



## **PROJECT IMPLEMENTATION**

## **AN OVERVIEW MARCH 2024**



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](http://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 01.04.2024, **1873** projects with anticipated completion cost of Rs. **31,88,859.02** crore were on the monitor of the Ministry. For the purpose of monitoring, these projects have been categorised into two categories:

As on 1 <sup>st</sup> April 2024			
SN	Category	No. of Projects	Anticipated Cost (Rs. in crore)
1	Mega (Rs. 1000 crore and above)	612	26,17,869.79
2	Major (Rs. 150 crore to less than Rs. 1000 crore)	1261	5,70,989.23
	<b>TOTAL</b>	<b>1873</b>	<b>31,88,859.02</b>

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:

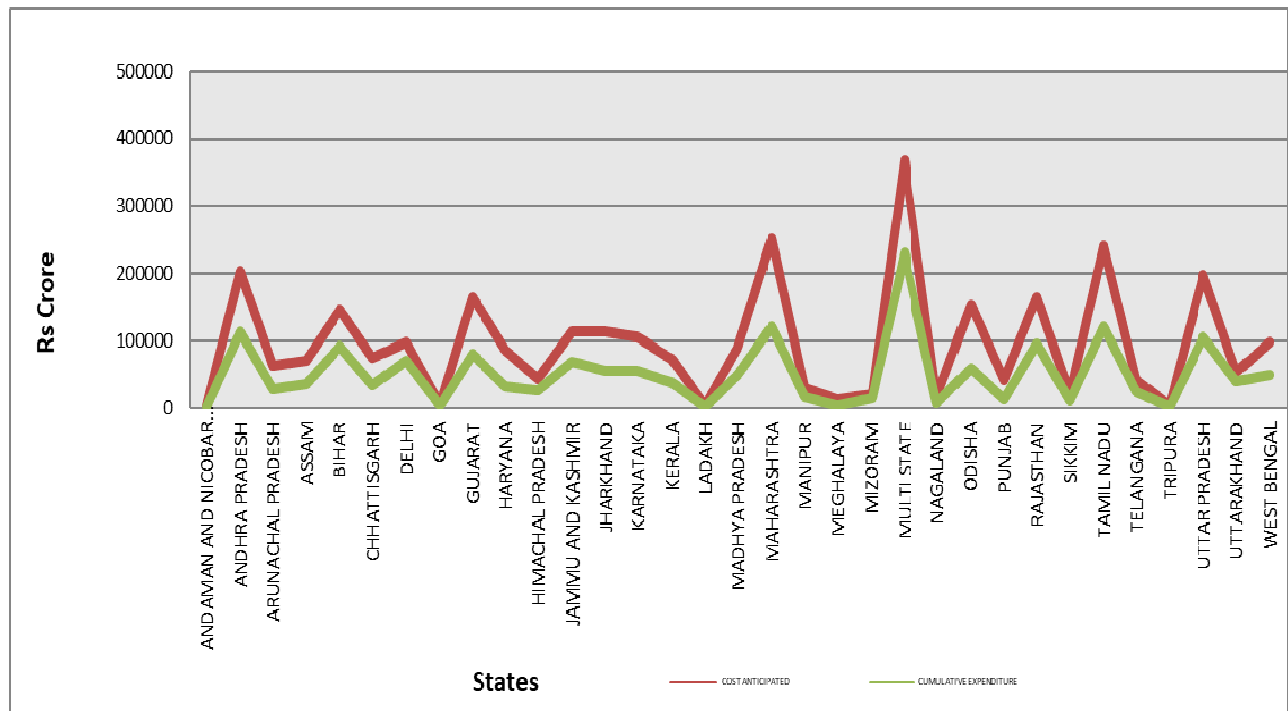
**STATUS OF CENTRAL SECTOR PROJECTS COSTING Rs.150 CRORE AND ABOVE(March 2024)**

(All Cost /Expenditure in Rs. Crore)

S.No.	State Name	No. of Projects	Original Cost	Anticipated Cost	Cumulative Expenditure
1	ANDAMAN AND NICOBAR ISLANDS	9	2847.18	3118.54	1885.94
2	ANDHRA PRADESH	108	144704.86	204323.43	113527.54
3	ARUNACHAL PRADESH	27	48867.12	63829.33	29569.94
4	ASSAM	63	63142.94	72217.14	36584.83
5	BIHAR	96	119792.19	145727.42	91844.64
6	CHHATTISGARH	62	73423.26	75502.01	34950.07
7	DELHI	28	93267.64	97669.65	70739.91
8	GOA	8	5311.62	5365.67	3548.06
9	GUJARAT	95	147263.98	166727.77	80533.21
10	HARYANA	38	78336.01	86634.35	32008.96
11	HIMACHAL PRADESH	30	29904.85	44040.83	27803.59
12	JAMMU AND KASHMIR	50	73994.19	113642.27	69535.4
13	JHARKHAND	72	104010.09	112881.15	55272.45
14	KARNATAKA	83	103105.23	106721.53	56024.08
15	KERALA	33	65113.42	72524.97	37756.08
16	LADAKH	8	3023.64	3183.31	1383.78
17	MADHYA PRADESH	87	77598.52	90945.4	49612.53
18	MAHARASHTRA	202	227001.29	251914.97	121308.72
19	MANIPUR	33	15162.55	30314.29	18121.22
20	MEGHALAYA	14	5372.73	12735.93	2894.97
21	MIZORAM	21	11852.41	20428.93	15640.64
22	MULTI STATE	67	303059.45	369115.48	231311.66
23	NAGALAND	34	12696.17	17274.46	7847.12
24	ODISHA	82	144387.92	153885.41	58774.36
25	PUNJAB	44	42575.89	42803.57	14278.95

26	RAJASTHAN	79	130431.34	165017.07	95794.53
27	SIKKIM	21	14177.1	21064.45	11557.86
28	TAMIL NADU	81	215327.75	241557.58	121021.96
29	TELANGANA	55	39287.07	42668.13	24585.14
30	TRIPURA	12	3625.74	3921.65	1650.41
31	UTTAR PRADESH	138	178081.81	197835.81	105131.18
32	UTTARAKHAND	31	36349.58	54038.9	39812.96
33	WEST BENGAL	62	74440.15	99227.62	49336.3
	<b>Grand Total</b>	<b>1873</b>	<b>2687535.69</b>	<b>318859.02</b>	<b>1711648.99</b>

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

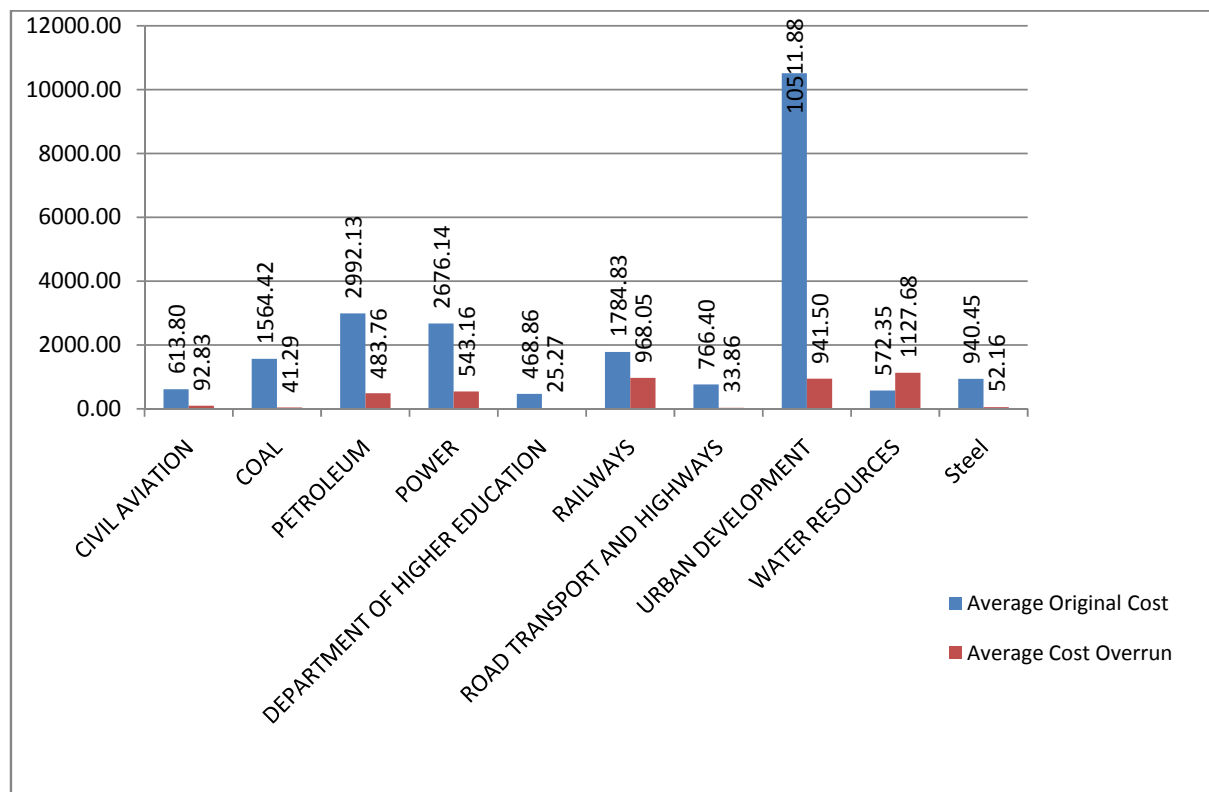


## Sector-Wise analysis of Cost Overrun in projects

All Cost in Rs. Crore

S.No.	Sector	Total Projects	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	1,32,558.00	1,36,736.00	19995	4178
2	CIVIL AVIATION	35	21,483.03	21,882.93	24,732.01	3248.98	2849.08
3	COAL	120	1,87,730.85	1,89,544.55	1,92,685.18	4954.33	3140.63
4	FINANCE	3	786.27	786.27	831.04	44.77	44.77
5	MINES	8	7,559.78	9,433.96	9,788.70	2228.92	354.74
6	STEEL	12	11,285.36	11,911.23	11,911.23	625.87	0
7	PETROLEUM	131	3,91,969.42	4,44,787.25	4,55,341.64	63372.22	10554.39
8	POWER	101	2,70,290.51	2,79,533.30	3,25,150.03	54859.52	45616.73
9	HEALTH AND FAMILY WELFARE	8	7,132.02	7,501.53	7,527.73	395.71	26.2
10	RAILWAYS	249	4,44,423.55	5,57,633.10	6,85,468.85	241045.3	127835.75
11	ROAD TRANSPORT AND HIGHWAYS	1093	8,37,678.68	8,68,079.44	8,74,683.11	37004.43	6603.67
12	SHIPPING AND PORTS	1	5,369.18	4,633.81	5,061.15	-308.03	427.34
13	TELECOMMUNICATIONS	7	40,229.56	40,229.56	40,295.69	66.13	66.13
14	URBAN DEVELOPMENT	27	2,83,820.79	2,86,057.01	3,09,241.35	25420.56	23184.34
15	WATER RESOURCES	41	23,466.28	23,420.50	69,700.98	46234.7	46280.48
16	SOCIAL JUSTICE	1	170.99	170.99	170.99	0	0
17	DEFENCE PRODUCTION	1	246.31	200.00	195.00	-51.31	-5
18	DEPARTMENT OF HIGHER EDUCATION	21	9,846.15	10,414.50	10,376.91	530.76	-37.59
19	HOME AFFAIRS	5	2,025.73	2,946.02	2,958.98	933.25	12.96
20	DPIIT	2	24,857.00	24,857.00	25,485.00	628	628
21	DONER	1	151.33	151.33	151.33	0	0
22	RENEWABLE ENERGY	1	271.90	366.12	366.12	94.22	0
	<b>Grand Total</b>	<b>1873</b>	<b>26,87,535.69</b>	<b>29,17,098.40</b>	<b>31,88,859.02</b>	<b>501323.33</b>	<b>271760.62</b>

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



\*Top 10 sectors in terms of total no of projects

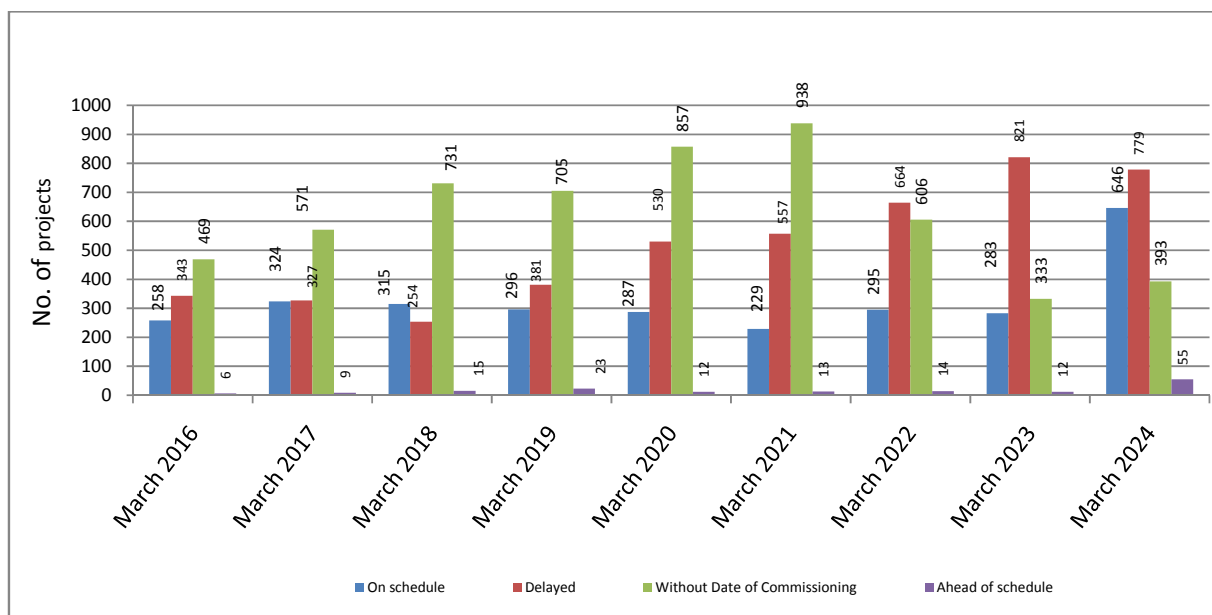
## Current Scenario of Projects

- Total 1873 projects are on the monitor of this Ministry
- 55 Projects are ahead of schedule
- 646 Projects are on schedule
- 779 Projects are delayed
- 449 Projects have cost overruns.
- 393 Projects have been reported with inadequate information about commissioning schedule.

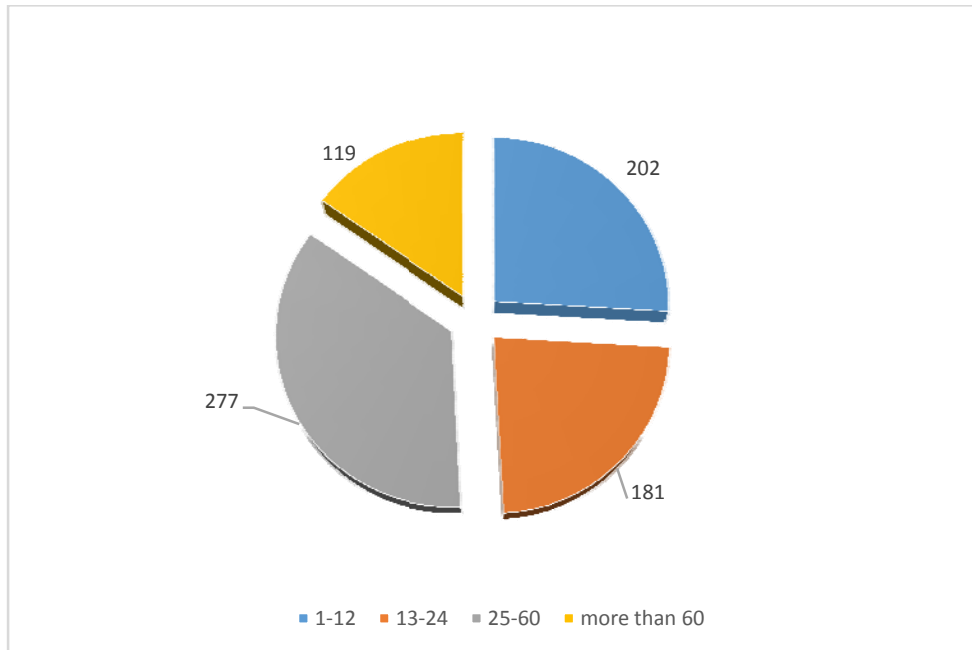
## Highlights of the on-going projects (as on 01.03.2024)

Total number of projects on the monitor	1873
Total Original cost of 1873 projects	Rs. 26,87,535.69crore
Total anticipated cost of these projects	Rs 31,88,859.02crore
Cumulative Expenditure till March 2023	Rs. 1289312.29crore
Expenditure during current Financial Year (upto March 2024)	Rs. 422336.70crore
Expenditure during current month (March 2024)	Rs. 51241.84crore
Cumulative Expenditure till March 2024	Rs. 1711649crore
Overall percentage cost overrun with respect to original cost	18.65%
Overall percentage cost overrun with respect to latest sanctioned cost	9.32%
Total number of projects showing cost overrun w.r.t original approved cost	449
Total number of projects showing time overrun w.r.t original Schedule	779 (Ranging from 1 to 275 months)
Percentage cost overrun in 779 delayed Projects	26.02%
No. of projects completed during the month	32

## Trend in Projects during Previous Years



## Break-up of 779 delayed (in months) projects in March 2024



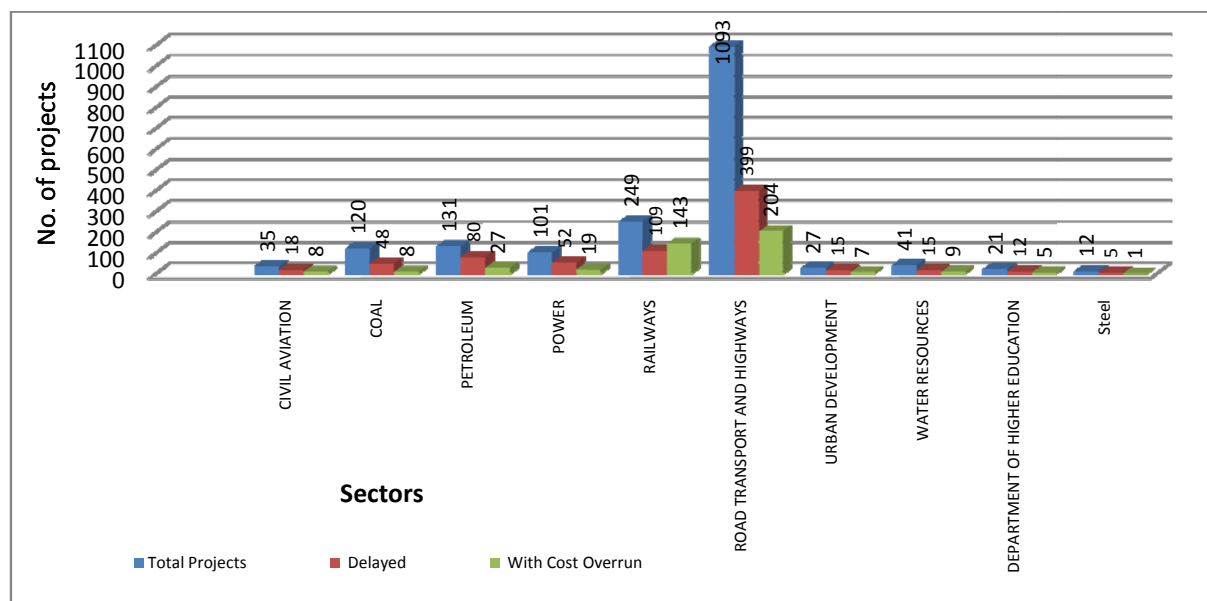
## Status of Projects Showing Cost and Time Overrun

Status of Projects (as on 01.04.2024)						
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 Cost	w.r.t. Revised Cost
1	ATOMIC ENERGY	5	4	4	3	1
2	CIVIL AVIATION	35	18	15	8	6
3	COAL	120	48	39	8	5
4	FINANCE	3	0	0	1	1
5	MINES	8	7	4	3	1
6	STEEL	12	5	5	1	0
7	PETROLEUM	131	80	38	27	5
8	POWER	101	52	39	19	18
9	HEALTH AND FAMILY	8	7	2	4	2



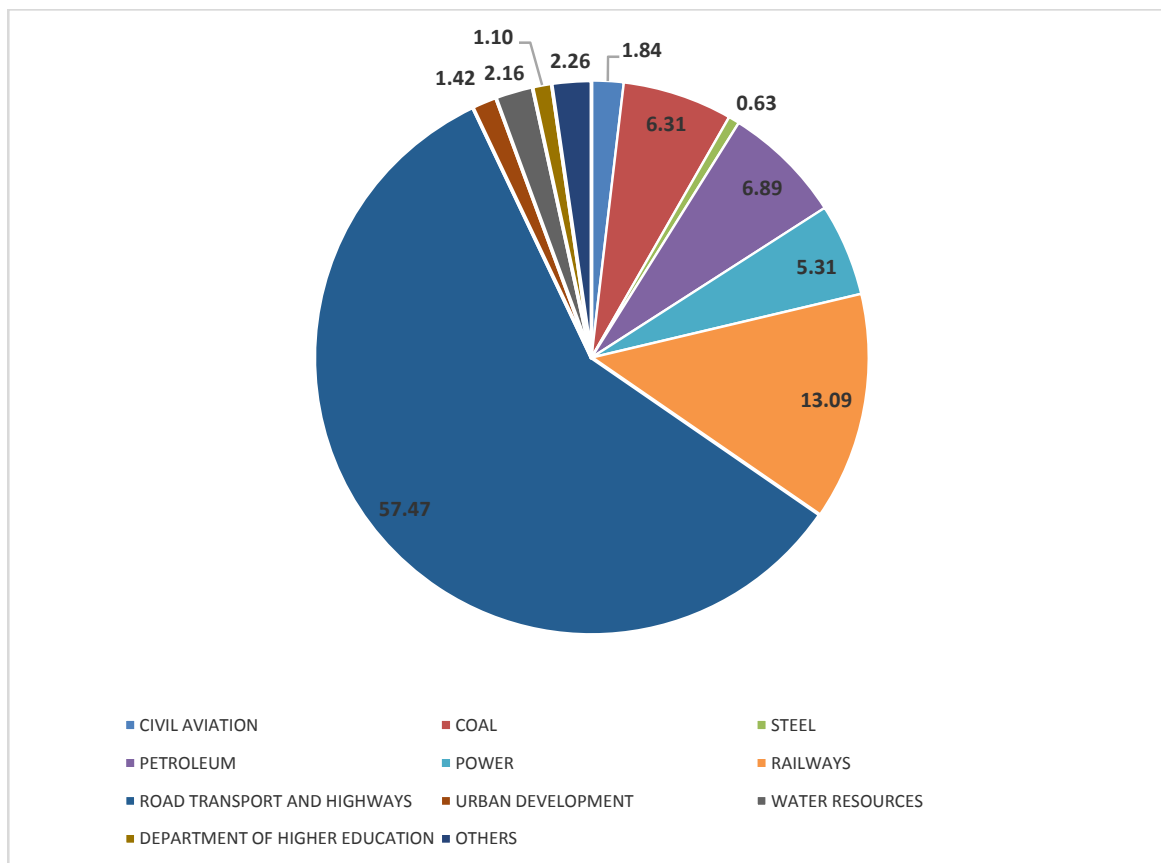
11	ROAD TRANSPORT AND HIGHWAYS	1093	399	291	204	120
12	SHIPPING AND PORTS	1	1	0	0	1
13	TELECOMMUNICATIONS	7	2	2	2	2
14	URBAN DEVELOPMENT	27	15	10	7	6
15	WATER RESOURCES	41	15	15	9	9
16	SOCIAL JUSTICE	1	0	0	0	0
17	DEFENCE PRODUCTION	1	0	0	0	0
18	DEPARTMENT OF HIGHER EDUCATION	21	12	8	5	1
19	HOME AFFAIRS	5	4	3	3	1
20	DPIIT	2	1	1	1	1
21	DONER	1	0	0	0	0
22	RENEWABLE ENERGY	1	0	0	1	0
<b>Total</b>		<b>1873</b>	<b>779</b>	<b>567</b>	<b>449</b>	<b>287</b>

### 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.

## **Causes of Cost Escalation**

- 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

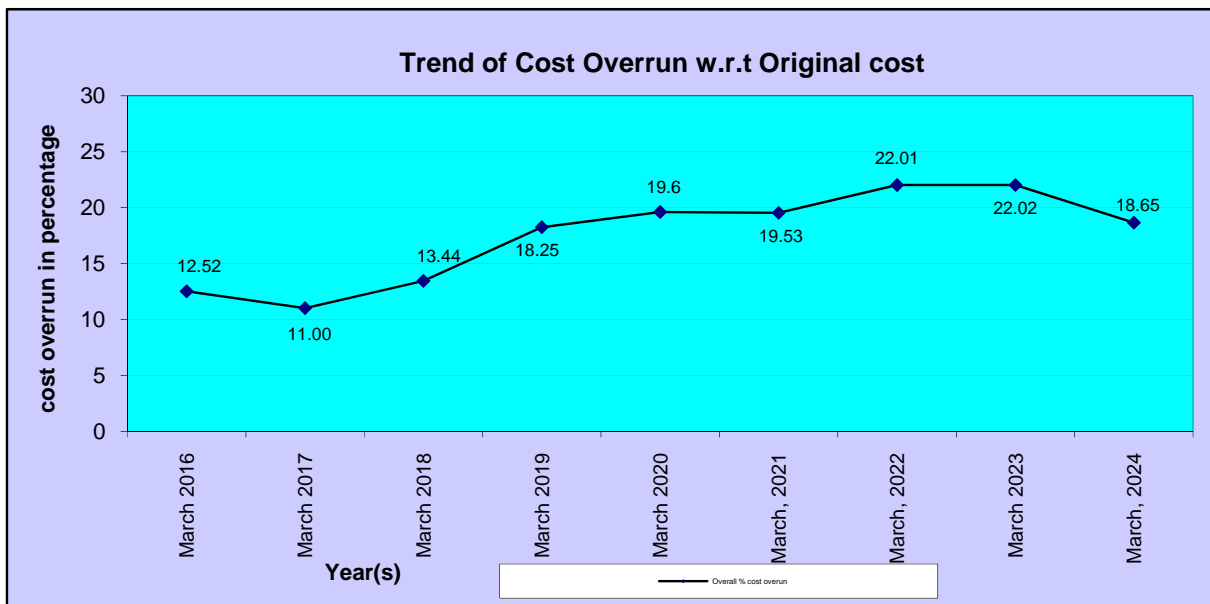
## **Action taken by the Government to Minimise Time and cost overruns in Projects**

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

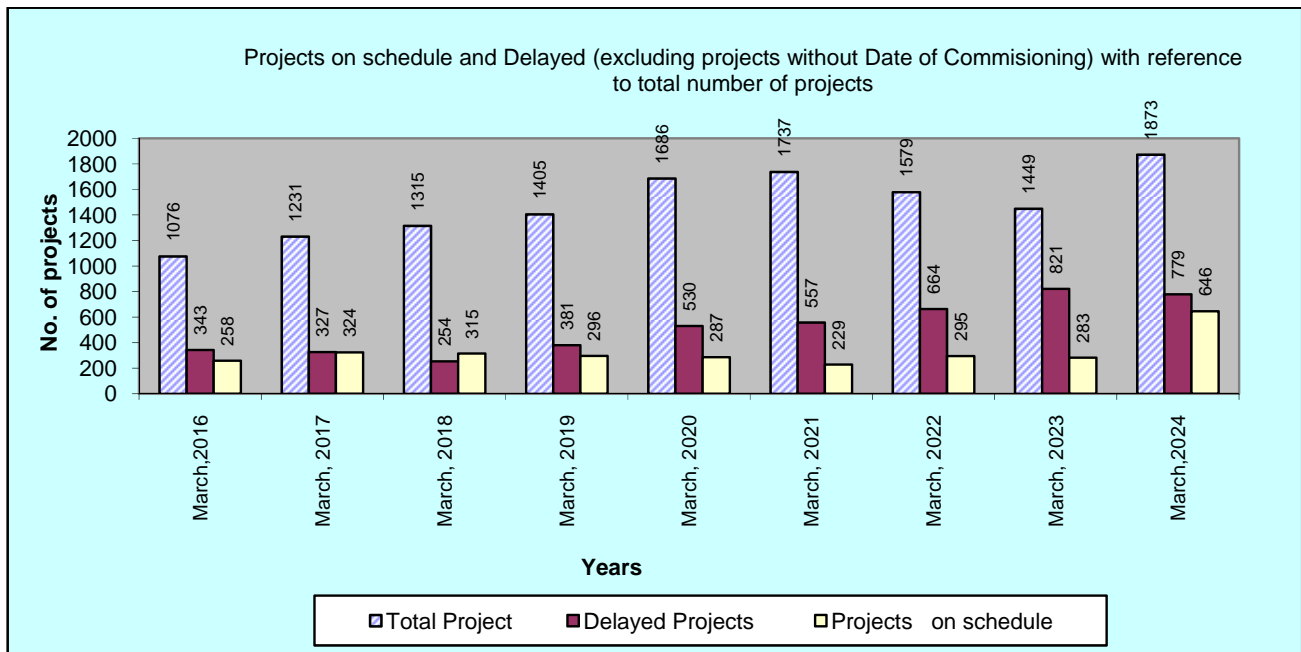
- rigorous project appraisal;
- On-line Computerised Monitoring System (OCMS) for better monitoring;
- setting up of Revised Cost Committees in the Ministries for fixation of responsibility for time and cost overruns;
- regular review of the infrastructure projects by the concerned administrative Ministries;
- 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:**

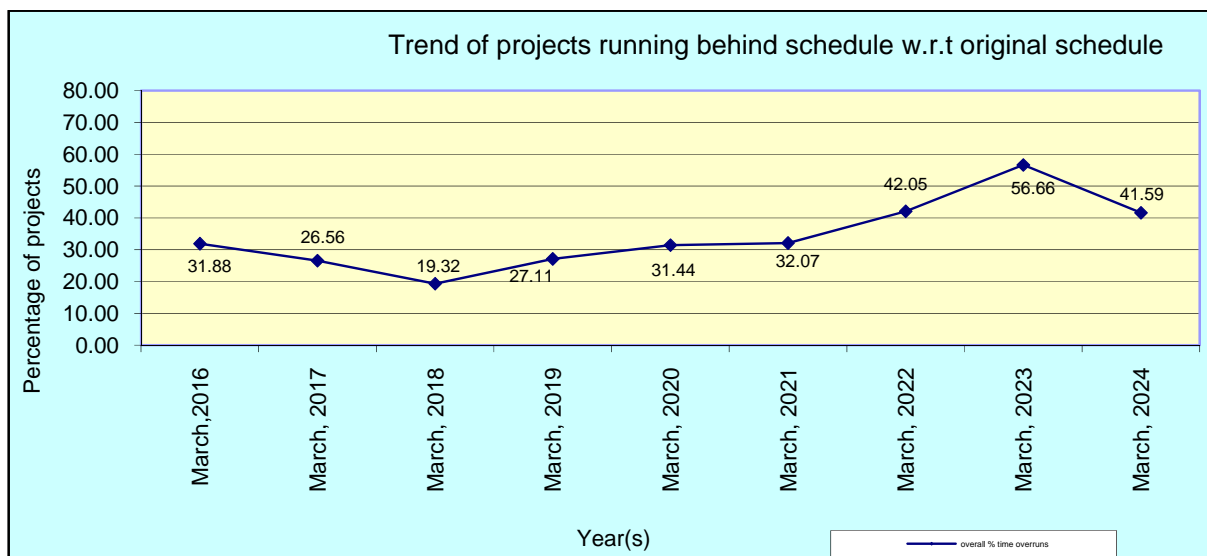
An analysis of percentage of cost overrun over the years with respect to the originally approved costs shows that the cost overruns has changed from 20.03% in March 2016 to 18.65% in March 2024. The trend of cost overrun w.r.t original cost over the years may be seen in the following graph:



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 43.68% in March, 2016 to 41.59% in March, 2024. 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 (uptoMarch, 2024)	281	2,42,918.78
<b>Total</b>	<b>1596</b>	<b>15,94,588.67</b>

## Focused attention on 51 Delayed Projects

Analysis of projects showing substantial time and cost overrun depicts that following 51 projects having Cost overrun of 50% & more and Time overrun of 50 months and more, contribute nearly 37.35%\* of the total cost overrun and 19.92%\$ 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 Focused Attention (All cost in Rs. crore)

S. NO	PROJECT NAME	SECTOR NAME	DOC ORIGIN AL	DOC ANTICIP ATED	COST ORIGIN AL	COST ANTICIP ATED	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	22517	96.50	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	Apr-24	1219.21	2091.53	71.55	54
6	UTKAL D AND E COAL BLOCK	MINES	Jan-20	Mar-24	534	1021.97	91.38	50
7	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
8	IRUGUR-DEVANGONTHI POL PIPELINE	PETROLEUM	Feb-17	Oct-25	678	1732	155.46	104
9	KOCHI-KOOTTANAD-BANGALORE-MANGALORE PIPELINE PHASE-II	PETROLEUM	Dec-12	Nov-24	2915	5909	102.71	143
10	PARBATI HEP (4X200 MW) (NHPC) II	POWER	Sep-09	Dec-24	3919.59	12160	210.24	183
11	SUBANSIRI LOWER H.E.P (8X250 MW) (NHPC)	POWER	Sep-10	May-26	6285.33	21247.54	238.05	188
12	BARH STPP(3X660MW) NTPC	POWER	Oct-11	Nov-24	8692.97	21312.11	145.16	157
13	TEHRI PUMPED STORAGE PLANT(1000MW)	POWER	Feb-16	Oct-24	1657	4825.6	191.23	104
14	TAPOVAN-VISHNUGAD HEP (4X130MW)	POWER	Mar-13	Apr-29	2978.48	7103	138.48	193
15	VISHNUGAD PIPALKOTI HYDRO ELECTRIC PROJECT	POWER	Jun-13	Jun-26	2491.58	3860.35	54.94	156
16	COMPREHENSIVE SCHEME FOR THE STRENGTHENING OF THE TRANSMISSION AND DISTRIBUTION SYSTEM IN A	POWER	Dec-18	Mar-25	4754.42	9129.32	92.02	75

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17	UDHAMPUR-SRINAGAR-BARAMULLA (NL),NR	RAILWAYS	Nov-02	Aug-24	2500	41159	1546.36	261
18	AHMEDNAGAR-PARLI VAIJNATH(NL) CR	RAILWAYS	Mar-21	Dec-25	2271.5	4805.17	111.54	57
19	NANGALDAM-TALWARA(NL),NR	RAILWAYS	Jul-12	Nov-24	450	2017.96	348.44	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	Dec-26	4454.17	19605.91	340.17	189
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-27	724.69	3118.34	330.30	97
26	NEW B.G. LINE FROM ARARIA TO GALGALIA (THAKURGUNG), NEFR	RAILWAYS	Mar-19	Dec-24	532.87	2650	397.31	69
27	BHAIRABI SAIRONG, NL, NEFR	RAILWAYS	Mar-14	Jul-25	2393.47	8605	259.52	136
28	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
29	NEW WORK FOR CONSTRUCTION OF METRO RAILWAY FROM JOKA TO BINOY BADAL DINESH BAGH.	RAILWAYS	Mar-16	Dec-26	2913.51	4834.54	65.94	129
30	BHUJ-NALIYA(GC) WITH EXTENSION FROM NALIYA TO VAYOR (WR)	RAILWAYS	Mar-12	May-24	318.24	1531.55	381.26	146
31	NEW LINE FROM DIMAPUR TO ZUBZA(KOHIMA) NATIONAL PROJECT (NEFR)	RAILWAYS	Mar-15	Mar-26	2326.52	6663	186.39	132
32	CHHAPRA-BALLIA UP	RAILWAYS	Jan-19	May-24	295	954	223.39	64
33	NEW BG LINE FROM BALURGHAT TO HILLY NFR	RAILWAYS	Mar-20	Mar-27	242.22	632.63	161.18	84
34	MURKONGSELEK-PASIGHAT NL	RAILWAYS	Mar-20	Mar-25	414.84	1187.49	186.25	60
35	MULTI MODAL TRANSPORT SYSTEM(MMTS) PHASE-II HYDERABAD	RAILWAYS	Mar-16	Mar-24	632.68	1169.23	84.81	96
36	MADURAI-TUTICORIN VIA ARUPPUKOTTAI	RAILWAYS	Mar-19	Dec-27	120.7	2053.39	1601.23	105

37	PIRPAINTI-JASIDIH	RAILWAYS	Mar-22	Mar-28	915.98	2137.81	133.39	72
38	BAGALKOT-KUDACHI NL	RAILWAYS	Mar-16	Mar-27	986.3	1649.31	67.22	132
39	BONDAMUNDA RANCHI DOUBLING	RAILWAYS	Mar-21	Jun-25	1724.2	3029.04	75.68	51
40	LUCKNOW- PILIBHIT VIA SITAPUR, LAKHIMPUR GC	RAILWAYS	Mar-19	Mar-24	927.01	1457.79	57.26	60
41	SHAHGANJ-BHATNI-PHEPHNA-INDARA, MAU-SHAHGANJ (EXCL. MAU-INDARA) PATCH DOUBLING.	RAILWAYS	Dec-19	Dec-24	1177.96	1777.39	50.89	60
42	EAST WEST METRO CORRIDOR KOLKATA	RAILWAYS	Sep-16	Jun-24	4874.58	10442.41	114.22	93
43	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	97.48	114
44	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	Mar-24	454.89	814.56	79.07	70
45	4-LANING OF GOA/KARNATAKA BORDER-KUNDAPUR SECTION	ROAD TRANSPORT AND HIGHWAYS	Aug-16	Dec-24	1655.01	2639	59.46	100
46	4-LANNING OF VARANASI GORAKHPUR SECTION OF NH-29 FROM 148.00 208.300 KM [PACKAGE-IV]	ROAD TRANSPORT AND HIGHWAYS	Apr-19	Jun-24	1587.49	3063.99	93.01	62
47	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	Apr-24	899	1619.32	80.12	60
48	FOUR LANNING OF RAMPUR- KATHGODAM SECTION OF NH-87 FROM KM 42.791 (DESIGN CHAINAGE 43.446) TO KM 88	ROAD TRANSPORT AND HIGHWAYS	Oct-19	Apr-24	720	1145.44	59.09	54
49	CONSTRUCTION OF REHABILITATION AND UPGRADING TO 2 LANES/2 LANE(FOR LOT-I-KM 40.00 TO KM 65.400 AND K	ROAD TRANSPORT AND HIGHWAYS	May-16	Apr-24	178.85	278.54	55.74	95
50	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	Aug-24	1408.85	2138.16	51.77	94



<b>51</b>	INTERCEPTION DIVERSION TREATMENT WORKS AT TOLLYS NULLAH ADI GANGA	WATER RESOURCES	Sep-22	Dec-26	307.12	653.67	112.84	51
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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