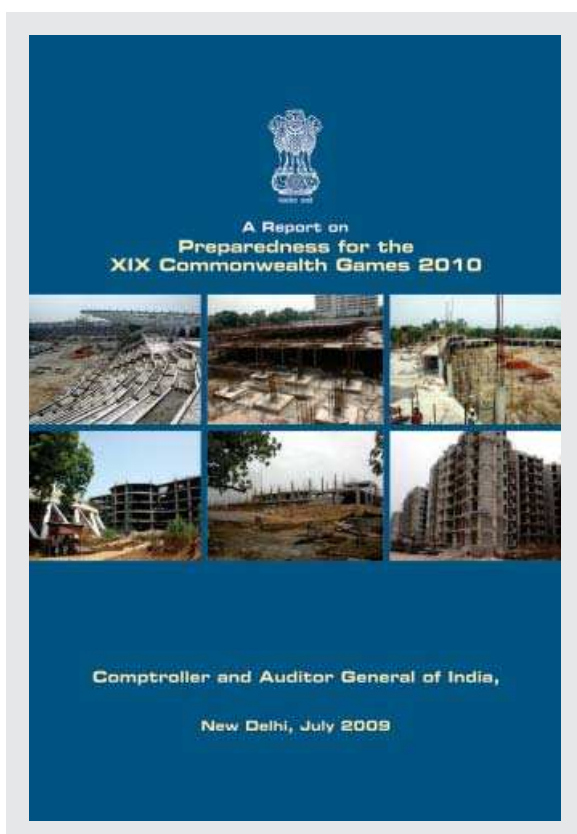


Study Report on 'Preparedness for the XIX Commonwealth Games 2010'

In July 2009, the Comptroller and Auditor General of India presented a Study Report to the Government of India on 'Preparedness for the XIX Commonwealth Games 2010'. The objective of the Study Report was to assess the progress of projects and preparedness of different agencies for organising the Games, and to identify significant risks that needed to be addressed.



The Study Report, which was the first of its kind produced by us, was intended to provide an aid to the Executive and the organisers in monitoring progress and in making mid-course corrections. It was

prepared to serve as a checklist and a ready reckoner to benchmark further progress towards preparing the infrastructure and in staging the Games.

For this Report, we conducted our field work between March and May 2009, and collected photographic evidence to record the status of construction as of 15 May and 1-2 July, 2009. Progress of works between May and July 2009 was also appropriately incorporated, based on available and verifiable information.

The main findings and recommendations of the Study Report were as follows:

- The scope for further delays and slippages in milestones no longer existed, given the immovable deadline of October 2010. In view of the complexity and multiplicity of activities and organisations involved and the progress till date, there was a need to rethink the governance model for the Games Project.
- While we witnessed renewed vigour and redoubled efforts by the agencies towards the close of our engagement, much time had been lost and it was imperative to move forward with the new-found sense of urgency, tempered by the realisation that crashing of timelines and bunching of decisions carried with it the heightened risk to transparency and accountability.

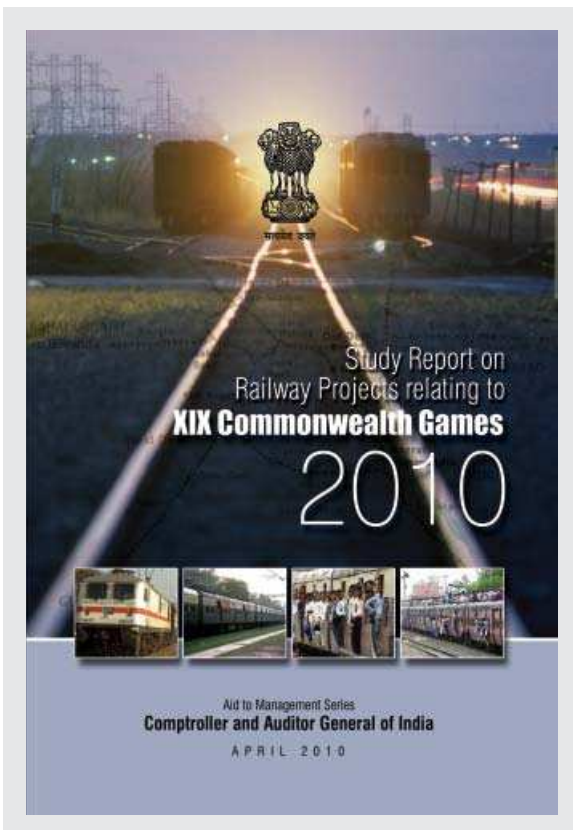
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- The OC should finalise the pending basic planning documents and operational plans immediately. Further, it should expedite approval of final venue designs and detailed specifications. Freezing all specifications (howsoever minor) in all respects for all projects and works should no longer be delayed.
- There was considerable scope for improvement in the documentation and filing systems within the OC.
- Attention should be focused on the games venues identified by us as medium risk and high risk. Even the revised deadlines for completion would be challenging, considering the poor progress of work till date.
- The Games Village Project had run into several hurdles and required close monitoring and oversight to ensure successful and timely completion. Further, the bunching of the latest schedules of activities from June 2010 onwards would, in our opinion, put substantial pressure on the administrative and monitoring resources of DDA to ensure timely completion, without compromises on cost or quality.
- Many of the bridge and flyover projects assessed by us as critical on account of their location were at high/ medium risk, due to slow progress; three such projects had been delinked from the Games Project. Failure to address these risks in time would lead to traffic overload on roads being managed through sub-optimal solutions like reduction, diversion and restriction of non-Games traffic;
- Although the Games project was envisaged as a revenue neutral project, given the state of documentation supporting the revenue generation estimates, we were unable to derive an assurance that the organisation of the Games would be revenue neutral (especially regarding the increased estimates of revenue).
- Considerable work remained to be done in key outsourcing arrangements for HDTV production and broadcasting and related areas. Also, OC had not developed a comprehensive legacy plan for the overall legacy and long-term impact of the Games.

The Executive Summary of the Study Report is appended as **Annexe-2.1**.

We found that the draft audit report on preparedness for the Games was reviewed by the Committee of Secretaries (CoS) in July 2009. The main emphasis at this meeting was in responding to the audit findings, rather than using them as a benchmark for monitoring progress and making mid-course corrections. Ministries and Departments were asked to provide necessary documents to audit to enable to them to “share the confidence that the Ministry/ Departments concerned have on completion of works entrusted to them in a time bound manner.” Further, it was indicated that the OC may take the assistance of marketing agencies to give a convincing reply in the Exit Conference with regard to the audit concerns in respect of revenue projections.

Many of the issues and recommendations highlighted by us in our Study Report were not adequately addressed by the concerned agencies in a timely fashion, as detailed subsequently.



The CAG had also prepared a Study Report on the status of Railway Projects relating to

CWG in April 2010, which focused on the extent of completion of the Railway Projects identified for completion before the commencement of the Games and highlighted areas of risk that needed to be addressed by the Railway Administration.

Our initial review of Railway projects in January–February 2010 revealed substantial delays at every stage of the planning process, approvals for the projects, preparation of estimates, provision of designs and drawings, execution of works and monitoring. Our subsequent verification of the status of the Railway projects in April 2010 revealed satisfactory progress both in construction of rail over/under bridges and development of the facilities at the railway stations. We were especially heartened to see the progress in infrastructure works and provision of passenger amenities at New Delhi Railway Station, considering that about 290 trains pass through this station every day with approximately five lakh passengers commuting on a daily basis.

All the major activities relating to makeover of New Delhi Railway Station were completed before the Games and within a tight budget of Rs. 44.68 crore.



New Delhi Railway Station in time for the Games

