

राजीव गौबा  
Rajiv Gauba



सत्यमेव जयते

मंत्रिमंडल सचिव  
भारत सरकार  
CABINET SECRETARY  
GOVERNMENT OF INDIA

D.O.No.1/103/1/2020-CA.V

Dated, 10<sup>th</sup> September, 2021

Dear Secretary

As you are aware, accelerating development of infrastructure across the country is a key priority for the Government. Time and cost overruns due to approvals & clearances, litigation, administrative delays etc. in major infrastructure projects impose a heavy burden on the economy.

2. An effective system of review and monitoring with clear accountability is therefore required to be put in place for reducing delays in projects. There have been instances where even projects reviewed in PRAGATI have had to be listed again for review. This clearly points to the need for a much stronger monitoring of project implementation at the level of Secretary / Head of Department and enforcing accountability.

3. I would urge you to kindly review the projects pertaining to your Ministry / Department at least once every month to ensure timely resolution of issues and achievement of all milestones on schedule. You may also ensure that responsibility for avoidable delays is fixed and necessary administrative actions are taken. The details of review meetings conducted, latest status of projects and responsibility for delays & action taken may be updated on PMG portal (pmg.dpiit.gov.in) on a regular basis.

Yours sincerely,

(Rajiv Gauba)

Dr. G. P. Samanta  
Secretary,  
Ministry of Statistics and Prog. Implementation  
New Delhi

7681212-IPM0121  
30/09 01/10/21

With regards  
Please put up  
30/9  
21/10/21  
DD(RG)  
Rajiv



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Rajiv Gauba



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मंत्रिमंडल सचिव  
भारत सरकार  
CABINET SECRETARY  
GOVERNMENT OF INDIA

D.O. No. 1/50/1/2020-Cab (Pt).

13<sup>th</sup> November, 2020

*Dear Secretary*

As you are aware, timely implementation of important infrastructure projects is vital for economic development. Delays on account of time and cost overrun not only impede the nation's growth but also result in scarce resources having to be reallocated to these projects, rather than being productively utilized for meeting other important developmental needs.

2. A number of instructions have been issued from time to time emphasizing the need for careful planning in the case of infrastructure projects and identifying critical milestones with corresponding time-lines. These are required to be clearly spelt out in the proposals for Cabinet/Cabinet Committees, along with other relevant details, while seeking approval. Specific physical/ financial milestones and target dates are also required to be incorporated in the Note in a separate 'Statement on Major Milestones and Corresponding Target Dates' (Appendix-III). However, despite clear instructions it has been observed that adequate attention is not being paid to this aspect.

3. I would, therefore, request you to ensure that all key measurable milestones including requisite clearances/approvals etc. are clearly stated along with target dates in the 'Statement on Major Milestones and Corresponding Target Dates' (Appendix-III) in the proposals for Cabinet/Cabinet Committees pertaining to infrastructure projects.

4. You will appreciate that implementation of infrastructure projects needs to be closely monitored to ensure that there are no slippages. Monitoring of implementation of Cabinet/Cabinet Committee decisions relating to infrastructure projects through e-Samiksha includes this critical aspect. I would, therefore, request you to institute a regular review at your level in respect of all such approved projects. Progress may also be regularly updated on the e-Samiksha portal.

5. Further, the proposals seeking approval for Revised Cost Estimates or extension in timeframe for implementation should necessarily contain an analysis of the reasons for slippage and list the corrective steps taken so as to ensure accountability in the system. In addition, the strategy to achieve the revised targets should be clearly enunciated. Instructions dated 07.07.2020 and 27.02.2018 may be borne in mind while finalizing such proposals (enclosed).

6. It is requested that suitable mechanisms may be put in place to ensure requisite rigour at project finalisation stage and to strengthen the monitoring arrangement, to ensure implementation of infrastructure projects within the approved time-frame and resources. It may also please be ensured that the afore-mentioned instructions are strictly adhered to.

*with regards*

Yours sincerely,

*he*  
13/11/20  
(Rajiv Gauba)

To

**All Secretaries to the Government of India**



**F.No.1/50/1/2020-Cab.  
Cabinet Secretariat  
Government of India  
Rashtrapati Bhawan, New Delhi -01**

07<sup>th</sup> July, 2020

**Office Memorandum**

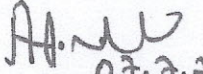
**Subject: Incorporation of major milestones/ targets and corresponding time-lines in Cabinet/ Cabinet Committees proposals related to infrastructure projects**

The undersigned is directed to say that in terms of the extant instructions (as detailed in the Handbook on writing Cabinet Notes), proposals relating to infrastructure projects for consideration of Cabinet/Cabinet Committees are required to contain an additional Appendix i.e. "Statement on Major Milestones and Corresponding Target Dates (Appendix-III)" clearly bringing out the major milestones and the corresponding target dates for achieving them. This Appendix is to be specifically mentioned and brought to the attention of the Cabinet/ Cabinet Committee as part of the approval paragraph. The sponsoring Ministry/ Department is also required to indicate the time-frame and manner of implementation of the decision in the "Statement of Implementation Schedule (Appendix-I)". Further, Ministries/ Departments have also been advised to incorporate specific physical and financial milestones with corresponding targets for their implementation.

2. However, in spite of clear instructions on the subject, it is observed that Ministries/ Departments are not paying adequate attention while fixing milestones and time-lines at the stage of finalizing the note. Details in this regard are being incorporated in the note in a perfunctory and casual manner. In many cases, requisite details in Appendices are sketchy and they neither contain specific targets/ milestones nor clear time-lines. This affects the monitoring of timely implementation of infrastructure projects leading to avoidable time and cost overruns.

3. As milestones/ targets and their corresponding time-lines are crucial for effective review and monitoring of infrastructure projects, Ministries/ Departments are requested to specify clearly identifiable time-lines for different activities/ milestones in the relevant Appendices in the notes for Cabinet/ Cabinet Committees.

4. These instructions may be disseminated to all concerned for information and strict compliance.

  
07.7.2020  
(Ashutosh Jindal)  
Joint Secretary  
Tele No. 23012697

**To  
Secretaries to the Government of India (as per list).**



प्रदीप कुमार सिन्हा  
PRADEEP K. SINHA



सत्यमेव जयते



मंत्रिमंडल सचिव  
भारत सरकार  
CABINET SECRETARY  
GOVERNMENT OF INDIA

D.O No.1/50/2/2018-Cab.

27<sup>th</sup> February, 2018

Dear Secretary,

As you are aware, proposals relating to Revised Cost Estimates (RCEs) due to time and cost overrun or extension in time-frame of implementation of various projects/schemes are placed for consideration of Cabinet/Cabinet Committees. The Department of Expenditure have laid down detailed guidelines for appraisal of RCE proposals and specified the appraisal and approval fora based on the financial threshold of such proposals.

2. After approval of projects/schemes by the competent authority, it is expected that the Ministries/Departments closely monitor their implementation to ensure that cost and time overruns are avoided and remedial steps taken, whenever required.
3. It has been observed that many proposals involving time and cost overrun or extension in time frame of implementation of projects/schemes are being referred to the Cabinet/Cabinet Committees for their consideration and approval. In this context, it has now been decided that all such proposals must necessarily incorporate in the Note for Cabinet/Cabinet Committees, specific physical and financial milestones with corresponding half yearly targets for their implementation. In the event of any slippage from adherence to these specified targets, at the end of every six months, the Cabinet/Cabinet Committees would need to be apprised of the reasons for such slippage along with the strategy to achieve the targets.
4. For proposals where Cabinet/Cabinet Committee is not the approving authority, the same procedure may be adopted and the matter be placed before the appropriate approval authority.
5. I would request you to personally ensure strict compliance of these instructions.

With regards,

Yours sincerely,

(P. K. Sinha)

All Secretaries to the Government of India (by name).







Government of India / भारत सरकार  
Cabinet Secretariat / मंत्रिमंडल सचिवालय  
Rashtrapati Bhavan / राष्ट्रपति भवन

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A copy of letter dated 12.12.2016 received from Citizens' Apex Association, New Delhi regarding review of mega projects with time and cost overrun is enclosed for action, as appropriate.

  
(Sheo Nath Singh)  
Under Secretary to the Govt. of India  
Ph. 011-23792176

M/o Statistics & Programme Implementation (Dr. T.C.A. Anant, Secretary)  
Cab. Sectt. ID No. 631/1/1/2016-Cab. III dated 28<sup>th</sup> December, 2016

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Consultant (Atk) 29/12/17

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19/12/16  
24/12/16

(REGD. : 1990)

# CITIZENS' APEX ASSOCIATION

D/897, New Friends Colony, New Delhi - 110 025  
Tel. - 011 - 26313772, 26834150  
e-mail : caa.delhi@yahoo.in

**Udayan Panda, M.A. (Maryland)**  
President

Ref. No.....

Date ..... 12.12.2016

To  
The Cabinet Secretary  
Govt. of India  
President's Estate  
New Delhi - 110 001

Sir,

When the Niti Aayog was set up we thought they will study the general question of cost over run and set up machineries for project by project reviews. It appears the controlling cost overrun is no body's business.

A combination of factors including delay in regulatory approval, land acquisition and lack of funds and issues are taking a toll on 115 mega infrastructure projects, which face a cost over-run of Rs 1.47 lakh crore. The projects in question, each worth Rs 1000 crore or more, are part of a total 339 across sectors such as power, railway and roads that were examined by the statistics ministry in August 2016. The total original cost of 339 projects was about Rs 10.91 lakh crore and the latest reported anticipated completion cost is 12.38 lakh crore, which reflects an overall cost overrun of 1, 47 lakh crore.

We would be grateful if the Cabinet Secretary takes up these general issues and make arrangement for these projects mentioned above. It will be noticed that three of them have been completed in time; so I would blame the officer-in-charge which will go without punishment and with proportionate benefit from the cost over-run.

Thanking You,

Yours faithfully,

*U Panda*  
(Udayan Panda)

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*DS (M)*

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