

RECOMMENDATIONS

- *Before taking up a programme like PMGSY with All India coverage requiring huge funding and full participation by the States, the targets to be achieved need to be firmed up and the funding requirements assessed realistically in order to give the programme a realistic chance of succeeding and delivering the expected outcome.*
- *The Ministry may now firm up the targets to be achieved on the basis of funds that can actually be provided and utilized for the remaining years besides striving to mobilise the required funds through all possible means.*
- *The Ministry may in coordination with the state governments ensure that all instances of diversion, idling of funds, short or delayed releases are reviewed critically and the programme monitored closely so that these did not recur.*
- *The States should be advised to support the project proposals with the correct and relevant documents in support of the availability of land and clearance from the forest and the railway authorities instead on relying merely on certificates which were only general in nature.*
- *The States should be advised to take prompt action against the contractors where the work was behind schedule and also in cases of inadmissible payment of lead charges and tender premiums so as to improve the pace of implementation of the works in progress and ensure efficient fund utilization.*
- *The system of independent quality assurance should be reinforced by involving independent research and educational institutes which have adequate testing facilities to act as State Quality Monitors and National Quality Monitors instead of entrusting the work to individuals so as to enhance the quality of the delivery system and ensure the accountability of the agencies. In the meantime, quality inspection by National Level Monitors could include some percentage of laboratory testing of material.*
- *The Ministry may issue suitable directives/guidelines to state agencies to pay greater attention to the preparation of Detailed Project Report (DPR) and ensure compliance with the directives already issued. The Ministry should periodically review the extent of checks exercised by the National Rural Road*

Development Agency on the DPR as per the latest provisions made in the operational manual.

- *The Ministry should persuade the States to make suitable provision for maintenance budgets for roads completed under phases I and II so that funds invested in the programme did not go waste with deterioration of roads.*
- *The deficiencies in the software of the Online Monitoring and Management System (OMMS) may be removed on priority by evolving practicable action plan which should include providing adequate training to the users in the States. The accounting module of OMMS may be urgently improved so that it would be an additional tool for the Ministry and the States to strengthen the financial management of the programme.*