



45th PROJECT IMPLEMENTATION
AN OVERVIEW – FEBRUARY 2016



Government of India

Ministry of Statistics and Programme Implementation

Infrastructure and Project Monitoring Division

Sardar Patel Bhavan, Sansad Marg

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 01.03.2016, 1071 projects with anticipated completion cost of Rs. 14,26,985.93 crore were on the monitor of the Ministry. For the purpose of monitoring, these projects have been categorised into two categories:

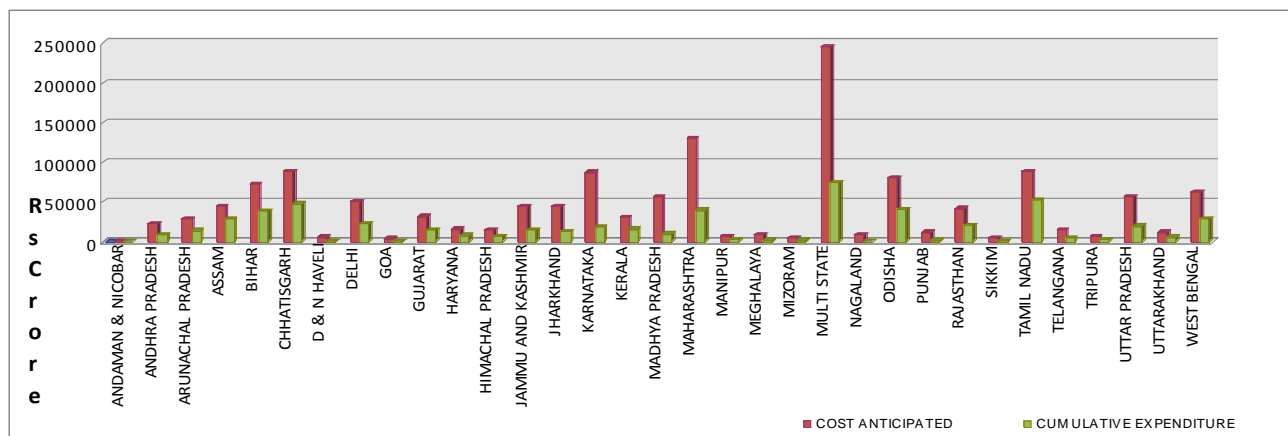
As on 1st March 2016

SN	Category	No. of Projects	Anticipated Cost (Rs. in crore)
1	Mega (Rs. 1000 crore and above)	280	10,84,109.21
2	Major (Rs. 150 crore to less than Rs. 1000 crore)	791	3,42,876.72
	TOTAL	1071	14,26,985.93

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:

STATE WISE STATUS OF CENTRAL SECTOR PROJECTS COSTING Rs 150 CRORE AND ABOVE					
(All Cost /Expenditure in Rs. crore)					
S.NO	STATE	NO OF PROJECTS	COST ORIGINAL	COST ANTICIPATED	CUMULATIVE EXPENDITURE
1	ANDAMAN & NICOBAR ISLANDS	2	587.67	587.67	22.96
2	ANDHRA PRADESH	47	21,226.93	23,061.97	8,962.84
3	ARUNACHAL PRADESH	14	11,758.70	28,124.97	14,041.88
4	ASSAM	50	28,795.71	44,498.17	29,340.33
5	BIHAR	64	57,872.84	72,300.43	39,167.53
6	CHHATISGARH	40	86,425.52	87,703.17	47,878.41
7	D & N HAVELI	1	6,086.08	6,086.08	673.95
8	DELHI	16	49,963.05	49,963.05	22,727.07
9	GOA	8	3,925.48	3,907.87	341.03
10	GUJARAT	31	30,605.81	31,660.45	15,448.63
11	HARYANA	20	13,986.73	15,957.35	7,605
12	HIMACHAL PRADESH	5	8,088.55	14,487.83	6,755.09
13	JAMMU AND KASHMIR	9	25,620.25	45,229.68	15,278.18
14	JHARKHAND	44	41,826.84	44,389.59	13,211.78
15	KARNATAKA	42	72,113.99	87,378.98	19,005.73
16	KERALA	16	25,825.82	30,300.97	16,066.24
17	MADHYA PRADESH	52	54,020.18	56,591.41	10,006.28
18	MAHARASHTRA	73	1,21,026.10	1,29,786.02	39,783.50
19	MANIPUR	1	727.56	6,570.75	2,787.99
20	MEGHALAYA	6	6,970.03	8,194.91	2,102.63
21	MIZORAM	6	2,188.16	5,402.06	1,803.08
22	MULTI STATE	176	2,67,786.62	2,45,109.97	74,935.14
23	NAGALAND	3	6,420	8,757.12	10.44
24	ODISHA	47	71,450.12	80,688.81	40,630.62
25	PUNJAB	23	11,714.51	11,712.84	2,215.48
26	RAJASTHAN	60	40,960.69	41,503.63	20,516.78
27	SIKKIM	5	2,149.08	4,999.32	562.83
28	TAMIL NADU	57	68,769.74	88,418.98	52,733.41
29	TELANGANA	32	12,335.70	15,282.09	4,221.08
30	TRIPURA	9	3,776.07	7,489.01	3,406.97
31	UTTAR PRADESH	60	52,378.07	56,264.19	19,912.64
32	UTTARAKHAND	6	9,352.40	11,651.71	5,605.70
33	WEST BENGAL	46	49,513.36	62,924.88	28,296.50
Total		1071	12,66,248.36	14,26,985.93	5,66,058.05

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

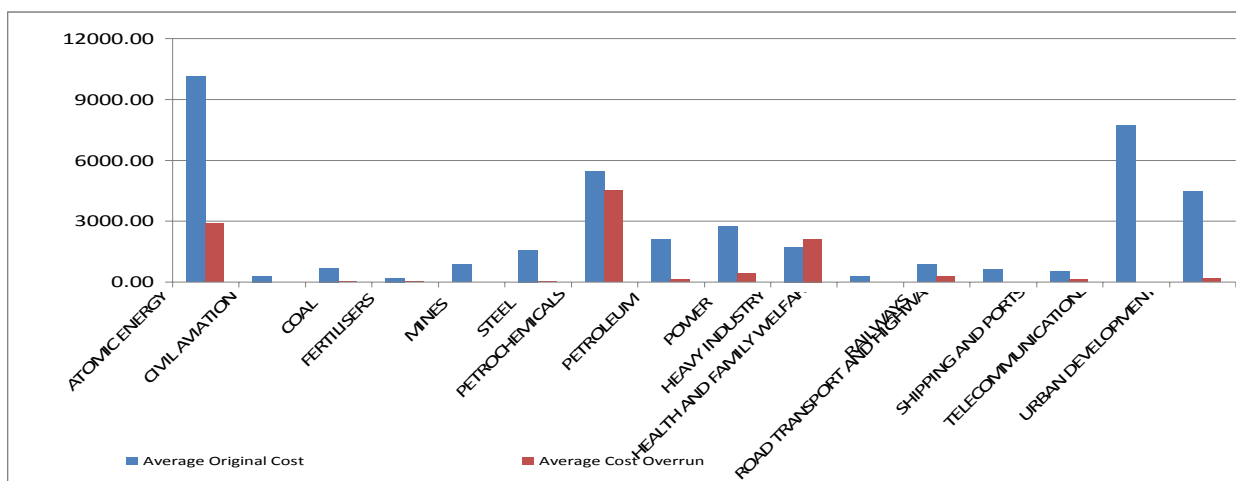


Sector-Wise analysis of Cost Overrun in projects

All Cost in Rs. Crore

Sector	Total Projects	Cost Original	Cost Latest	Cost Anticipated	Cost Overruns w.r.t original	Cost Overruns w.r.t latest
ATOMIC ENERGY	4	40,442.00	44,541.00	51,918.00	11,476.00	7,377.00
CIVIL AVIATION	4	1,177.28	1,177.28	1,186.17	8.89	8.89
COAL	88	60,408.62	60,379.03	61,521.55	1,112.93	1,142.52
FERTILISERS	1	197.79	209.44	209.44	11.65	0.00
MINES	3	2,555.63	2,555.63	2,555.63	0.00	0.00
STEEL	34	54,044.86	54,415.36	54,574.30	529.44	158.94
PETROCHEMICALS	1	5,460.61	8,920.00	9,965.00	4,504.39	1,045.00
PETROLEUM	66	137,131.44	143,178.74	145,764.07	8,632.63	2,585.33
POWER	111	304,580.02	332,768.53	353,192.66	48,612.64	20,424.13
HEAVY INDUSTRY	1	1,718.00	1,718.00	3,827.30	2,109.30	2,109.30
HEALTH AND FAMILY WELFARE	9	2,563.15	2,563.15	2,563.15	0.00	0.00
RAILWAYS	298	254,176.67	275,766.45	329,512.54	75,335.87	53,746.09
ROAD TRANSPORT AND HIGHWAYS	411	248,173.44	250,231.68	250,520.01	2,346.57	288.33
SHIPPING AND PORTS	8	4,117.75	4,258.80	5,048.81	931.06	790.01
TELECOMMUNICATIONS	2	15,445.17	15,445.17	15,345.17	-100.00	-100.00
URBAN DEVELOPMENT	30	134,055.93	134,018.53	139,282.13	5,226.20	5,263.60
Grand Total	1071	12,66,248.36	13,32,146.79	14,26,985.93	1,60,737.57	94,839.14

Average original cost & cost overrun in different Sectors



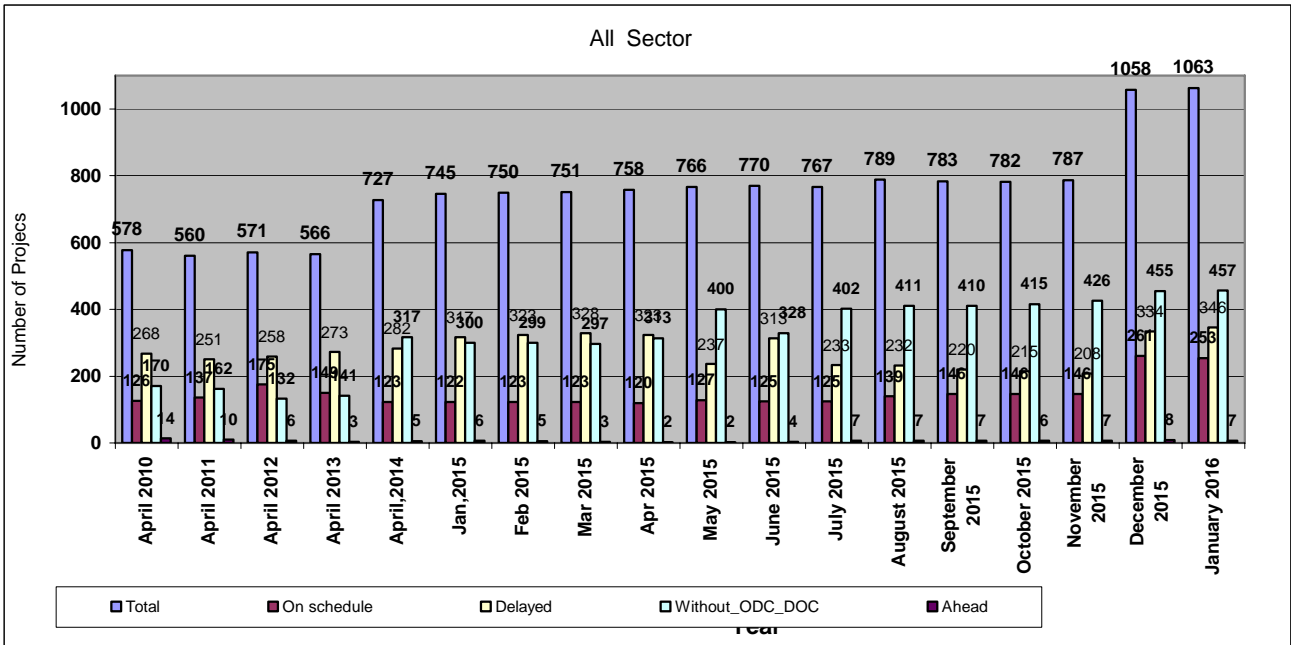
Current Scenario of Projects

- Total 1071 projects are on the monitor of this Ministry
- 5 Projects are ahead of schedule
- 258 Projects are on schedule
- 341 projects are delayed
- 238 Projects have cost overruns.
- 467 projects have been reported with inadequate information about commissioning schedule.

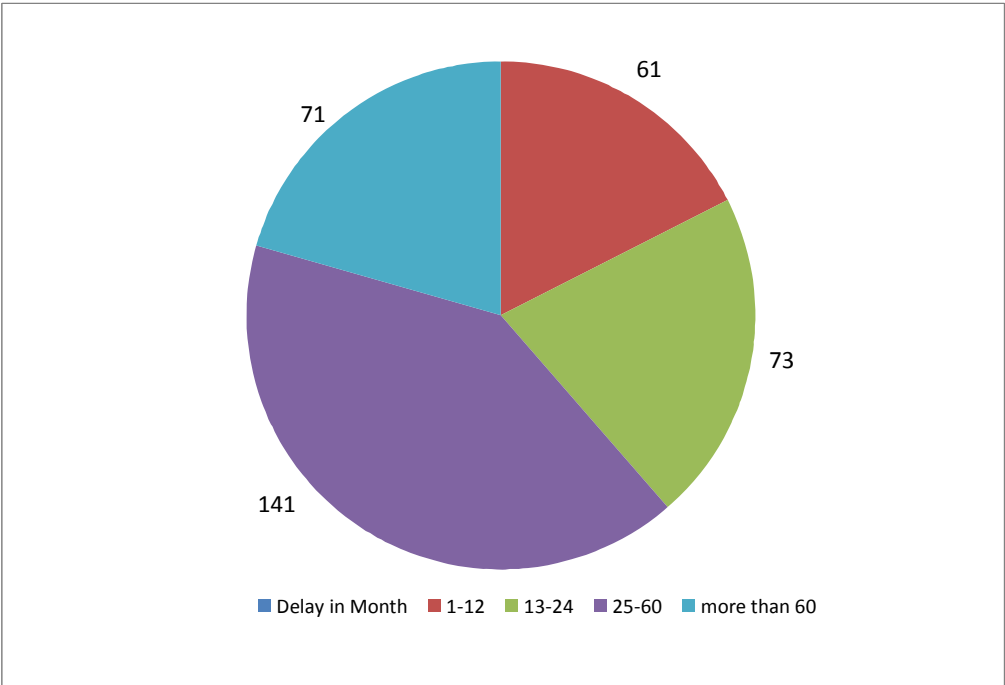
Highlights of the on-going projects (as on 01.03.2016)

Total number of projects on the monitor	1071
Total Original cost of 1071 projects	Rs. 12,66,248.36 crore
Total anticipated cost of these projects	Rs. 14,26,985.93 crore
Total Expenditure	Rs. 5,66,058.05 crore
Overall percentage cost overrun with respect to original estimates	12.69%
Overall percentage cost overrun with respect to latest sanctioned estimates	7.12%
Total number of projects showing cost overrun w.r.t original approved cost	238
Total number of projects showing time overrun w.r.t original Schedule	341 (Ranging from 1 to 261 months)
Percentage cost overrun in 341 delayed Projects	21.43%
No. of projects due for commissioning during the year 2015-16	242
No. of projects completed during the month	2
No. of projects completed during the year 2015-16 (as on 01.03.2016)	59
Total Cost of the completed projects during the year 2015-16 (as on 01.03.2016)	Rs. 1,07,590.64 crore

Trend in Projects during Last Five Years



Break-up of 341 delayed projects in February 2016



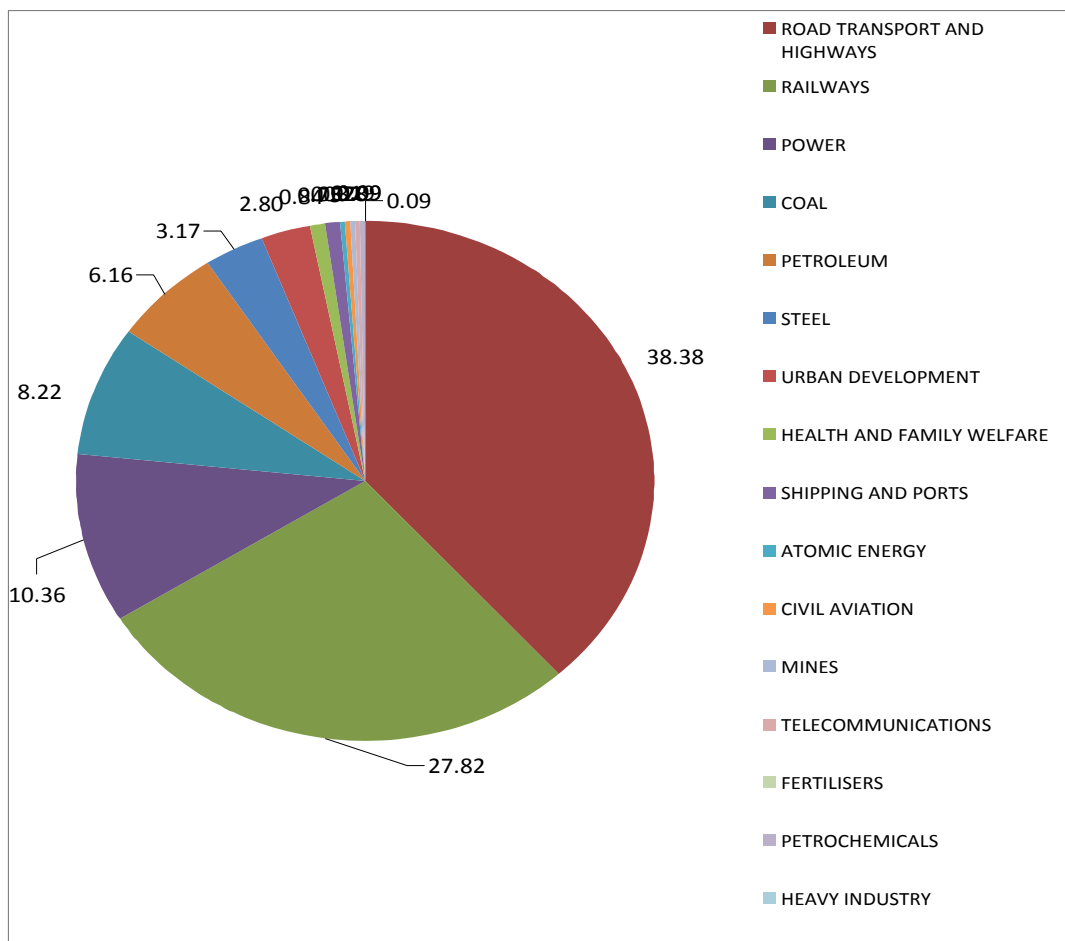
Status of Projects Showing Cost and Time Overrun

Status of Projects (as on 01.03.2016)						
Sr. No.	Sector	Total Projects	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	4	4	4	2	2
2	CIVIL AVIATION	4	1	1	1	1
3	COAL	88	43	39	4	3
4	FERTILISERS	1	0	0	1	0
5	MINES	3	0	0	0	0
6	STEEL	34	15	14	6	3
7	PETROCHEMICALS	1	0	0	1	1
8	PETROLEUM	66	36	20	15	4
9	POWER	111	60	53	22	7
10	HEAVY INDUSTRY	1	1	1	1	1
11	HEALTH AND FAMILY WELFARE	9	4	4	0	0
12	RAILWAYS	298	32	30	161	151
13	ROAD TRANSPORT AND HIGHWAYS	411	130	124	18	12
14	SHIPPING AND PORTS	8	2	2	4	4
15	TELECOMMUNICATIONS	2	2	2	0	0
16	URBAN DEVELOPMENT	30	11	11	2	2
TOTAL		1071	341	305	238	191

Sector-wise Status of Projects (w.r.t. original schedules)

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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

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

Analysis of factors affecting the progress of projects

	Factors	Number of Projects
1.	Fund Constraints	13
2.	Land Acquisition Problems	40
3.	Rehabilitation & Resettlement problem	23
4.	Slow Progress in Works other than Civil Works	3
5.	Law and order	17
6.	Contractual Issues	27
7.	Environmental clearance	31
8.	Adverse Geo-mining conditions	3
9.	Adverse Weather Condition	9
10.	Others (These include the problems of technology selection, change of scope, award of contract delay in civil work, court cases, inadequate infrastructure, municipal permission, shortage of labour, ROU/ROW problems and Statuary Clearances).	122

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

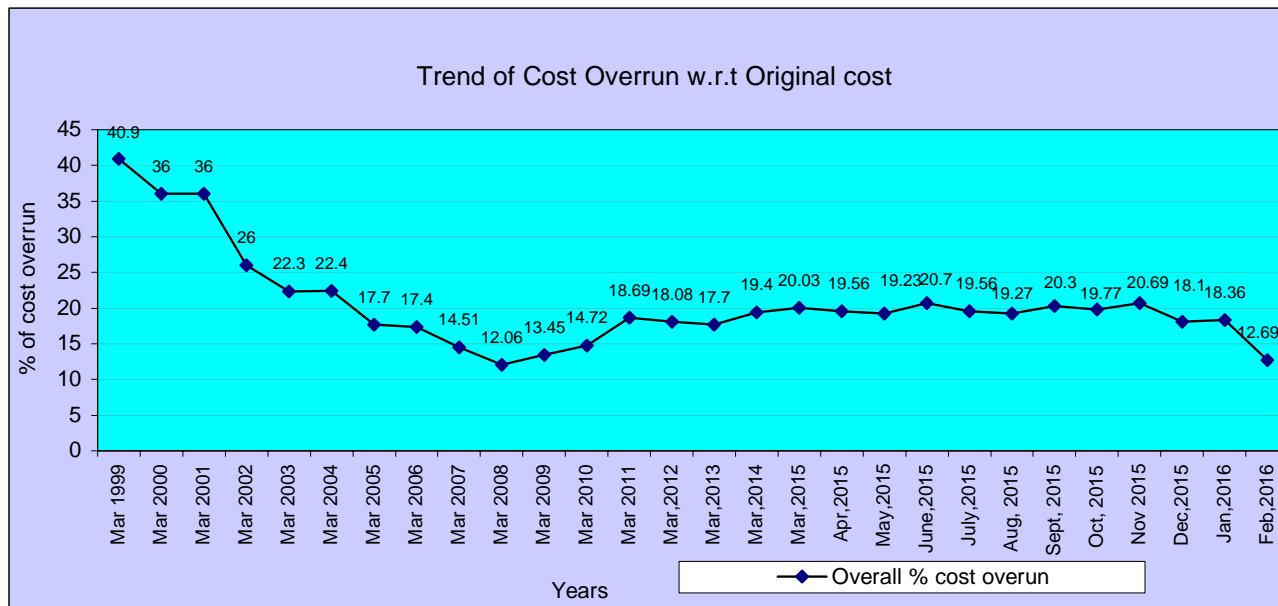
In order to reduce the delays and cost overruns in the projects, the Government has taken several steps which inter-alia includes:

- rigorous project appraisal;
- On-line Computerised Monitoring System (OCMS) for better monitoring;
- setting up of Standing 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.

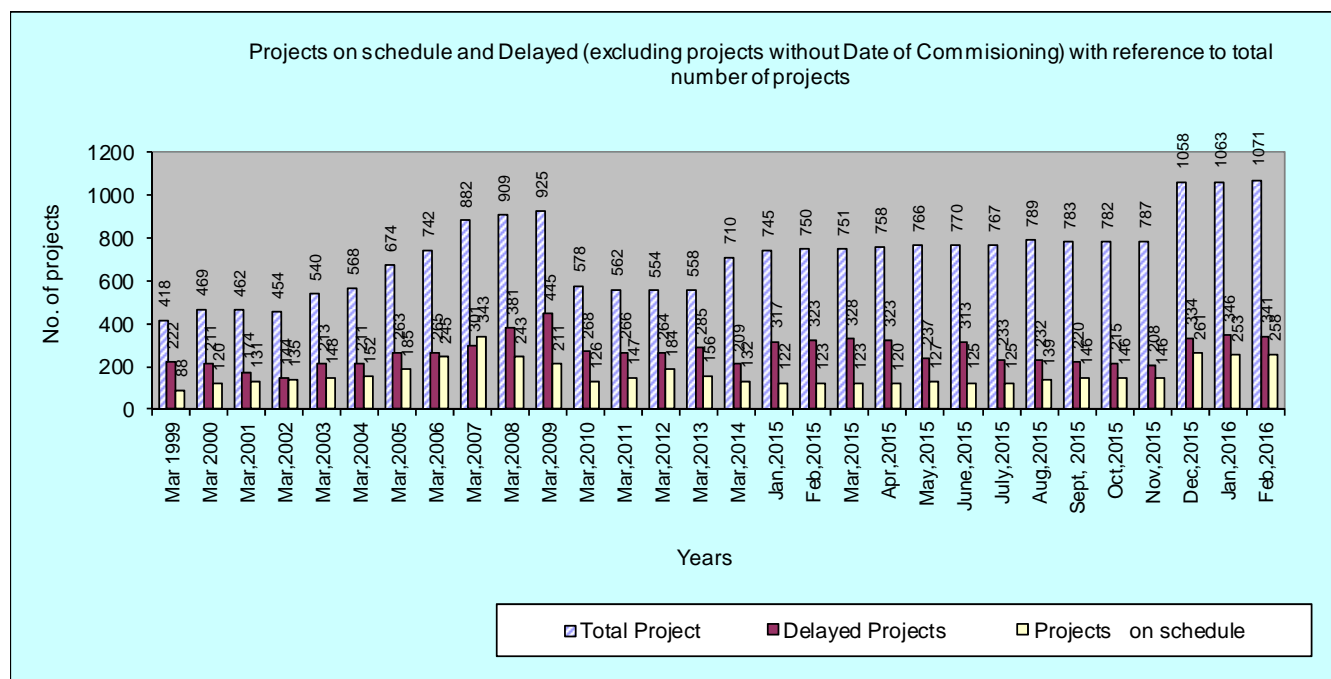
Impact of Monitoring

An analysis of cost overrun in the last 16 years with respect to the originally approved costs shows that the cost overrun has come down from 40.9% in March,

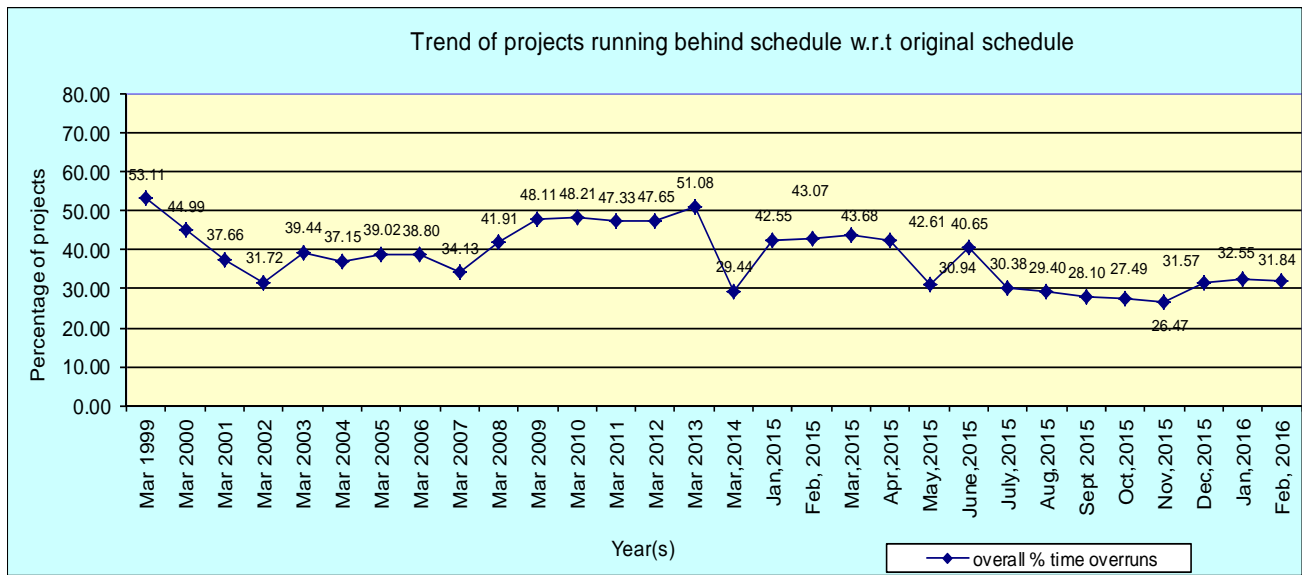
1999 to 12.69% in February 2016. The cost overrun has come down on account of various policies and control measures taken by the Government. The trend of cost overrun over the years may be seen in the following graph:



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



Percentage of projects running behind schedule during last few years are shown in the following chart



Projects completed during Last 8 years

Financial Year	No. of completed Projects	Completion Cost (Rs. in crore)
2007-08	116	44,182.14
2008-09	124	32,436.29
2009-10	97	42,758.00
2010-11	119	95,940.00
2011-12	95	83,231.00
2012-13	73	63,026.90
2013-14	69	42,466.83
2014-15	72	1,25,183.75
2015-16	59	1,07,590.64
Total	824	6,36,815.55

Focussed attention on 44 Delayed Projects

Analysis of projects showing substantial time and cost overrun depicts that following 44 delayed projects contribute nearly 60% of the total cost overrun and 28% of total time overrun. These projects are required to be taken up for special monitoring.

Sector-wise List of Projects Requiring Focused Attention
(All cost in Rs. crore)

Sr No.	PROJECT TITLE	SECTOR NAME	DOC ORIGINAL	DOC ANTICIPATED LATEST	COST ORIGINAL	COST ANTICIPATED	COR (%)	TOR
1	MUMBAI URBAN TRANSPORT PROJECT PHASE-II	RAILWAYS	03/2014	03/2019	5,300.00	7,986	51	60
2	BONGAIGAON THERMAL POWER PROJECT	POWER	09/2011	03/2017	4,375.35	6,749	54	66
3	WESTERN REGION STRENGTHENING SCHEME-V	POWER	09/2010	12/2016	477.69	738	55	75
4	PROTOTYPE FAST BREEDER REACTOR (BHAVINI, 500 MWE)	ATOMIC ENERGY	09/2010	09/2016	3,492.00	5,677	63	72
5	RAIL CONNECTIVITY TO ICTT AT VALLARPADAM AT COCHIN PORT TRUST	SHIPPING AND PORTS	04/2009	08/2016	245.67	410	67	88
6	STRATEGIC CRUDE OIL STORAGE PROJECT AT MANGALORE	PETROLEUM	10/2011	03/2016	732.00	1,227	68	53
7	HARANGAJO TO MAIBANG, NH-54	ROAD TRANSPORT AND HIGHWAYS	07/2009	03/2016	196.00	331	69	80
8	STRATEGIC CRUDE OIL STORAGE PROJECT AT PADUR	PETROLEUM	01/2012	05/2016	993.00	1,693	70	52
9	KUDANKULAM APP (NPCIL)	ATOMIC ENERGY	12/2008	05/2016	13,171.00	22,462	71	89
10	RANCHI-LOHARDAGA(GC),SER	RAILWAYS	06/2004	12/2015	194.07	335	73	138
11	BARH STPP(3X660MW) NTPC	POWER	01/2011	05/2018	8,692.97	15,096	74	88
12	MAIBANG TO LUMDING (AS-24), KM.111.000 TO KM.126.450	ROAD TRANSPORT AND HIGHWAYS	11/2008	03/2016	155.04	280	81	88

13	CONSTRUCTION OF OFFSHORE CONTAINER BERTHS AND DEVELOPMENT OF CONTAINER TERMINAL ON BOT BASIS IN MUMB	SHIPPING AND PORTS	12/2010	01/2016	366.39	669	83	61
14	BOKARO THERMAL POWER STATION-A	POWER	12/2011	06/2016	2,313.00	4,238	83	54
15	NIGAHI OC EXPANSION PROJECT 10 MTY TO 15 MTY, SINGRAULI	COAL	03/2012	03/2017	259.40	487	88	60
16	MAIBANG TO LUMDING (AS-25), KM.83.400 TO KM.111.000	ROAD TRANSPORT AND HIGHWAYS	04/2009	03/2016	199.81	385	93	83
17	RAJATGARH-BARANG(LD),ECOR	RAILWAYS	02/2009	04/2016	166.16	326	96	86
18	ETAWAH-MAINPURI (NL),NCR	RAILWAYS	12/2008	10/2015	120.00	245	104	82
19	PANIPAT-JALANDHAR 6 LANE(KM 96 TO 387.1 KM)	ROAD TRANSPORT AND HIGHWAYS	11/2011	06/2016	1,108.00	2,288	107	55
20	TEESTA LOW DAM HEP, STAGE-IV (4X40 MW) (NHPC)	POWER	09/2009	09/2016	1,061.38	2,193	107	84
21	PARBATI HEP (4X200 MW) (NHPC) II	POWER	09/2009	12/2018	3,919.59	8,399	114	111
22	NATIONAL AUTOMOTIVE TESTING AND RD INFRASTRUCTURE PROJECT (NATRIP)	HEAVY INDUSTRY	09/2011	12/2017	1,718.00	3,827	123	75
23	RAGHUNATHPUR THERMAL POWER STATION PHASE-I	POWER	02/2011	03/2016	4,122.00	9,607	133	61
24	KHURDA ROAD - BARANG 3RD LINE (DL) (ECOR)	RAILWAYS	03/2009	10/2016	133.41	318	139	91
25	KAMENG HYDROELECTRIC PROJECT (NEEPCO)	POWER	12/2009	07/2016	2,496.90	6,180	148	79
26	HOWRAH-AMTA-CHAMPADANGA NL (SER)	RAILWAYS	03/2007	03/2015	393.46	1,026	161	96
27	SEVOK RANGPO, NEFR	RAILWAYS	12/2015	03/2020	1,339.48	4,190	213	51

28	LUMDING-SILCHAR JIRIBAM, BADARPUR- BARAIGRAM KUMARGHAT NATIONAL PROJECT	RAILWAYS	03/2009	03/2016	1,676.31	5,500	228	84
29	RAIL-CUM-ROAD BRIDGE AT MUNGER (NL), ECR	RAILWAYS	03/2009	03/2016	921.00	3,040	230	84
30	BPUTRA BRIDGE AT BOGIBIL AND LINK LINES NEFR	RAILWAYS	04/2008	06/2017	1,500.00	4,996	233	110
31	NEW MAYNAGURI TO JOGIGHOPA VIA CHANGRABANDHA (NL),NEFR	RAILWAYS	12/2008	03/2018	733.00	2,531	245	111
32	NEW LINE FROM DIMAPUR TO ZUBZA(KOHIMA) NATIONAL PROJECT (NEFR)	RAILWAYS	03/2015	03/2020	850.00	2,973	250	60
33	KATIHAR - JOGBANI (GC)(NEFR)	RAILWAYS	12/2010	03/2018	492.98	1,727	250	87
34	BELAPUR-SEAWOOD- URAN ELECTRIFIED DOUBLE LINE(MTP)	RAILWAYS	03/2004	03/2016	495.44	1,782	260	144
35	TUIRIAL HYDRO ELECTRIC PROJECT (60MW)	POWER	07/2006	10/2016	368.72	1,382	275	123
36	GUNA-ETAWAH VIA SHIVPURI-GWALIOR - BHIND NL, (NCR)	RAILWAYS	03/1994	03/2015	158.77	608	283	252
37	GONDIA- JABALPUR(GC),(SECR)	RAILWAYS	03/1998	12/2019	386.30	1,544	300	261
38	ENNORE MANALI EXPRESS WAY,F/O SPECIAL PURPOSE VEHICLE (SPV)	SHIPPING AND PORTS	03/2006	03/2016	150.00	600	300	120
39	AGRA-ETAWAH VIA FATEHABAD AND BAH (NL) NCR	RAILWAYS	12/2009	06/2015	108.00	433	301	66
40	TAMLUK DIGHA,LINE DOUBLING (SER)	RAILWAYS	06/2005	12/2019	293.97	1,428	386	174
41	NANDYAL- YERRAGUNTLA(NL),SC R	RAILWAYS	02/2009	03/2015	155.74	883	467	73
42	UDHAMPUR- SRINAGAR- BARAMULLA (NL),NR	RAILWAYS	11/2002	12/2017	2,500.00	20,000	700	181

43	JIRIBAM TO IMPHAL (TUPI)(NL)(NEFR)	RAILWAYS	03/2011	03/2019	727.56	6,571	803	96
44	BANKURA - DAMODAR (GC) (SER)	RAILWAYS	03/2005	12/2019	111.90	2,372	2,020	177

DOC = DATE OF COMMISSIONING
COR = COST OVERRUN
TOR = TIME OVERRUN