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Joint Secretary, MoRD
Director General, NRIDA



राष्ट्रीय ग्रामीण सड़क विकास एजेंसी
(ग्रामीण विकास मंत्रालय, भारत सरकार)

National Rural Roads Development Agency
(Ministry of Rural Development, Govt. of India)

5th Floor, 15-NBCC Tower, Bhikaji Cama Place, New Delhi-110 066

DO No.NRRDA-P017(11)/1/2020-Dir

Dated: 7th October 2020

Dear Madam/Sir,

It is observed that, some SRRDAs of the State Nodal Department are having serious capacity constraints in effective implementation of PMGSY. In order to ensure efficient and streamlined execution of works under PMGSY, various capacity enhancement and institutional strengthening measures have already been suggested in Operation Manual as well as in PMGSY-III guidelines as essential administrative and management requirements. Relevant extracts of PMGSY Operation Manual are enclosed for your ready reference.

2. SRRDAs and Programme Implementation Units (PIUs) may need strengthening as per functional requirements. These include adequacy of staff strength at SRRDA and PIU level as well as supporting officers such as State Quality Co-ordinator, IT Nodal Officer, Financial Controller, Nodal Officer (Procurement), Maintenance & Safety officer etc. for effective implementation of the programme. Besides, SRRDA should have well experienced professionals for design and execution of long span bridge works. Also, SRRDA should have a well-established second tier quality mechanism having adequate number of experienced SQMs to achieve the desired qualitative output. However, this needs strengthening in many of the implementing states.

3. Keeping this in view and to improve the implementation capacity in a sustainable and qualitative manner, I urge upon to all the States to look in to the matter of management and execution capacities of SRRDAs and PIUs. In order to review and assess the implementation capacity of the SRRDAs, it has been decided that this subject will be a part of agendas of Pre-EC and EC meetings. State Government/SRRDA will be requested to furnish inputs on following points pertaining to governance issues at SRRDA/ PIUs:-

- Governance related issues like staff strength at SRRDA and PIU level. Whether sufficient staff is available at SRRDA & PIUs corresponding to balance and anticipated work at hand, including roads under maintenance. What are the vacancies at SRRDA/ PIUs and how and when they would be filled? Availability of staff should be commensurate with works in hand and anticipated. The execution and management capacity in terms of staff and infrastructure should be explained and justified. If there are any deficiencies, then measures to ameliorate them should also be spelt out.



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- Strength of technical wing involved in preparation and scrutiny of DPRs. Whether sufficient manpower and expertise exists?
 - Capability for design and execution of bridge works and their supervision during construction.
 - Mechanism of SQM inspections and availability of dedicated expert staff at SRRDA to vet their reports. Whether strength of SQMs is adequate for carrying out required number of inspections as per guidelines, keeping in mind works in progress and new sanctions over the coming years. Separate SQMs should be empaneled for inspection of bridge works. How many staff have been deployed at SRRDA for support of SQC, to analyse the reports of NQMs & SQMs. How effective is the Quality Cell?
 - Forest / Land issues involved in current proposals or previous works in hand.
 - System of contracting: How many days SRRDA is taking in award of sanctioned works and what measures is it taking to reduce the time taken for various processes from the date of sanction to actual publishing of NIT, evaluation, award, agreement, and actual start of work on ground. The state must commit to specific timelines in Pre-EC and EC for these processes.
4. I shall be grateful for your kind personal intervention on the above.

With regards,

Yours sincerely,


7/10/2020
(Dr. Ashish Kumar Goel)

To

The Additional Chief Secretaries/ Principal Secretaries/ Secretaries in-charge of implementing PMGSY (All States/UTs).

Copy to

CEO/Engineer-in-Chief/Chief Engineers of SRRDAs (All States/UTs).

1. State Rural Roads Development Agency (SRRDA).

(As per Paras 2.2.5 to 2.2.10, Chapter-2 of Operation Manual)

SRRDA is responsible for Rural Roads Works Management, Contract Management, and Financial Management, Quality Management, Maintenance Management. A suggested set-up for the Agency is as under:

- The Chief Executive Officer of the Agency would need to be a Senior Officer of the Nodal/ Executing Department preferably with a presence in the State Secretariat hierarchy.
- Financial Controller, to oversee the operationalisation of the rural roads accounting system. SRRDA shall maintain centralized accounts, which will be accessed by the Programme Implementing Units (PIU). Financial Controller's primary responsibility is the enforcement of accounting standards and arranging the auditing thereof. The Financial Controller would need to be a professional with adequate knowledge and experience of Works Accounting
- Empowered Officer (distinct from the Financial Controller). The officer is responsible for operational management of the project funds and would need to be a senior officer (generally of the rank of Chief Engineer), familiar with Project Management of PMGSY.
- State IT Nodal officer is responsible to oversee the upkeep of the hardware and software as well as the IT training requirements of the personnel dealing with the PMGSY. The IT Nodal officer should have a background of statistical data computation for the sector, particularly computer based systems.
- State Quality Coordinator (SQC), a senior Engineer (not below the rank of Superintending Engineer) is responsible for satisfactory functioning of Quality Management mechanism within the State. This would also involve overseeing the follow up action on the reports of the NQMs.
- In addition, there will be a separate officer of at least Superintending Engineer level, responsible for Maintenance Management, Road Safety and Training.

2. Programme Implementation Unit (PIU).

(As per Para 2.3, Chapter-2 of Operation Manual)

PIUs are the basic units for project planning, execution and accounting. A PIU may consist of one or more Engineering Divisions, appropriately headed by an Executive Engineer or Superintending Engineer supported by the hierarchy of lower level engineers, such as Assistant Engineers, and Junior Engineers /Supervisors. All PIUs will be manned by competent technical personnel from amongst the available staff or through deputation from other similar departments. PIU should be adequately dedicated to PMGSY in terms of personnel deployment:

- Where the PMGSY workload in a Division is upto Rs 1 Crore, 1JE should be exclusively in charge. For Rs. 1-5 Crores, 1 AE/AEE should be exclusively in charge with supporting dedicated JEs, and where the work load is Rs 5 Crore or more an XEN/EE should be In-charge and the Division should be exclusively devoted to PMGSY work.

- The supervisory structure of the PIU should be adequately dovetailed with the departmental segments and PMGSY requirements. As such, adequate technical and financial powers need to be delegated to the XEN/EE and SE in terms of the Departmental Works Manual and Financial Code.

In view of the fact that maintenance of roads and road safety **(As per Para 6.4 of PMGSY-III guidelines)** are very important for the programme, a dedicated Assistant Engineer level officer should be a part of each PIU for taking care of planning and implementation of maintenance management and road safety requirements. The PIU engineers implementing PMGSY-III should be well versed with the quality assurance mechanism.