



PROJECT IMPLEMENTATION

AN OVERVIEW AUGUST 2023





Government of India

Ministry of Statistics and Programme Implementation

Infrastructure and Project Monitoring Division

Room No. 605, Sixth Floor,

Khurshid Lal Bhawan, Janpath

New Delhi-110001

Website: www.cspm.gov.in

Role of Infrastructure and Project Monitoring Division (IPMD)

- Monitoring the progress of the Central Sector Infrastructure Projects costing Rs. 150 crore and above
- Monitoring the performance of 11 key Infrastructure Sectors

Objectives of Project Monitoring

- To enhance effectiveness of project implementation
- To facilitate information flow for effective decision making
- To resolve outstanding implementation issues
- To bring about system improvement
- To promote best management practices

Implementation Status of Central Sector Projects

As on 01.09.2023, **1,762** projects with anticipated completion cost of Rs. **29,78,681.31** crore were on the monitor of the Ministry. For the purpose of monitoring, these projects have been categorised into two categories:

As on 1 st September 2023			
SN	Category	No. of Projects	Anticipated Cost (Rs. in crore)
1	Mega (Rs. 1000 crore and above)	556	24,37,849.16
2	Major (Rs. 150 crore to less than Rs. 1000 crore)	1206	5,40,832.15
	TOTAL	1,762	29,78,681.31

The projects are monitored on sectoral and geo-physical basis. The key financial parameters of the monitored projects have been highlighted in the following tables:

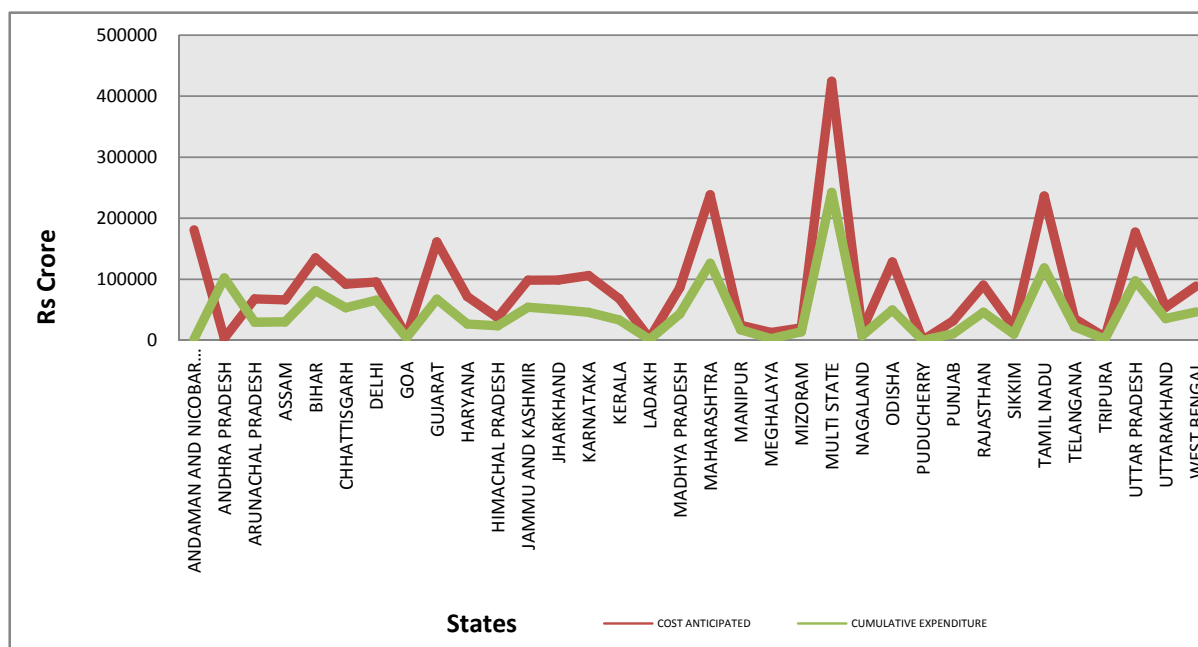
**STATUS OF CENTRAL SECTOR PROJECTS COSTING Rs.150 CRORE AND ABOVE
(August 2023)**

(All Cost /Expenditure in Rs. Crore)

S.No.	State Name	No. of Projects	Original Cost	Anticipated Cost	Cumulative Expenditure
1	ANDAMAN AND NICOBAR ISLANDS	79	124158.62	180797.66	1869.77
2	ANDHRA PRADESH	9	2847.18	3,118.54	102092.52
3	ARUNACHAL PRADESH	32	52608.96	67,629.07	29547.81
4	ASSAM	56	57074.33	65,950.38	29969.87
5	BIHAR	89	111241.39	134810.99	80988.64
6	CHHATTISGARH	55	82709.57	91,633.59	53147.39
7	DELHI	28	91635.39	95,370.42	65590
8	GOA	10	6242.45	6,302.55	4042.59
9	GUJARAT	93	146404.84	160938.89	67237.15
10	HARYANA	34	68676.49	71,570.77	26660.15
11	HIMACHAL PRADESH	24	24989.50	36,960.75	23501.06
12	JAMMU AND KASHMIR	38	63381.49	98,398.39	53820.38
13	JHARKHAND	61	91292.09	98,544.46	50120.97
14	KARNATAKA	67	99075.81	105926.53	45646.42
15	KERALA	31	63259.81	68,178.92	33169.56
16	LADAKH	8	2767.29	2,926.96	1097.19
17	MADHYA PRADESH	84	74788.37	86,090.64	43009.45
18	MAHARASHTRA	225	214267.17	238125.14	125862.41
19	MANIPUR	33	14725.78	24,593.61	17031.09
20	MEGHALAYA	14	5372.73	12,735.93	2557.29
21	MIZORAM	19	10827.75	20,161.33	13705.91
22	MULTI STATE	70	318433.86	424296.67	242206.88
23	NAGALAND	33	11961.26	16,311.67	7185.22
24	ODISHA	87	120385.86	128157.27	49528.54
25	PUDUCHERRY	1	195.00	195	2.67

26	PUNJAB	35	31476.16	31,629.14	10557.41
27	RAJASTHAN	76	84930.07	90,174.24	45837.39
28	SIKKIM	20	14011.54	20,897.41	9893.23
29	TAMIL NADU	78	213597.49	236220.21	118296.28
30	TELANGANA	46	32326.07	35,213.70	22201.74
31	TRIPURA	16	4765.07	5,121.55	1958.54
32	UTTAR PRADESH	119	155360.09	177048.44	97100.39
33	UTTARAKHAND	30	36188.46	54,008.18	35451.56
34	WEST BENGAL	62	69422.68	88,642.31	46300.63
	Grand Total	1762	2501400.62	2978681.31	1557188.1

STATE WISE STATUS OF CENTRAL SECTOR PROJECTS COSTING Rs 150 CRORE AND ABOVE

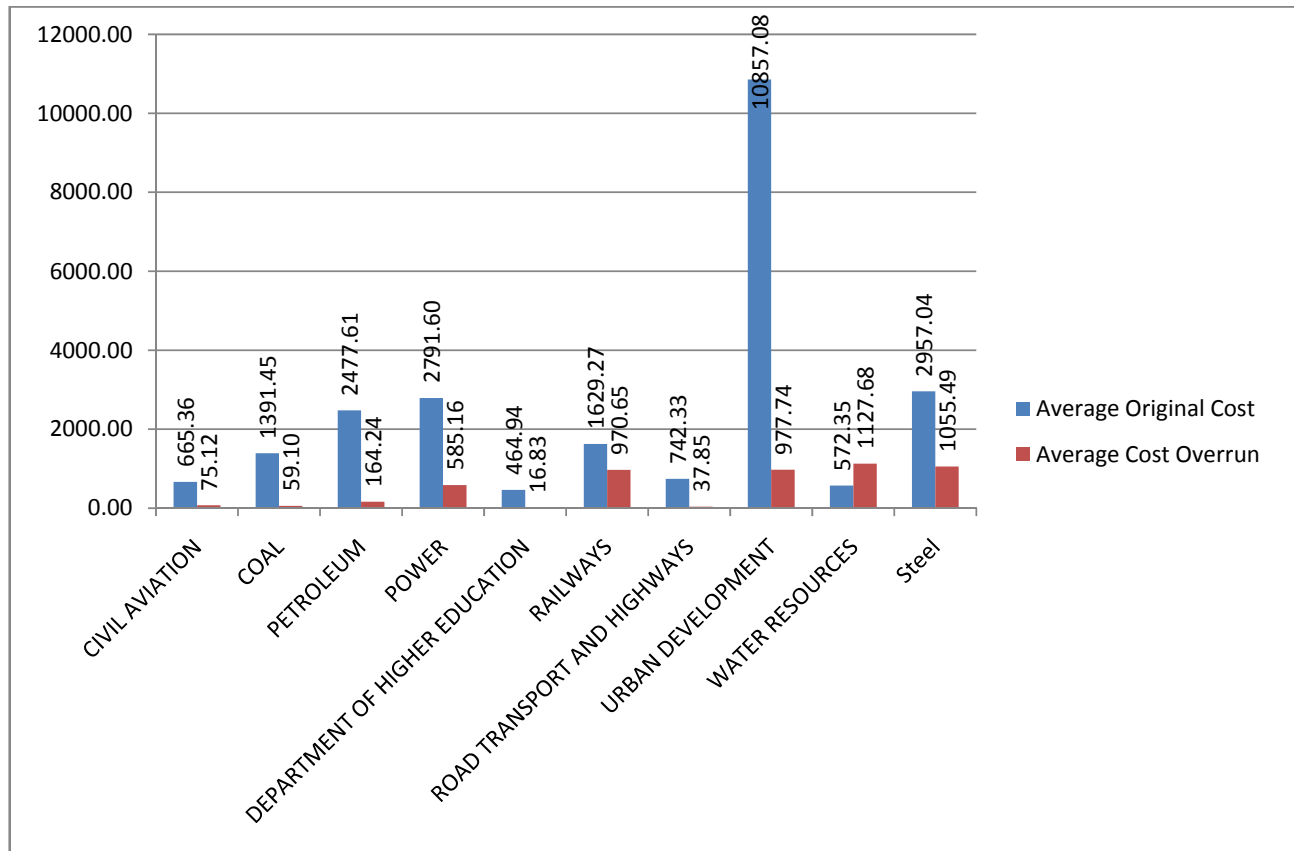


Sector-Wise analysis of Cost Overrun in projects

All Cost in Rs. Crore

S.No.	Sector	Total Project s	Cost Original	Cost Latest	Cost Anticipated	Cost Overrun w.r.t original	Cost Overrun w.r.t latest
1	ATOMIC ENERGY	5	1,16,741.00	1,32,609.00	1,33,439.00	16698	830
2	CIVIL AVIATION	27	17,964.63	18,388.40	19,992.79	2028.16	1604.39
3	COAL	123	1,71,148.45	1,74,848.04	1,78,417.45	7269	3569.41
4	FINANCE	3	786.27	786.27	831.04	44.77	44.77
5	FERTILISERS	2	425.57	425.57	425.57	0	0
6	MINES	7	7,333.99	8,585.77	8,940.51	1606.52	354.74
7	STEEL	8	23,656.32	32,100.21	32,100.21	8443.89	0
8	PETROLEUM	147	3,64,208.15	3,84,066.32	3,88,351.19	24143.04	4284.87
9	POWER	93	2,59,618.72	2,93,835.76	3,14,039.06	54420.34	20203.3
10	HEALTH AND FAMILY WELFARE	8	6,032.68	6,082.95	6,080.84	48.16	-2.11
11	RAILWAYS	260	4,23,611.19	5,49,326.40	6,75,980.97	252369.8	126654.6
12	ROAD TRANSPORT AND HIGHWAYS	972	7,21,545.87	7,52,576.16	7,58,339.87	36794	5763.71
13	SHIPPING AND PORTS	1	5,369.18	5,362.27	5,362.27	-6.91	0
14	TELECOMMUNICATION S	6	39,418.57	39,418.57	39,418.57	0	0
15	URBAN DEVELOPMENT	26	2,82,284.07	2,84,520.29	3,07,705.30	25421.23	23185.01
16	WATER RESOURCES	41	23,466.28	23,478.30	69,700.98	46234.7	46222.68
17	SOCIAL JUSTICE	1	170.99	170.99	170.99	0	0
18	DEFENCE PRODUCTION	1	246.31	200.00	195.00	-51.31	-5
19	COMMERCE	1	302.64	302.64	302.64	0	0
20	DEPARTMENT OF HIGHER EDUCATION	21	9,763.78	10,200.20	10,117.16	353.38	-83.04
21	HOME AFFAIRS	5	2,025.73	2,589.74	2,767.45	741.72	177.71
22	DPIIT	2	24,857.00	24,857.00	25,485.00	628	628
23	DONER	1	151.33	151.33	151.33	0	0
24	RENEWABLE ENERGY	1	271.90	366.12	366.12	94.22	0
	TOTAL	1762	25,01,400.62	27,45,248.30	29,78,681.31	477280.7	233433

Average original cost & Average cost overrun in Top 10* Sectors



*Top 10 sectors in terms of total no of projects

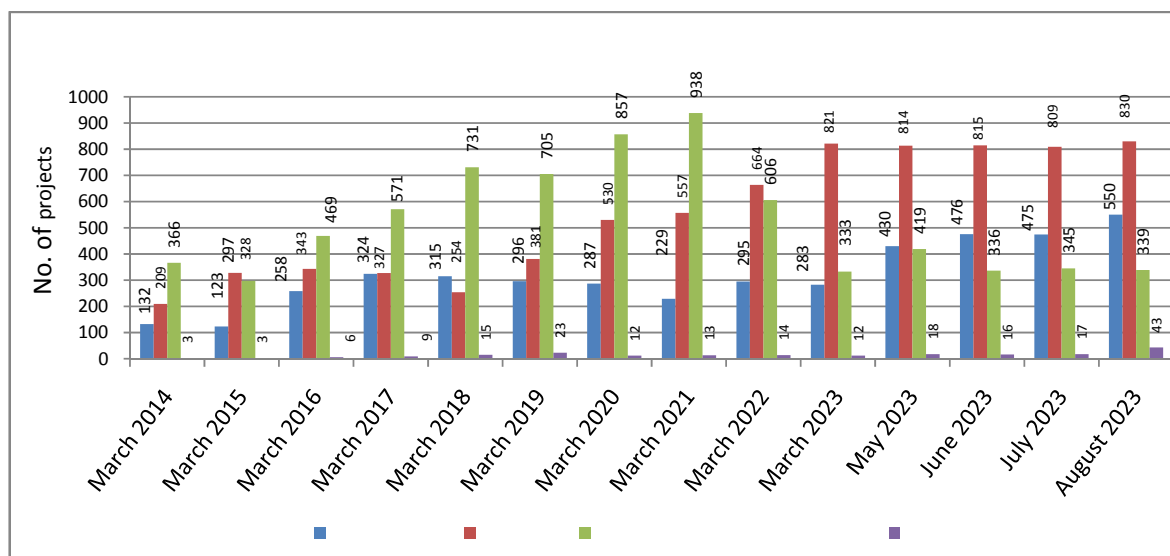
Current Scenario of Projects

- Total 1762 projects are on the monitor of this Ministry
- 43 Projects are ahead of schedule
- 550 Projects are on schedule
- 830 Projects are delayed
- 412 Projects have cost overruns.
- 339 Projects have been reported with inadequate information about commissioning schedule.

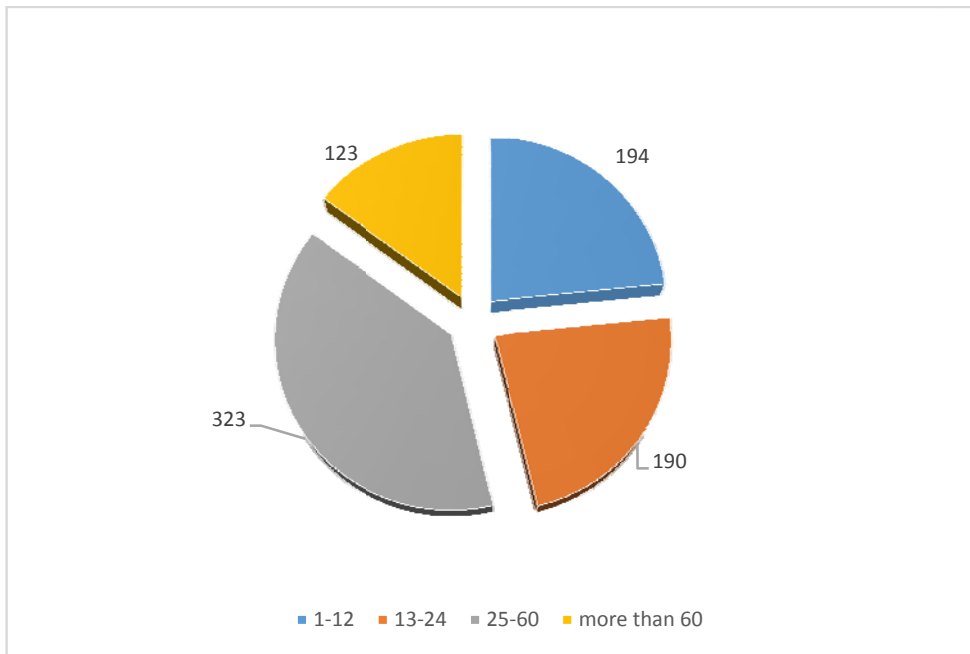
Highlights of the on-going projects (as on 01.09.2023)

Total number of projects on the monitor	1762
Total Original cost of 1762 projects	Rs. 25,01,400.629crore
Total anticipated cost of these projects	Rs 29,78,681.31 crore
Cumulative Expenditure till March 2023	Rs. 1387412.65 crore
Expenditure during current Financial Year (upto August 2023)	Rs. 169775.45 crore
Expenditure during current month (August 2023)	Rs. 32976.64 crore
Cumulative Expenditure till August 2023	Rs. 1557188.10 crore
Overall percentage cost overrun with respect to original cost	19.08 %
Overall percentage cost overrun with respect to latest sanctioned cost	8.50%
Total number of projects showing cost overrun w.r.t original approved cost	412
Total number of projects showing time overrun w.r.t original Schedule	830 (Ranging from 1 to 254 months)
Percentage cost overrun in 830 delayed Projects	24.95%
No. of projects completed during the month	15

Trend in Projects during Previous Years



Break-up of 830 delayed (in months) projects in August 2023

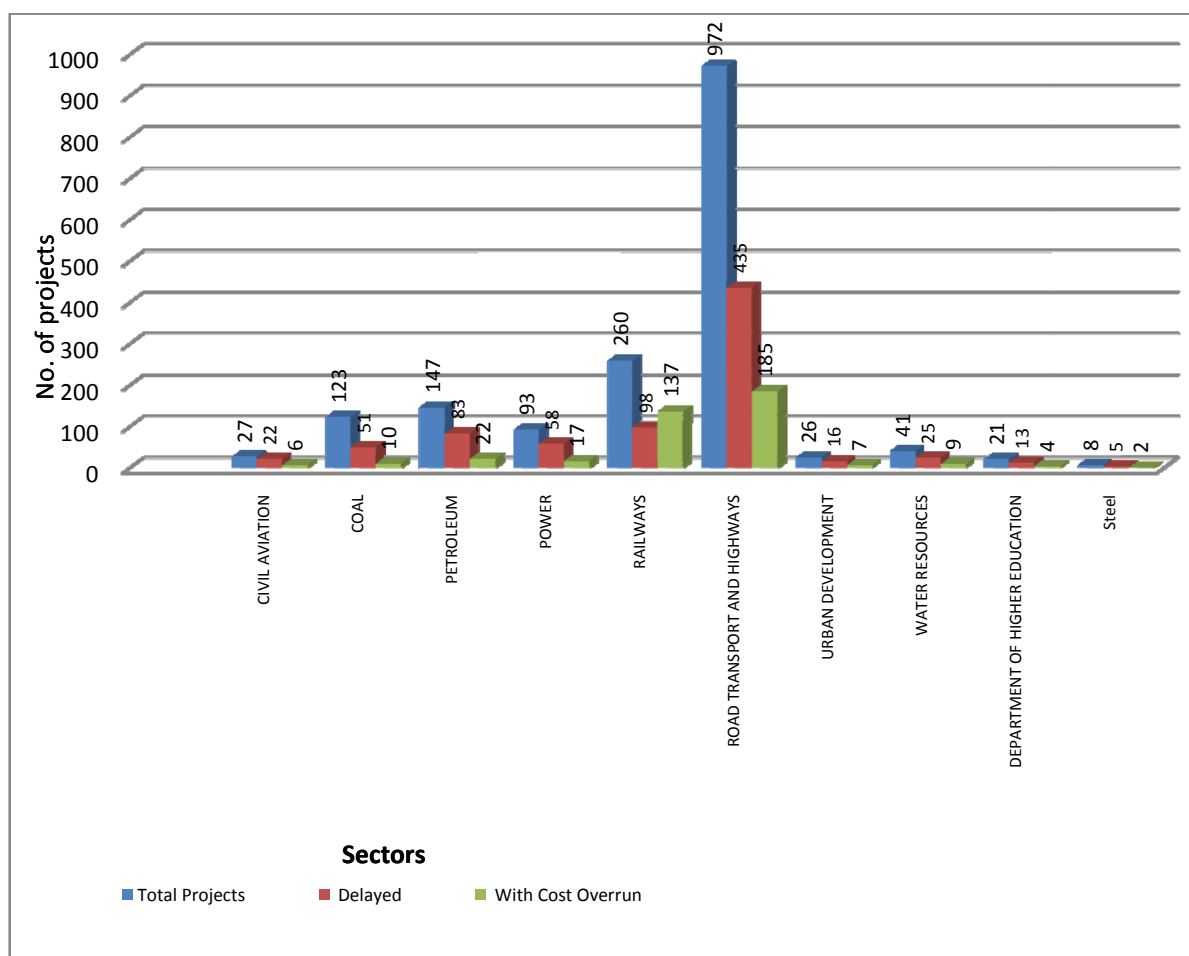


Status of Projects Showing Cost and Time Overrun

Status of Projects (as on 01.09.2023)						
Sr. No.	Sector	Total Projects	No of Projects Having			
			Delay		Cost Overrun	
			w.r.t. Original schedule	w.r.t. Revised schedule	w.r.t. Original schedule	w.r.t. Revised schedule
1	ATOMIC ENERGY	5	4	4	3	1
2	CIVIL AVIATION	27	22	16	6	4
3	COAL	123	51	42	10	8
4	FINANCE	3	0	0	1	1
5	FERTILISERS	2	0	0	0	0
6	MINES	7	7	3	3	1
7	STEEL	8	5	4	2	0
8	PETROLEUM	147	83	42	22	3

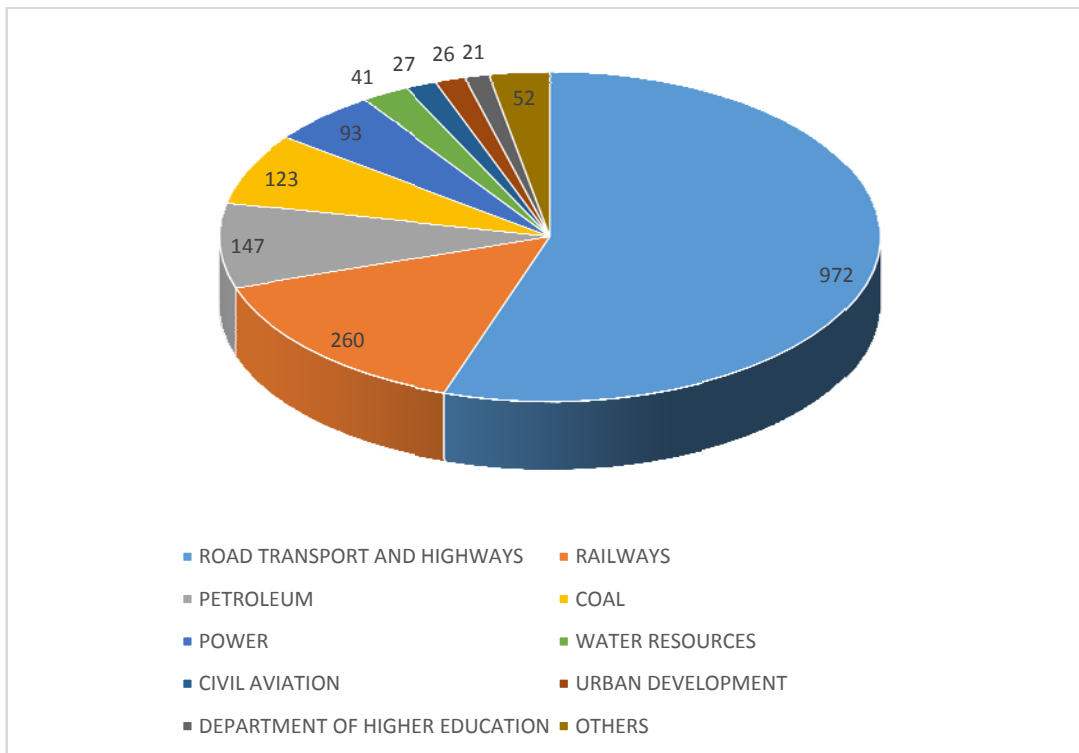
11	RAILWAYS	260	98	84	137	102
12	ROAD TRANSPORT AND HIGHWAYS	972	435	335	185	128
13	SHIPPING AND PORTS	1	1	0	0	0
14	TELECOMMUNICATIONS	6	3	3	0	0
15	URBAN DEVELOPMENT	26	16	10	7	6
16	WATER RESOURCES	41	25	24	9	9
17	SOCIAL JUSTICE	1	0	0	0	0
18	DEFENCE PRODUCTION	1	0	0	0	0
19	COMMERCE	1	0	0	0	0
20	DEPARTMENT OF HIGHER EDUCATION	21	13	7	4	2
21	HOME AFFAIRS	5	4	3	3	2
22	DPIIT	2	1	1	1	1
23	DONER	1	0	0	0	0
24	RENEWABLE ENERGY	1	0	0	1	0
Total		1762	830	624	412	282

Sector-wise Status of Projects (w.r.t. original schedules) in top 10* sectors



*Top 10 sectors in terms of total no of projects

Sectoral break up of on-going infrastructure projects



Reasons for Time Overrun

- Delay in land acquisition
- Delay in obtaining forest/environment clearances
- Lack of infrastructure support and linkages
- Delay in tie-up of project financing
- Delay in finalization of detailed engineering
- Changes in scope
- Delay in tendering, ordering and equipment supply
- Law & Order problems
- Geological surprises.
- Pre-commissioning teething troubles
- Contractual issues
- Encroachment
- Inadequate manpower
- Delay in technical approval.
- State wise lockdown due to COVID 19
- Delayed due to financial Issues.
- Court cases (NGT)
- Delay in getting clearance local authorities.

- Under-estimation of original cost
- Changes in rates of foreign exchange and statutory duties
- High cost of environmental safeguards and rehabilitation measures
- Spiralling land acquisition costs
- Changes in scope of projects
- Monopolistic pricing by vendors of equipment services
- General Price rise / inflation
- Disturbed conditions
- Time Overrun

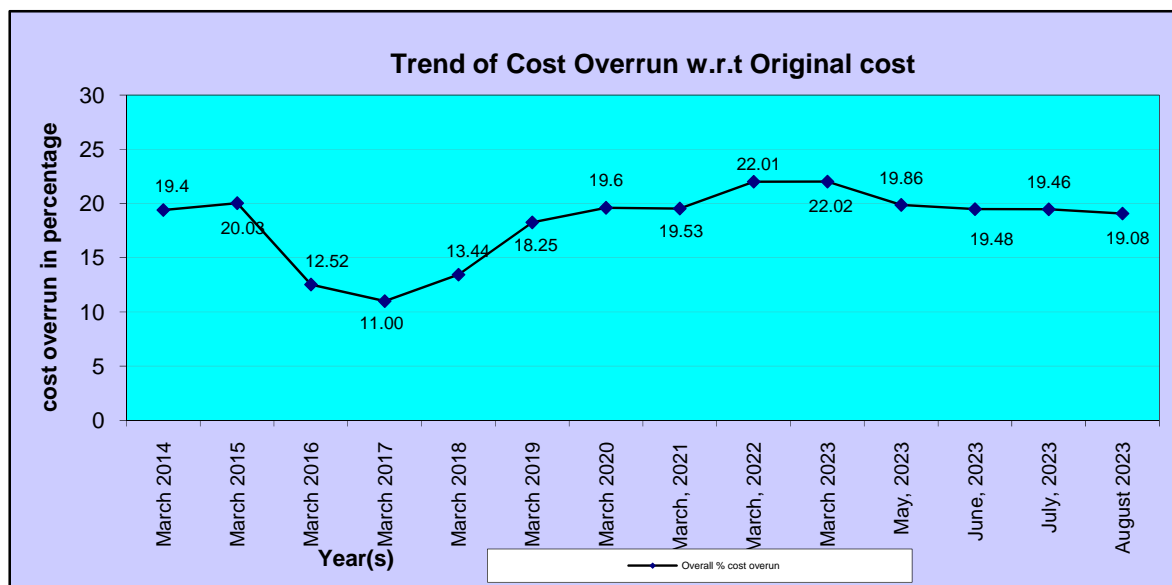
Action taken by the Government to Minimise Time and cost overruns in Projects

In order to reduce the delays and cost overruns in the projects, the Government has taken several steps which inter-alia includes:

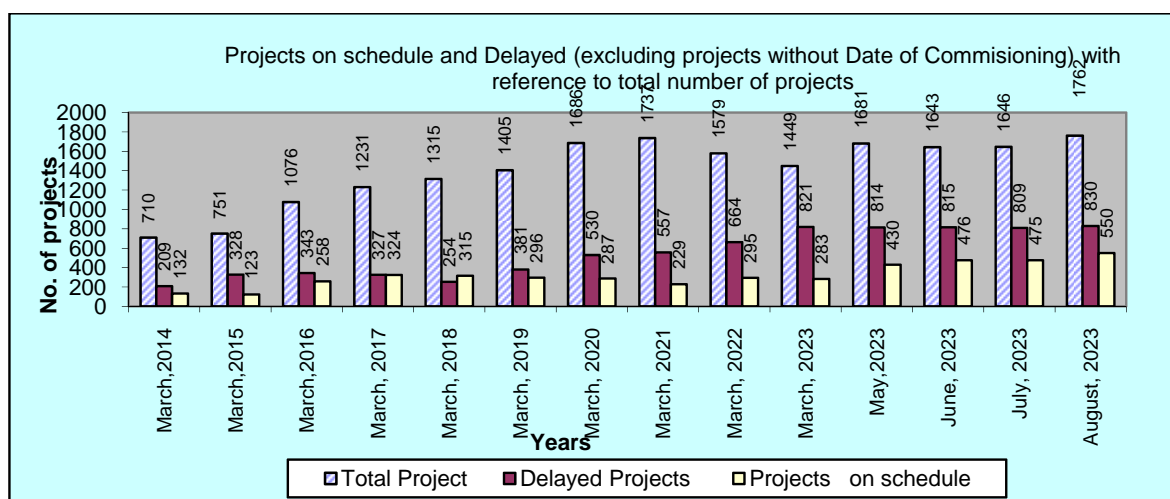
- rigorous project appraisal;
- On-line Computerised Monitoring System (OCMS) for better monitoring;
- setting up of Revised Cost Committees in the Ministries for fixation of responsibility for time and cost overruns;
- regular review of the infrastructure projects by the concerned administrative Ministries;
- Setting up of Central Sector Projects Coordination Committees (CSPCCs) in the States under the Chief Secretaries for removal of bottlenecks and for facilitating the speedy implementation of major projects.
- Project review under PRAGATI.

Trend of Cost/Time Overrun:

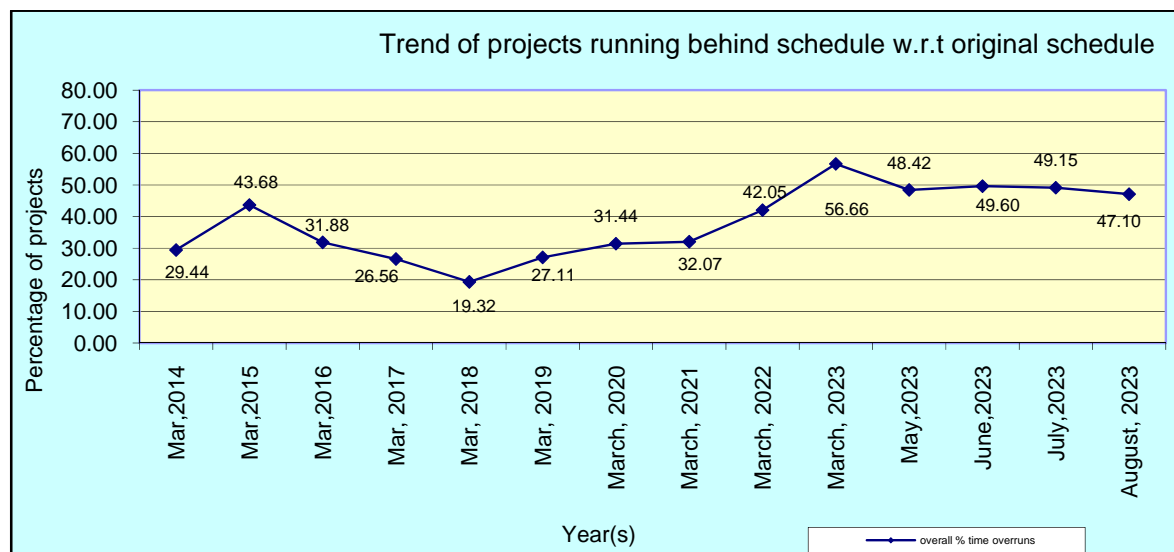
An analysis of percentage of cost overrun over the years with respect to the originally approved costs shows that the cost overruns has changed from 19.40% in March 2014 to 19.08% in August 2023. The trend of cost overrun w.r.t original cost over the years may be seen in the following graph:



The following graph shows a comparison between number of delayed projects & number of projects on schedule during last few years



An analysis of percentage of projects with Time overrun over the years with respect to the original schedule shows percentage of projects with time overrun has changed from 29.44% in March, 2014 to 47.10% in August 2023. The trend of percentage of projects with time overrun over the years may be seen in the following graph:



Projects completed during Previous years

Financial Year	No. of completed Projects	Completion Cost (Rs. in crore)
2014-15	72	1,25,183.75
2015-16	61	1,39,256.40
2016-17	96	63,236.17
2017-18	90	1,37,763.91
2018-19	132	1,28,588.55
2019-20	186	1,30,229.00
2020-21	77	55,615.13
2021-22	272	2,65,168.07
2022-23	329	306628.91
2023-24 (upto August,2023)	106	92887.25
Total	1421	1444557.14

Focussed attention on 50 Delayed Projects

Analysis of projects showing substantial time and cost overrun depicts that following 50 projects having Cost overrun of 50% & more and Time overrun of 50 months and more, contribute nearly 37%* of the total cost overrun and 17%\$ of total time overrun. These projects are required to be taken up for special monitoring by the respective administrative ministries.

Sector-wise List of Projects Requiring Focussed Attention

(All cost in Rs. crore)

S. NO	PROJECT NAME	SECTOR NAME	DOC ORIGIN AL	DOC ANTICIPATED	COST ORIGIN AL	COST ANTICIPATED	COR%	TOR (in months)
1	PROTOTYPE FAST BREEDER REACTOR (BHAVINI, 500 MWE)	ATOMIC ENERGY	Sep-10	Dec-24	3492	7670	119.64	171
2	KAKRAPAR ATOMIC POWER PROJECT - 3 AND 4	ATOMIC ENERGY	Dec-15	Mar-24	11459	19220	67.72	99
3	HURA - C OC (3 MTY)	COAL	Mar-22	Mar-29	359.69	859.41	138.93	84
4	RANIGANJ MASTER PLAN	COAL	Aug-19	Aug-24	2661.73	5146.48	93.35	60
5	ESTABLISHMENT OF CENTRAL ARMED POLICE FORCE INSTITUTE OF MEDICAL SCIENCES(CAPFIMS) AT NEW DELHI	HOME AFFAIRS	Oct-19	Dec-23	1219.21	1900	55.83	50
6	CONVERSION OF FLAT BOTTOM SETTLERS AND WASHERS WITH A SINGLE TRAIN OF HRDS AND DCWS IN STREAMS 1 AND	MINES	Nov-20	Sep-25	355	581	63.66	58
7	IRUGUR-DEVANGONTHI POL PIPELINE	PETROLEUM	Feb-17	Jan-26	678	1732	155.45	107
8	KOCHI-KOOTTANAD-BANGALORE-MANGALORE PIPELINE PHASE-II	PETROLEUM	Dec-12	Nov-24	2915	5909	102.71	143
9	PARBATI HEP (4X200 MW) (NHPC) II	POWER	Sep-09	Jun-24	3919.59	11134.54	184.07	177
10	SUBANSIRI LOWER H.E.P (8X250 MW) (NHPC)	POWER	Sep-10	May-25	6285.33	21247.54	238.04	176
11	BARH STPP(3X660MW) NTPC	POWER	Oct-11	Jul-24	8692.97	21312.11	145.16	153
12	TEHRI PUMPED STORAGE PLANT(1000MW)	POWER	Feb-16	Jun-24	1657	4825.6	191.22	100
13	TAPOVAN-VISHNUGAD HEP	POWER	Mar-13	Dec-24	2978.48	7103	138.47	141

	(4X130MW)							
14	VISHNUGAD PIPALKOTI HYDRO ELECTRIC PROJECT	POWER	Jun-13	Jun-26	2491.58	3860.35	54.93	156
15	COMPREHENSIVE SCHEME FOR THE STRENGTHENING OF THE TRANSMISSION AND DISTRIBUTION SYSTEM IN A P	POWER	Dec-18	Dec-24	4754.42	9129.32	92.01	72
16	UDHAMPUR-SRINAGAR- BARAMULLA (NL),NR	RAILWAYS	Nov-02	Jan-24	2500	37012.26	1380.49	254
17	AHMEDNAGAR-PARLI VAIJNATH(NL) CR	RAILWAYS	Mar-21	Mar-26	2271.5	4805.17	111.54	60
18	DAUSA-GANGAPUR CITY(NL),NWR	RAILWAYS	Feb-19	Nov-23	410.08	970	136.53	57
19	NANGALDAM- TALWARA(NL),NR	RAILWAYS	Jul-12	Nov-24	450	2017.96	348.43	148
20	LALITPUR-SATNA-REWA- SINGRULI NL, (NCR)	RAILWAYS	May-08	Mar-25	247.66	8248.5	3230.57	202
21	KOTLPALLI-NARASAPUR (NL) (SCR)	RAILWAYS	Mar-09	Mar-27	1045.2	2500.98	139.28	216
22	JIRIBAM TO IMPHAL (TUPUI)(NL)(NEFR)	RAILWAYS	Mar-11	Mar-25	4454.17	14322	221.54	168
23	RAMGANJMUNDI-BHOPAL (NL),WCR	RAILWAYS	Mar-21	Dec-25	424.6	3032.46	614.19	57
24	MANOHARABAD-KOTHPALL NEW LINE(SCR)	RAILWAYS	Mar-10	Mar-25	1160.48	3014	159.72	180
25	MAYLADUTHURAI- THIRUVARUR-KARAIKUDI- THIRU 'PONDI'- AGASTIYAMPALLI	RAILWAYS	Feb-19	Mar-25	724.69	3118.34	330.29	73
26	NEW B.G. LINE FROM ARARIA TO GALGALIA (THAKURGUNG), NEFR	RAILWAYS	Mar-19	Mar-24	532.87	2650	397.30	60
27	BHAIRABI SAIRONG, NL, NEFR	RAILWAYS	Mar-14	Feb-24	2393.47	9362.06	291.15	119
28	SEVOK RANGPO, NEFR	RAILWAYS	Dec-15	Dec-23	1339.48	7876.92	488.05	96
29	NEW WORK FOR CONSTRUCTION OF METRO RAILWAY FROM NSCB AIRPORT TO NEW GARIA VIA RAJARHAT (MTP)	RAILWAYS	Mar-16	Mar-26	3951.98	8964.35	126.83	120

30	NEW WORK FOR CONSTRUCTION OF METRO RAILWAY FROM JOKA TO BINOY BADAL DINESH BAGH.	RAILWAYS	Mar-16	Jul-25	2913.51	4834.54	65.93	112
31	BHUJ-NALIYA(GC) WITH EXTENSION FROM NALIYA TO VAYOR (WR)	RAILWAYS	Mar-12	Mar-24	318.24	1094.37	243.88	144
32	NEW LINE FROM DIMAPUR TO ZUBZA(KOHIMA) NATIONAL PROJECT (NEFR)	RAILWAYS	Mar-15	Mar-26	2326.52	6663	186.39	132
33	CHHAPRA-BALLIA UP	RAILWAYS	Jan-19	Feb-24	295	830	181.35	61
34	EAST WEST METRO CORRIDOR FROM HOWRAH MAIDAN TO SALT LAKE	RAILWAYS	Mar-16	Dec-23	4874.58	10442.41	114.22	93
35	NEW BG LINE FROM BALURGHAT TO HILLY NFR	RAILWAYS	Mar-20	Dec-24	242.22	632.63	161.17	57
36	MURKONGSELEK-PASIGHAT NL	RAILWAYS	Mar-20	Oct-24	414.84	1187.49	186.25	55
37	MADURAI-TUTICORIN VIA ARUPPUKKOTTAI	RAILWAYS	Mar-19	Dec-27	120.7	2053.39	1601.2	105
38	BAGALKOT-KUDACHI NL	RAILWAYS	Mar-16	Mar-26	986.3	1649.31	67.22	120
39	LUCKNOW- PILIBHIT VIA SITAPUR, LAKHIMPUR GC	RAILWAYS	Mar-19	Mar-24	927.01	1457.79	57.25	60
40	NANPARA - NEPALGANJ GAUGE CONVERSION.	RAILWAYS	Apr-17	Dec-24	150	341.66	127.77	92
41	REHABILITATION AND UPGRADATION OF EXISTING NH-565 FROM KM.86.057 TO 133.922 OF NAGARJUNASAGAR DAM T	ROAD TRANSPORT AND HIGHWAYS	Nov-14	May-24	195.45	385.97	97.47	114
42	FOUR LANING OF NUMALIGARH TO JORHAT SECTION FROM KM. 402.500 TO KM. 453.000 (DESIGN KM 403.200 TO KM	ROAD TRANSPORT AND HIGHWAYS	May-18	Sep-23	454.89	814.56	79.06	64
43	FOUR LANING OF SULTANPUR TO VARANASI (PKG-I)	ROAD TRANSPORT AND HIGHWAYS	Jun-18	Nov-23	1027.53	2628.31	155.78	65

44	FOUR LANING OF GHAGHRA BRIDGE TO VARANASI (PKG-II)	ROAD TRANSPORT AND HIGHWAYS	Jun-18	Nov-23	667	3006.53	350.75	65
45	4-LANNING OF VARANASI GORAKHPUR SECTION OF NH-29 FROM 148.00 208.300 KM [PACKAGE-IV]	ROAD TRANSPORT AND HIGHWAYS	Apr-19	Nov-23	1587.49	3063.99	93.00	55
46	FOUR LANNING OF RAMPUR- KATHGODAM SECTION OF NH-87 FROM KM 0.000 (KM. 190.000 OF NH-24) TO KM 42.791	ROAD TRANSPORT AND HIGHWAYS	Apr-19	May-24	899	1381.45	53.66	61
47	FOUR LANING OF GAYA-HISUA-RAJGIRI-NALANDA-BIHARSHARIF SECTION (KM0.00 TO 92.935) ON NH-82 IN BIHAR	ROAD TRANSPORT AND HIGHWAYS	Oct-16	Nov-23	1408.85	2138.16	51.76	85
48	RECONSTRUCTION TO TWO LANE WITH PAVED SHOULDERS FROM DS. CH. 442+180 (EX. KM 448.00) TO DS. CH.485+2	ROAD TRANSPORT AND HIGHWAYS	Jun-19	Dec-23	159.97	242.61	51.65	54
49	NMDC INTEGRATED STEEL PLANT	STEEL	May-15	Aug-23	15525	23840	53.55	99
50	INTERCEPTION DIVERSION TREATMENT WORKS AT TOLLYS NULLAH ADI GANGA	WATER RESOURCES	Sep-22	Dec-26	307.12	653.67	112.83	51

DOC = DATE OF COMMISSIONING

COR = COST OVERRUN

TOR = TIME OVERRUN

* (Total cost overrun in projects having cost overrun of 50% and more) X 100
Total cost overrun in all projects

\$ (Total time overrun (in months) in projects having time overrun of 50 months and more) X 100
Total time overrun (in months) in all projects