

PREFACE

A reference is invited to the prefatory remarks in Report No. (CA 9) of 2008 – Union Government (Commercial) of the Comptroller and Auditor General of India where a mention has been made that reviews of the performance of Companies/Corporations by the Comptroller and Auditor General of India (CAG) are contained in separate audit reports including stand alone performance audit reports.

The Audit Board mechanism was restructured during 2005-06 under the supervision and control of the CAG. The Board, which is permanent in nature, is chaired by the Deputy Comptroller and Auditor General (Commercial) and consists of senior officers of the CAG office. Two technical experts are inducted as special invitees, if necessary. The Board approves the topics recommended for performance audit. It also approves the guidelines, audit objectives, criteria and methodology for conducting major performance audits. The Board finalises the stand alone performance audit reports after discussions with the representatives of the Ministry and Management.

This stand alone Report reviewed the performance of Public Private Partnership in the implementation of Road projects by National Highways Authority of India. The Report was finalised by the Audit Board with the assistance of Shri Krishan Kumar, retired Director General, Central Public Works Department and Shri U.K. Guru Vittal, Scientist, Central Road Research Institute, the two technical experts appointed by the Government of India (the Ministry of Shipping, Road Transport and Highways) as special invitees.

This Report as set out in the succeeding chapters is based on test-check of records of the Corporate office as well as four Build, Operate and Transfer-Toll and four Build, Operate and Transfer-Annuity projects and the discussions held with the Management of National Highways Authority of India and the administrative Ministry. The selection of the projects was on the basis of quantum of expenditure and stage of completion.

The cases mentioned in the Report are among those which came to notice in the course of audit conducted during the period October 2006 to April 2007.