The successful completion of Tsunami Rehabilitation Project and Common Wealth Games Project in recent past is a testimony to sound planning, design and execution of works for which CPWD is recognised.
  
5. Although there are a number of positive attributes of our Department but at the same time, we cannot gloss over the fact that CPWD at present is at cross roads. The one time position of CPWD being the only Construction Agency for Central Government works does not exist any more. GFR provisions have now been modified and as per the latest provisions, Central Government Ministries / Departments at their discretion can assign the works of any value to any Government organization and Public Undertaking under Central / State Government and also to well reputed and technically competent

organizations other than Public Works Organizations. A plethora of construction agencies have come up to compete with the CPWD due to modifications in the GFR. This coupled with scarce budget availability has created a peculiar situation not faced by the Department earlier.

Radical changes in the external economic environment, increasing customer demands and newer forms of financing of public works make it necessary for CPWD to evolve a role for itself in the emerging scenario. Under the present scenario, where Government budgeting is scarce and scope for public works is enormous, we have to diversify and take up projects in Public – Private – Partnership mode so that CPWD's success in execution of projects is maintained irrespective of funding route. Executing works on PPP mode figures in the Mission Statement of CPWD and greater emphasis has to be laid on it for maintaining steady growth of workload without depending on budgetary support. Recently a committee was set up for this purpose under my chairmanship and CSO unit of CPWD has been authorized for taking up projects on PPP mode.

6. We are moving forward in the field of construction through mechanization by using state-of-art technologies and by developing innovative techniques, but for efficient and prompt execution of work, important thing is coordination and cooperation amongst officers of the disciplines, be it Civil, Electrical, Architecture or Horticulture. I would urge officers and staff of all disciplines to work in cohesive manner and with mutual coordination and corporation, so that, there are no

hindrances and works are completed well in time and are translated into higher client satisfaction.

7. I am also aware that the performance of the Department can not improve unless officers of all services at all levels are adequately motivated and work with cohesiveness, team spirit, improved work culture and fraternity. For achieving such work culture, the conflicts of interests amongst various classes and cadres needs to be sorted out by finding best possible solutions and by improving the career prospects of all categories of officers and staff at all levels. I shall pay special attention to it.
8. We have to strive for professional excellence, greater transparency and high ethical standards so that we are recognized as a efficient and helpful service organization manned by proficient functionaries who love to serve with attitude of service and dedication. Impetus is also to be given on a transparent governance system so that stakeholders can assess the organization from what they experience and not from what the organization narrates about itself. To fulfill this objective, our thrust should be on total e-governance in CPWD. We are already engaged in reform process to achieve total e-governance in CPWD. I shall ensure that e-governance in CPWD is implemented in earliest possible time.
9. Improvement in the functioning of the Department shall be my one of the highest priority. Action has been taken in the past for improving the functioning and shall continuously be done in the

future too. I would request all officers and staff to become a part of the reform process by way of their participation and contribution. I would invite each and every one to send his/her valued inputs/ suggestions, which can be examined by a committee and then implemented.

10. I would also impress upon all officers of CPWD to set well defined achievable goals and work in time bound manner to achieve our vision i.e. "Excellence in Public Works". These goals can be in the field of completion of the projects, e-governance of the CPWD, improvement in maintenance services, designing of proper and relevant training courses and more importantly, resolution of the problems of various cadres of CPWD, etc.

11. The task before us is to continue the growth of the Department. 'Perform or perish' & 'work is worship' is the only mantra and we have no option but to strive together to bring our Department to a greater height. I would appeal all to serve the organization with best of their abilities, heart and soul, so that CPWD remains a premier construction agency. I am confident that with the combined efforts of officers and staff, we shall excel in our performance in the service to our beloved country.

12. Lastly, concluding with the maxim that "Knowing is not enough; we must apply , Willing is not enough; we must do " I

once again convey my best wishes and greetings to entire CPWD fraternity. Happy New Year 2011.

Jai-Hind !

(Chandra Shekhar Prasad)  
Director General CPWD