



PROJECT IMPLEMENTATION
AN OVERVIEW DECEMBER 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 01.01.2024, **1,820** projects with anticipated completion cost of Rs. **30,69,595.88** 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 January 2024			
SN	Category	No. of Projects	Anticipated Cost (Rs. in crore)
1	Mega (Rs. 1000 crore and above)	567	25,07,534.54
2	Major (Rs. 150 crore to less than Rs. 1000 crore)	1253	5,62,061.34
	TOTAL	1,820	30,69,595.88

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:

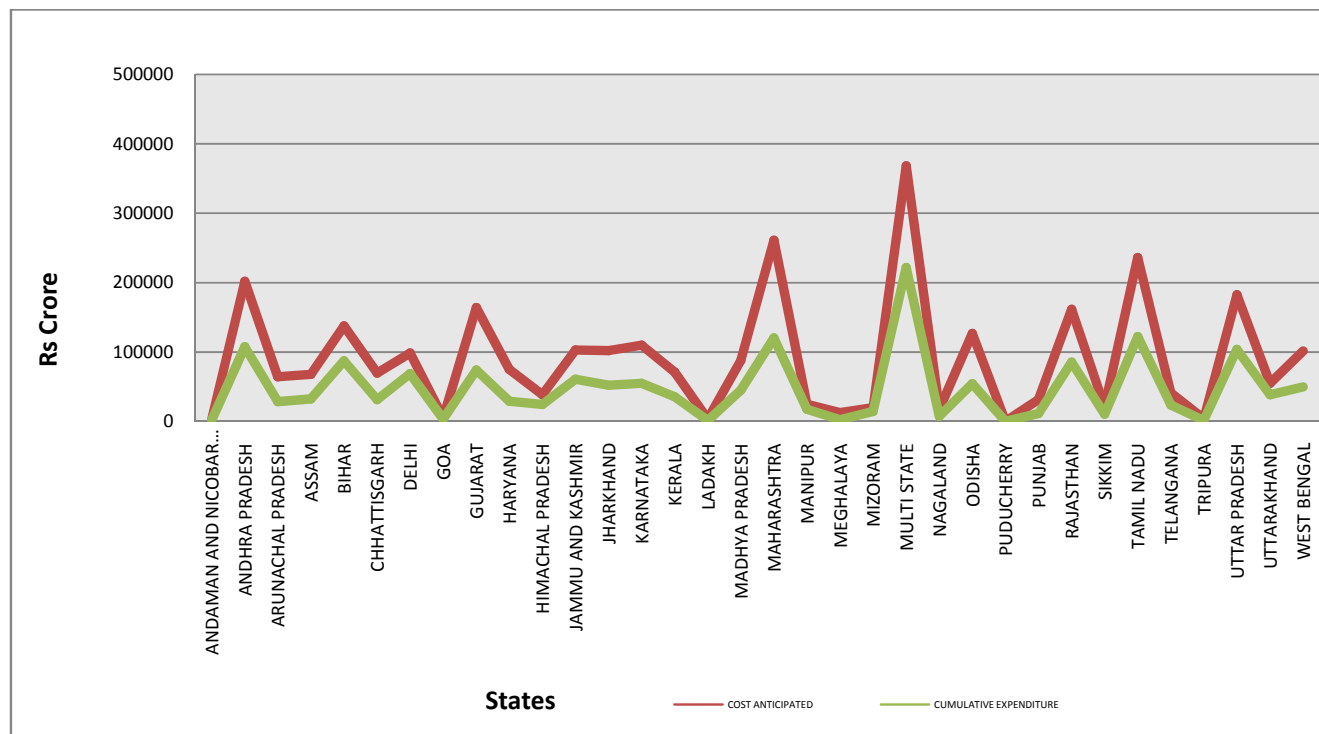
STATUS OF CENTRAL SECTOR PROJECTS COSTING Rs.150 CRORE AND ABOVE(December 2023)

(All Cost /Expenditure in Rs. Crore)

S.No.	State Name	No. of Projects	Original Cost	Anticipated Cost	Cumulative Expenditure
1	ANDAMAN AND NICOBAR ISLANDS	9	2847.18	3118.54	1882.29
2	ANDHRA PRADESH	105	142280.96	201850.75	107496.2
3	ARUNACHAL PRADESH	28	49473.75	64435.96	28600.71
4	ASSAM	59	59993.68	67859.35	32596.85
5	BIHAR	93	113905.2	137601.82	87308.47
6	CHHATTISGARH	58	67515.47	69844.35	31463.27
7	DELHI	29	94336.91	98738.92	68862.1
8	GOA	8	5311.62	5366.1	3406.91
9	GUJARAT	92	144775.35	164148.8	74213.26
10	HARYANA	33	68389.49	74925.11	29192.8
11	HIMACHAL PRADESH	27	26047.08	38510.22	24589.7
12	JAMMU AND KASHMIR	45	67805.3	102889.18	60918
13	JHARKHAND	67	96816.59	102037.69	52299
14	KARNATAKA	84	105612.93	110021.23	55009.2
15	KERALA	32	63881.68	71217.65	35646.75
16	LADAKH	9	3193.43	3353.1	1521.45
17	MADHYA PRADESH	85	75538.2	87885.71	45155.35
18	MAHARASHTRA	208	235771.47	260934.74	120275.65
19	MANIPUR	33	14873.39	24741.22	17609.34
20	MEGHALAYA	14	5372.73	12735.93	2626.54
21	MIZORAM	20	11351.53	19928.05	14426.75
22	MULTI STATE	66	302248.46	368170.35	221712.46
23	NAGALAND	36	13251.84	17602.25	7596.93
24	ODISHA	83	117601.1	126808.52	54526.76
25	PUDUCHERRY	1	195	195	179.67

26	PUNJAB	36	31461.93	31689.91	11547.14
27	RAJASTHAN	76	126596.68	161584.39	85389.19
28	SIKKIM	21	14177.1	21062.97	10664.34
29	TAMIL NADU	74	212675.09	236174.36	122278.49
30	TELANGANA	55	38037.92	41144.78	23924.09
31	TRIPURA	12	3625.74	3921.65	1520.11
32	UTTAR PRADESH	127	158342.44	182446.04	103879.93
33	UTTARAKHAND	32	36997.91	55102.82	38637.63
34	WEST BENGAL	63	76760.93	101548.42	49856.47
	Grand Total	1820	2587066.08	3069595.88	1626813.8

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

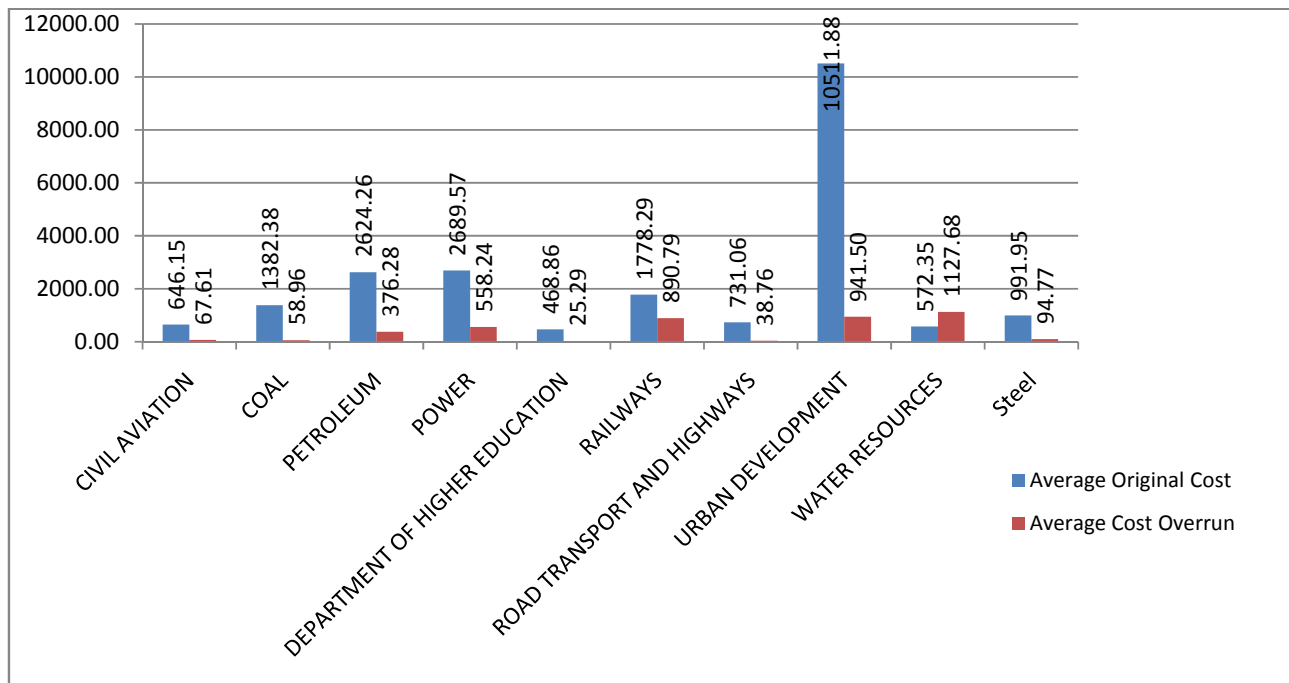


Sector-Wise analysis of Cost Overrun in projects

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	116741	1,32,558.00	136736	19995	4178
2	CIVIL AVIATION	30	19384.53	19,808.30	21412.69	2028.16	1604.39
3	COAL	124	171415.11	1,75,562.59	178726.28	7311.17	3163.69
4	DEFENCE PRODUCTION	1	246.31	200	195	-51.31	-5
5	DEPARTMENT OF HIGHER EDUCATION	21	9846.15	10,358.55	10377.34	531.19	18.79
6	DONER	1	151.33	151.33	151.33	0	0
7	DPIIT	2	24857	24,857	25485	628	628
8	FINANCE	3	786.27	786.27	831.04	44.77	44.77
9	HEALTH AND FAMILY WELFARE	8	6032.68	6194.73	6192.62	159.94	-2.11
10	HOME AFFAIRS	5	2025.73	2946.02	2958.98	933.25	12.96
11	MINES	8	7559.78	9,433.96	9788.7	2228.92	354.74
12	PETROLEUM	157	412009.55	4,65,240.71	471085.79	59076.24	5845.08
13	POWER	98	263577.43	2,75,581.49	318284.72	54707.29	42703.23
14	RAILWAYS	250	444573.55	5,60,716.82	667271.37	222697.8	106554.55
15	RENEWABLE ENERGY	1	271.9	366.12	366.12	94.22	0
16	ROAD TRANSPORT AND HIGHWAYS	1021	746414.37	7,76,114.69	785992.06	39577.69	9877.37
17	SHIPPING AND PORTS	1	5369.18	5362.27	5362.27	-6.91	0
18	SOCIAL JUSTICE	1	170.99	170.99	170.99	0	0
19	STEEL	9	8927.58	9780.55	9780.55	852.97	0
20	TELECOMMUNICATIONS	6	39418.57	39418.57	39484.7	66.13	66.13
21	URBAN DEVELOPMENT	27	283820.79	286057.01	309241.35	25420.56	23184.34
22	WATER RESOURCES	41	23466.28	23478.30	69700.98	46234.7	46222.68
	Grand Total	1820	2587066.08	28,25,144.27	3069595.88	482529.8	244451.61

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



*Top 10 sectors in terms of total no of projects

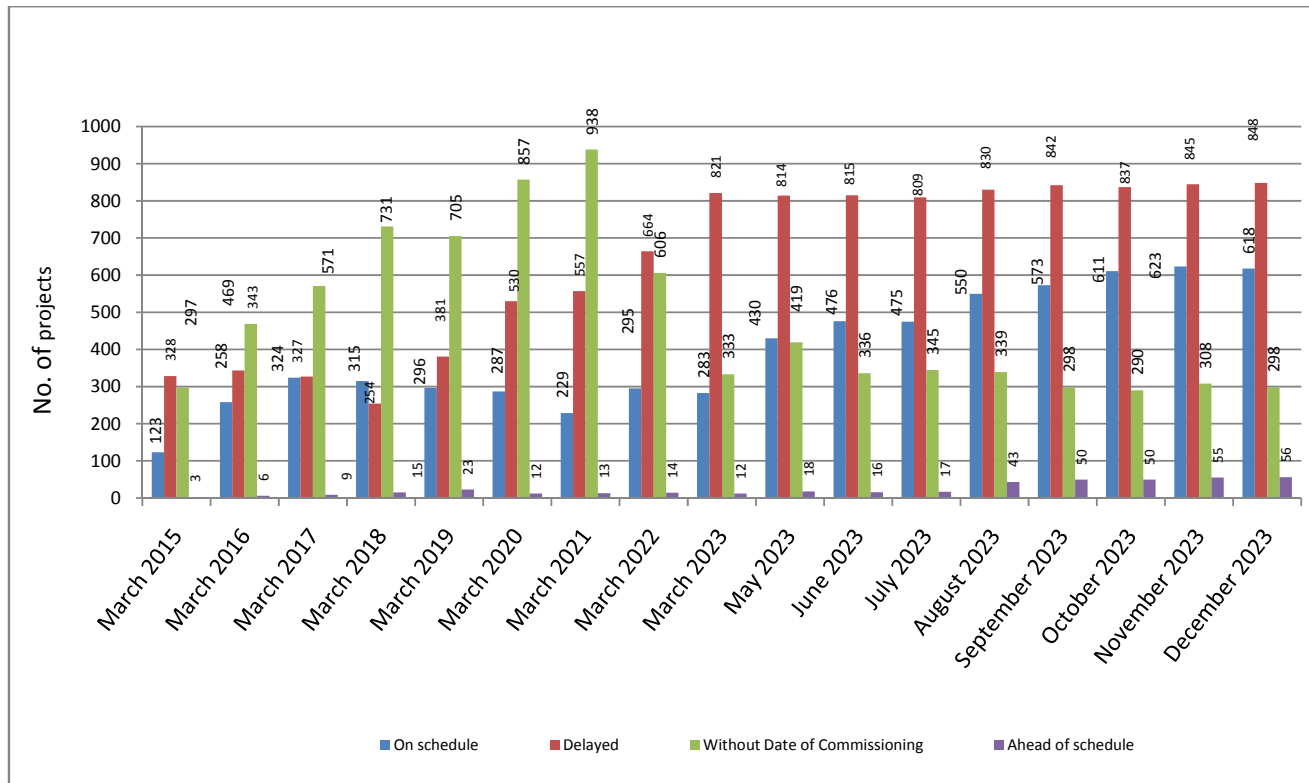
Current Scenario of Projects

- Total 1820 projects are on the monitor of this Ministry
- 56 Projects are ahead of schedule
- 618 Projects are on schedule
- 848 Projects are delayed
- 431 Projects have cost overruns.
- 298 Projects have been reported with inadequate information about commissioning schedule.

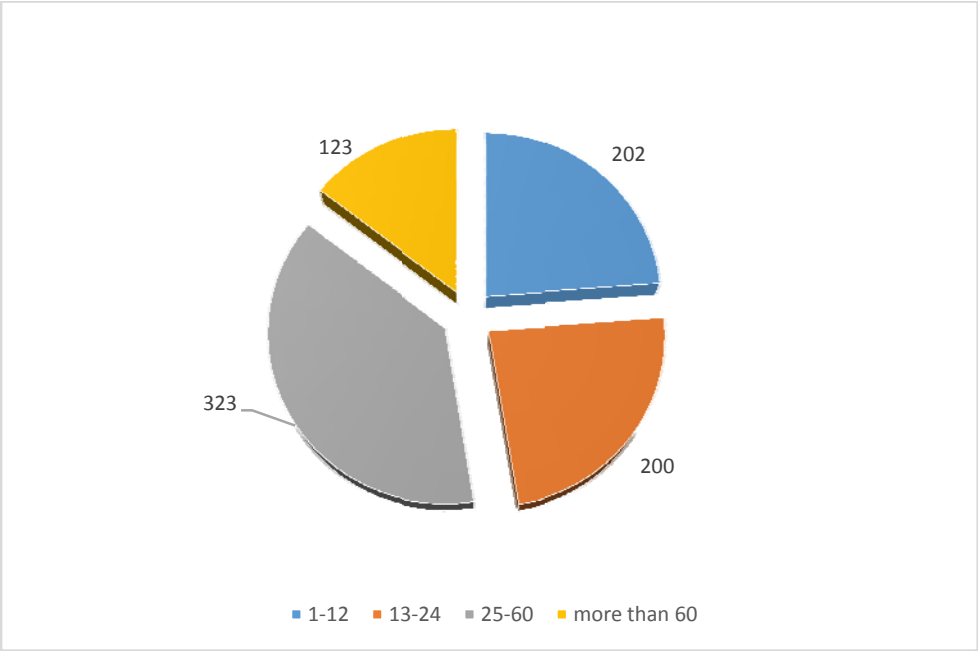
Highlights of the on-going projects (as on 01.01.2024)

Total number of projects on the monitor	1820
Total Original cost of 1820 projects	Rs. 2587066.08crore
Total anticipated cost of these projects	Rs 3069595.88crore
Cumulative Expenditure till March 2023	Rs. 1320973.52crore
Expenditure during current Financial Year (upto December 2023)	Rs. 305840.28crore
Expenditure during current month (December 2023)	Rs. 35643.56crore
Cumulative Expenditure till December 2023	Rs. 1626813.80crore
Overall percentage cost overrun with respect to original cost	18.65%
Overall percentage cost overrun with respect to latest sanctioned cost	8.65%
Total number of projects showing cost overrun w.r.t original approved cost	431
Total number of projects showing time overrun w.r.t original Schedule	848 (Ranging from 1 to 255 months)
Percentage cost overrun in 848 delayed Projects	26.53 %
No. of projects completed during the month	22

Trend in Projects during Previous Years



Break-up of 848delayed (in months) projects inDecember2023

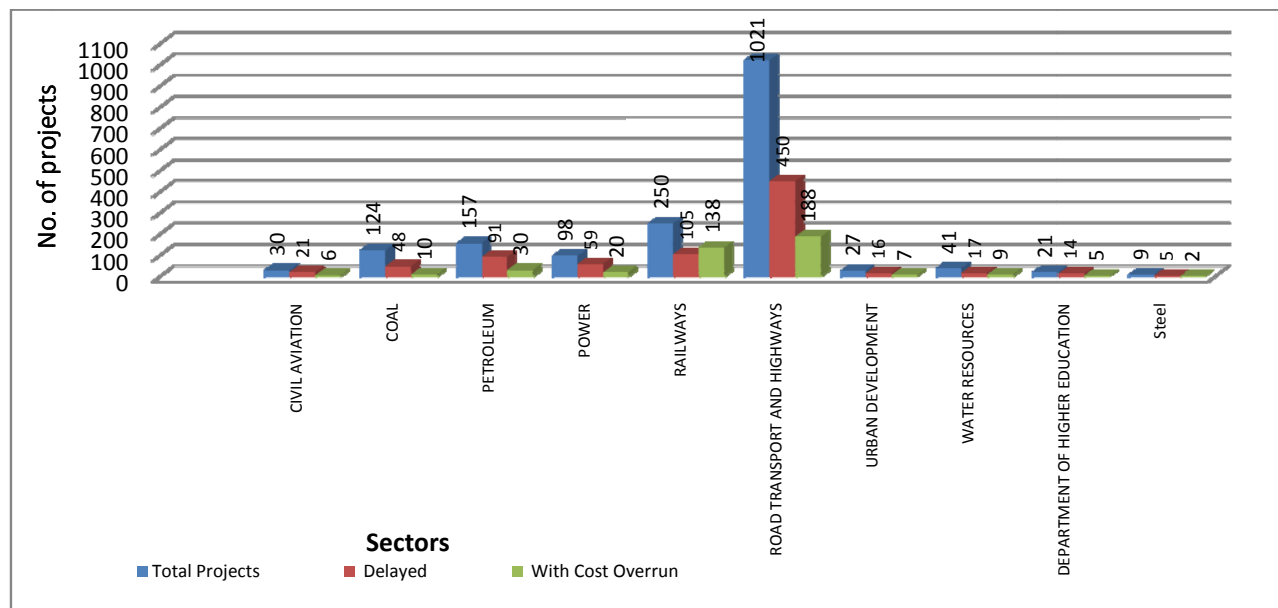


Status of Projects Showing Cost and Time Overrun

Status of Projects (as on 01.01.2024)						
Sr. No.	Sector	Total Projects	No of Projects Having			
			Delay		Cost Overrun	
			w.r.t.Origin al 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	30	21	13	6	4
3	COAL	124	48	39	10	6
4	FINANCE	3	0	0	1	1
5	MINES	8	7	4	3	1
6	STEEL	9	5	5	2	0
-	NET TOTAL	168	84	65	25	13

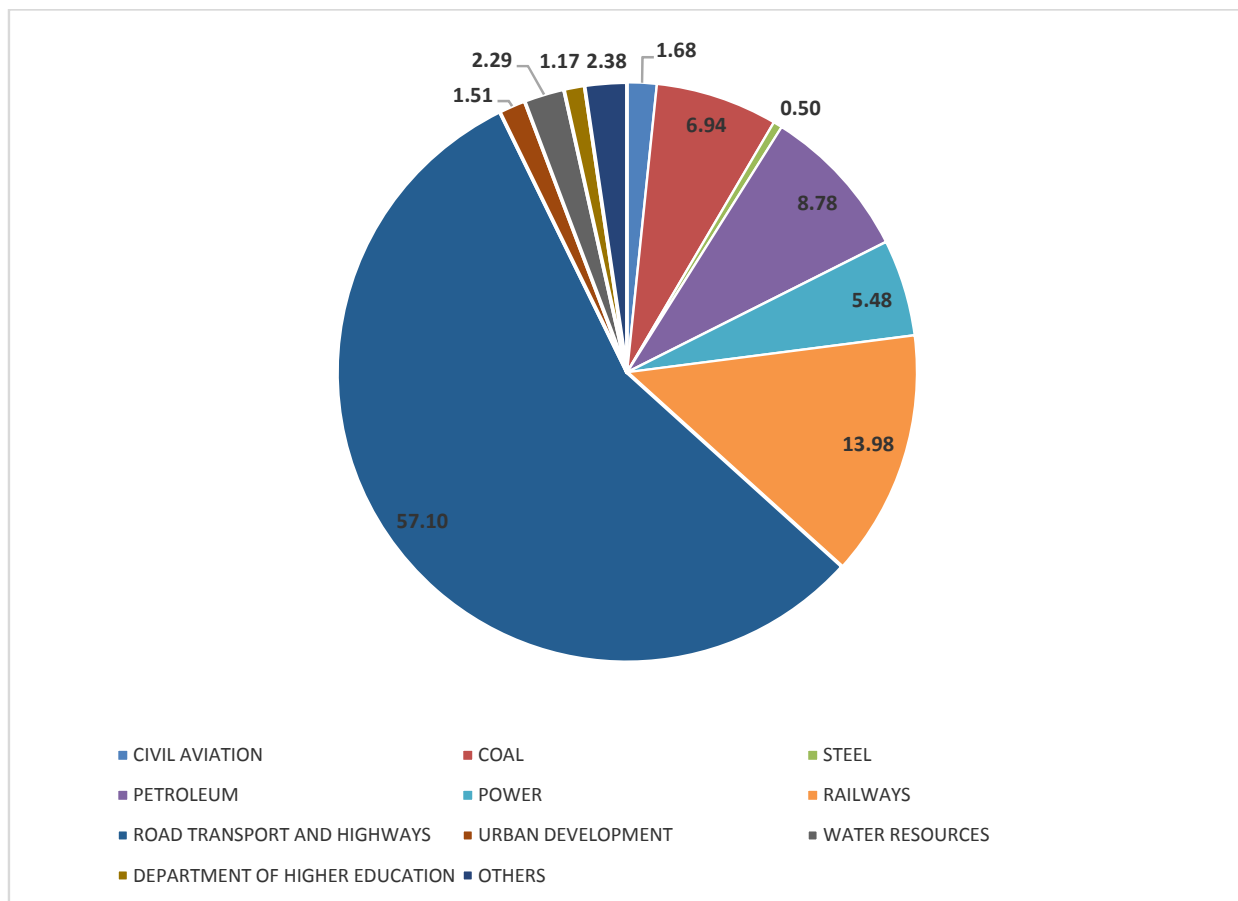
	WELFARE					
10	RAILWAYS	250	105	93	138	105
11	ROAD TRANSPORT AND HIGHWAYS	1021	450	341	188	114
12	SHIPPING AND PORTS	1	1	0	0	0
13	TELECOMMUNICATIONS	6	2	2	2	2
14	URBAN DEVELOPMENT	27	16	11	7	6
15	WATER RESOURCES	41	17	17	9	9
16	SOCIAL JUSTICE	1	0	0	0	0
17	DEFENCE PRODUCTION	1	0	0	0	0
18	DEPARTMENT OF HIGHER EDUCATION	21	14	8	5	2
19	HOME AFFAIRS	5	4	3	3	1
20	DPIIT	2	0	0	1	1
21	DONER	1	0	0	0	0
22	RENEWABLE ENERGY	1	0	0	1	0
	Total	1820	848	638	431	277

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

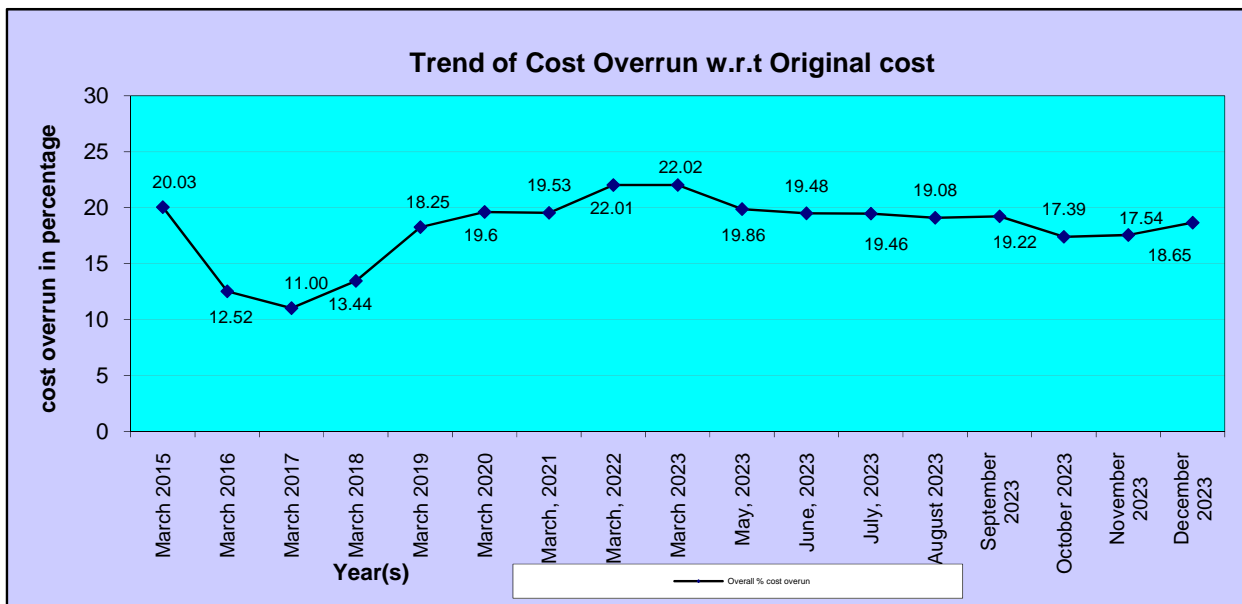
Action taken by the Government to Minimise Time and cost overruns in Projects

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

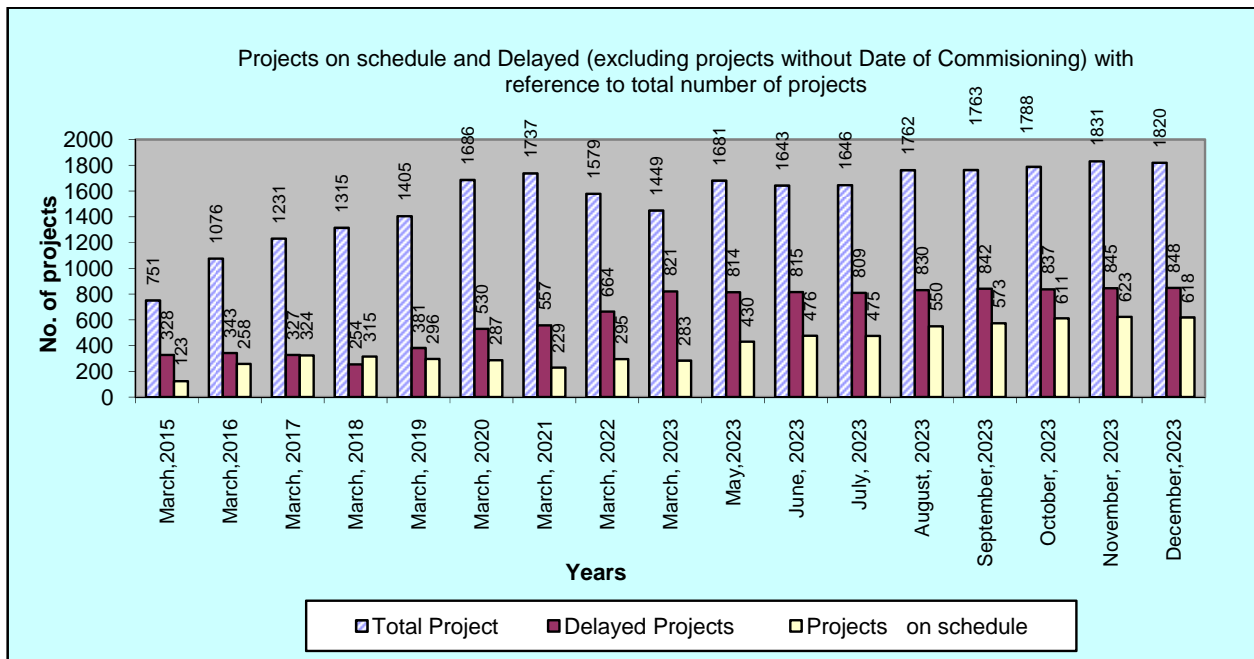
- rigorous project appraisal;
- On-line Computerised Monitoring System (OCMS) for better monitoring;
- setting up of Revised Cost Committees in the Ministries for fixation of responsibility for time and cost overruns;
- regular review of the infrastructure projects by the concerned administrative Ministries;
- 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 2015 to 18.65% in December 2023. The trend of cost overrun w.r.t original cost over the years may be seen in the following graph:

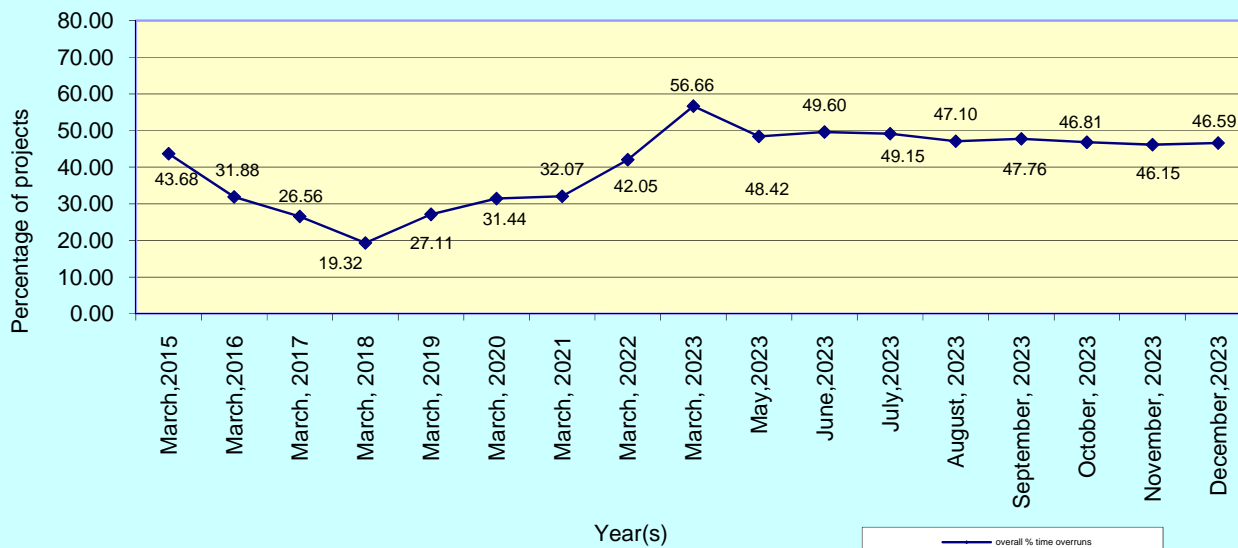


The following graph shows a comparison between number of delayed projects & number of projects on schedule during last few years



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 43.68% in March, 2015 to 46.59% in December, 2023. The trend of percentage of projects with time overrun over the years may be seen in the following graph:

Trend of projects running behind schedule w.r.t original schedule



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 (uptoDecember,2023)	216	194840.05
Total	1531	1546509.94

Focused attention on 56 Delayed Projects

Analysis of projects showing substantial time and cost overrun depicts that following 56 projects having Cost overrun of 50% & more and Time overrun of 50 months and more, contribute nearly 40%* of the total cost overrun and 18.65%\$ 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 ORIGINAL	DOC ANTICIPATED	COST ORIGINAL	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	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	Dec-23	1219.21	2091.53	71.55	50
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	Sep-24	3919.59	11063.49	182.26	180
11	SUBANSIRI LOWER H.E.P (8X250 MW) (NHPC)	POWER	Sep-10	May-25	6285.33	21247.54	238.05	176
12	BARH STPP(3X660MW) NTPC	POWER	Oct-11	Aug-24	8692.97	21312.11	145.16	154
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 P	POWER	Dec-18	Dec-24	4754.42	9129.32	92.02	72
17	UDHAMPUR-SRINAGAR-BARAMULLA (NL),NR	RAILWAYS	Nov-02	Feb-24	2500	37012.26	1380.49	255
18	AHMEDNAGAR-PARLI VAIJNATH(NL) CR	RAILWAYS	Mar-21	Dec-25	2271.5	4805.17	111.54	57
19	DAUSA-GANGAPUR CITY(NL),NWR	RAILWAYS	Feb-19	Jan-24	410.08	970	136.54	59
20	NANGALDAM-TALWARA(NL),NR	RAILWAYS	Jul-12	Nov-24	450	2017.96	348.44	148
21	LALITPUR-SATNA-REWA-SINGRULI NL, (NCR)	RAILWAYS	May-08	Mar-25	247.66	8248.5	3230.57	202
22	KOTLPALLI-NARASAPUR (NL) (SCR)	RAILWAYS	Mar-09	Mar-27	1045.2	2500.98	139.28	216
23	JIRIBAM TO IMPHAL (TUPUI)(NL)(NEFR)	RAILWAYS	Mar-11	Mar-25	4454.17	14322	221.54	168
24	RAMGANJMUUNDI-BHOPAL (NL),WCR	RAILWAYS	Mar-21	Dec-25	424.6	3032.46	614.19	57
25	MANOHARABAD-KOTHPALL NEW LINE(SCR)	RAILWAYS	Mar-10	Mar-25	1160.48	3014	159.72	180
26	MAYLADUTHURAI-THIRUVARUR-KARAIKUDI-THIRU 'PONDI'-AGASTIYAMPALLI	RAILWAYS	Feb-19	Mar-26	724.69	3118.34	330.30	85
27	NEW B.G. LINE FROM ARARIA TO GALGALIA (THAKURGUNG), NEFR	RAILWAYS	Mar-19	Jul-24	532.87	2650	397.31	64
28	BHAIRABI SAIRONG, NL, NEFR	RAILWAYS	Mar-14	Oct-24	2393.47	8605	259.52	127
29	SEVOK RANGPO, NEFR	RAILWAYS	Dec-15	Dec-23	1339.48	7876.92	488.06	96
30	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
31	NEW WORK FOR CONSTRUCTION OF METRO RAILWAY FROM JOKA TO BINOY BADAL DINESH BAGH.	RAILWAYS	Mar-16	Jul-25	2913.51	4834.54	65.94	112
32	BHUJ-NALIYA(GC) WITH EXTENSION FROM NALIYA TO VAYOR (WR)	RAILWAYS	Mar-12	Mar-24	318.24	1531.55	381.26	144
33	NEW LINE FROM DIMAPUR TO ZUBZA(KOHIMA) NATIONAL PROJECT (NEFR)	RAILWAYS	Mar-15	Mar-26	2326.52	6663	186.39	132
34	CHHAPRA-BALLIA UP	RAILWAYS	Jan-19	Feb-24	295	941.05	219.00	61
35	EAST WEST METRO CORRIDOR FROM HOWRAH MAIDAN TO SALT LAKE	RAILWAYS	Mar-16	Dec-23	4874.58	10442.41	114.22	93
36	NEW BG LINE FROM BALURGHAT TO HILLY NFR	RAILWAYS	Mar-20	Dec-24	242.22	632.63	161.18	57

37	MURKONGSELEK-PASIGHAT NL	RAILWAYS	Mar-20	Oct-24	414.84	1187.49	186.25	55
38	MULTI MODAL TRANSPORT SYSTEM(MMTS) PHASE-II HYDERABAD	RAILWAYS	Mar-16	Mar-24	632.68	1169.23	84.81	96
39	MADURAI-TUTICORIN VIA ARUPPUKOTTAI	RAILWAYS	Mar-19	Dec-27	120.7	2053.39	1601.23	105
40	BAGALKOT-KUDACHI NL	RAILWAYS	Mar-16	Jun-26	986.3	1649.31	67.22	123
41	BONDAMUNDA RANCHI DOUBLING	RAILWAYS	Mar-21	Jun-25	1724.2	3029.04	75.68	51
42	LUCKNOW- PILIBHIT VIA SITAPUR, LAKHIMPUR GC	RAILWAYS	Mar-19	Mar-24	927.01	1457.79	57.26	60
43	BANASPANI- JAKHPURA - DOUBLING	RAILWAYS	Mar-19	Dec-23	942.95	1826	93.65	57
44	NANPARA - NEPALGANJ GAUGE CONVERSION.	RAILWAYS	Apr-17	Dec-24	150	341.66	127.77	92
45	SHAHGANJ-BHATNI- PHEPHNA-INDARA, MAU-SHAHGANJ (EXCL. MAU-INDARA) PATCH DOUBLING.	RAILWAYS	Dec-19	Mar-24	1177.96	1777.39	50.89	51
46	EAST WEST METRO CORRIDOR KOLKATA	RAILWAYS	Sep-16	Jun-24	4874.58	10442.41	114.22	93
47	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
48	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	Dec-23	454.89	814.56	79.07	67
49	FOUR LANING OF SULTANPUR TO VARANASI (PKG-I)	ROAD TRANSPORT AND HIGHWAYS	Jun-18	Dec-23	1027.53	2628.31	155.79	66
50	FOUR LANING OF GHAGHRA BRIDGE TO VARANASI (PKG-II)	ROAD TRANSPORT AND HIGHWAYS	Jun-18	Jan-24	667	3006.53	350.75	67
51	4-LANNING OF VARANASI GORAKHPUR SECTION OF NH-29 FROM 148.00 208.300 KM [PACKAGE-IV]	ROAD TRANSPORT AND HIGHWAYS	Apr-19	Mar-24	1587.49	3063.99	93.01	59
52	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	53.67	61

53	ENGINEERING, PROCUREMENT, AND CONSTRUCTION OF REHABILITATION AND UPGRADING TO 2-LANES/2 - LANE WITH P	ROAD TRANSPORT AND HIGHWAYS	May-16	Jan-24	178.85	278.54	55.74	92
54	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	Feb-24	1408.85	2138.16	51.77	88
55	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	51.66	54
56	INTERCEPTION DIVERSION TREATMENT WORKS AT TOLLYS NULLAH ADI GANGA	WATER RESOURCES	Sep-22	Dec-26	307.12	653.67	112.84	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