

RECOMMENDATIONS

1. *There is a need to develop a suitable mechanism at the national level for projects of this nature so that accountability issues are not placed at unreasonable risk in the interests of expediency.*
2. *Considering the importance of the Board of Directors (BOD) in the unique administrative structure, the Government of India may take a lead and work out an arrangement with the Government of National Capital Territory of Delhi for appointing independent Directors on the BOD of the company.*
3. *The company should prepare a formal Corporate Plan to chart out its goals and strategies for the achievement of business development, diversification, technology upgradation, marketing and customer satisfaction. The company should adopt the guidelines of the Department of Public Enterprises, the Department of Economic Affairs and the Central Vigilance Commission to strengthen corporate governance*
4. *The company should generate and sustain ridership by utilising the surplus capacity available during off-peak hours and through measures that provide and offer better facilities to commuters.*
5. *The Government of India needs to analyse reasons for and effects of non-achievement of the objectives of adopting the broad gauge as envisaged by the Group of Ministers in August 2000. The company needs to document all factors which were involved in deciding on the broad gauge so that pros and cons of adopting any gauge by future projects are adequately identified.*
6. *The company should consider installation of the Automatic Train Operation system on all lines to ensure safer operation of trains.*
7. *The company should carry out tests under standard conditions and take corrective action if coaches experience higher levels of noise. As premature cracks in wheels are linked with safety issues, the company should carry out in-depth analysis and work out a technical solution.*
8. *The company should create a knowledge database relating to inputs required for all its activities to facilitate decision making. To help develop a qualified technical human resource base, the company may like to partner institutions of higher learning.*
9. *The good practices adopted by the company for traffic management, safety and environment should be documented to enable their sharing and adoption by other or similar construction projects.*
10. *The company should formulate and manualise the procurement guidelines for each stage relating to pre-qualification, short listing of vendors, estimation, bids evaluation, award and execution of contracts.*
11. *In case it is possible to give a clear definition of inputs required from the consultants, appointment should be based on a system where the best bid is selected on the basis of both technical quality as well as financial cost.*

12. *The company should evolve a system of finalising the cost estimates before inviting financial bids to maintain transparency and to ensure reasonableness of the offers received.*
13. *The company needs to further strengthen its system of processing of bids to bring in more accountability, transparency and fairness*
14. *To enforce utilisation of indigenous material by a contractor, explicit penalty clause should be incorporated in the contract agreement to serve as an adequate deterrent to the contractor.*
15. *In order to keep records of test conducted, the company needs to lay down a preservation life for test reports. It also needs to evolve a mechanism for testing materials through accredited laboratories.*
16. *The company should clearly indicate the land needed for the project as well as the area demarcated for property development at each location while requisitioning land. Surplus land that cannot be used for the intended purpose, should be surrendered. Surplus revenue from property development activities of the Phase I should flow back to the Consolidated Fund of India.*