



GOVERNMENT OF NAGALAND

**SNAP EVALUATION REPORT
ON
INDIRA GANDHI STADIUM COMPLEX
AT
KOHIMA.**

**Directorate of Evaluation
Government of Nagaland Kohima.**

PREFACE.

This 38 (thirty eight) Publication of the Department of Evaluation, Government of Nagaland relates to the Evaluation study on Indira Gandhi Stadium complex at Kohima. The study was taken up at the instance of the Cabinet sub. Committee headed by Shri. Z. Obed. The Hon'ble minister for Planning & Co-ordination, Urban Development etc. Nagaland.

The Evaluation Department gratefully acknowledges the Co-operation and assistance extended by the State Directorate of Youth Resources and Sports and in particular the officers of Engineering wing for furnishing the data within few days time which alone could make it possible to bring out this report within the stipulated time of 10 days.

It is hoped that the information contained in this snap Evaluation study report particularly the findings and suggestion will be found useful to all concerned.

Dated. Kohima.
Feb. 1998

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CHAPTER –1

INTRODUCTION AND BACKGROUND.

1.1. Through out history, man has invented games and sports primarily as a means to meet socially with others, to display skills and physical prawnness and to entertain or offer excitements. It is a recreational as well as competitive activities that involve some amount of physical strength and skills. From time immemorial, indigenou games and sports are prevalent among the Naga. In the past, social status of every Naga are judged from ones performances in games and sports. The Nagas, being very conscientious of their status take keen interest in all types of their indigenou games and sports. With the advancement of civilization modern games and sports are slowly replacing the indigenou one. However, the carry over of old mentality of maintaining social status through games and sports exists in every Nagas. Thus every Nagas is a lovers of games and sports. It was mostly under the above background and inspiration that the Nagas are producing a numbers of talented and capable youth who can even compete in the international level if they were provided with the required facilities.

1.2. So far, Nagaland does not have a single modern stadium for sports. It was under the above consideration that the idea of construction of the Indira Gandhi Stadium Complex at Kohima was conceived by the state Government of Nagaland for improving the standard of outdoor and indoor games. This largest sports project in the state was taken up by the Department of Youth Resources and Sport, Government of Nagaland from the 7th Five Year Plan period with initiative and financial support of the Central Government.

Objective of the Project.

1.3. The objective of the project as per report furnished by the department, is to meet the requirement of all State, National and even International games.

Need of the study.

1.4. Though the construction works of Indira Gandhi Stadium at Kohima was started from the 7th Five-year plan period only a spade work could be done upto 1997-98 by spending about Rs. 8.34 crores. The Cabinet Sub-Committee has therefore considered it necessary to undertake an evaluation study to assess the progress of construction works. This task was entrusted to the Evaluation Department, Govt, of Nagaland. The present report is the outcome of this study.

Objective of the study.

- 1.5. This study was conducted by the Evaluation Department with the following as main objectives.
- i. To assess the progress of construction works.
 - ii. To study the problems and difficulties if any.
 - iii. Any other issues relating to the construction, and
 - iv. To suggest ways and means for successful completion and smooth functioning of the stadium.

Scope of the study.

1.6. Since the stadium is under construction awaiting completion and commissioning the scope of the present study was on construction aspects only. Its utilisation, administrative and other aspects of the stadium are not within the scope of the present study.

Methodology.

1.6. For collection of primary data schedule specifically designed for the purpose was used. The secondary information were collected through personal discussion with the officials of the implementing Department.

Limitation.

1.8. The Department of Evaluation was directed to conduct study and submit the final report to the cabinet Sub-Committee within (10) ten days time. Within such a short period it is not physically possible to make in-depth study covering a wider area. The study was hurriedly carried out that the data presented in the report could not be cross check to ensure its accurateness.

CHAPTER –II

THE ACTION PROGRAMME AND ITS' PROGRESS.

The Stadium.

2.1. As per the project report, the standard capacity and facilities of the Indira Gandhi Stadium Complex at Kohima will be as under: -

- i). International standards football field,
- ii). N.I.S. approved specification 8 lanes cinder tracks for Athletic events ;
- iii). Uncovered gallery on natural slopes for 4,500 capacity;
- iv). Covered gallery R.C.C. Cantilever type to accommodate 500 spectators including V.I.P. seats,
- v). Dormitory accommodation for 40 players with storage facilities.
- vi). Large Score board, AIR. and T.V. facilities ;
- vii). New high tension electrical lines and separate water supply line;
- viii). Places for parking V.I.P. cars, and public vehicles for at least 500 Nos.
- ix). Other facilities like Administrative office, canteen, security fencing, quarter for Technical Staff etc. along with carpeted approach road surrounding the complex for Easy access and parking etc.

Consultancy Services.

2.2. For a Rs. 2.75 crores project (original estimated cost) the department appoint M/s TANEJA & Associate, New Delhi as consultant for preparing the architectural design and drawing in details for the entire project by paying Rs. 24.25 lakhs as consultancy charges.

Land.

2.3. An area of 51 acres of land has already been acquired by paying a land compensation of Rs. 51,81,000.00. This whole area will form a full-fledged sports complex. The area is sufficient to develop into a modern stadium complex.

Location.

2.4. The stadium is located in a beautiful and picturesque setting on the state highway between Kohima and Merema Village. It is in the outskirts of the capital, Kohima about 2V2 km. away from the town. The selection of the present site is reported to be not only for its vicinity to the state capital Kohima but also the natural conditions available for development of sports facilities. The natural slope is also taken into account to effect the economy in the construction of spectators gallery.

Financial Aspects.

2.5. The State Government of Nagaland had approached the then Prime Minister of India Late Rajiv Gandhi with an estimated cost of Rs. 2.75 crores for construction of a stadium for central help. He had committed to sanction an amount of Rs. 2.00 crores as Central assistance toward the construction of the project leaving only Rs. 75 lakhs as state share. Encourage by the support, the state Government further changed the structural design and adding more facilities with the full hope that the Sports Authority of India will come forward with liberal financial assistance. However, the expectation could not be materialised and the additional burden falls on the state.

2.6. The year-wise financial allocation and actual expenditure on the project is presented in table-1 below: -

TABLE NO. I.
Year - wise Allocation of Fund and Actual
Expenditure.

(Rs. in lakhs)

SI. No.	Years	Fund Allotment			Actual Expenditure.
		State	Central	Total	
1	2	3	4	5	6
1.	1989-90	291.00	-	291.00	277.79
2.	1990-91	100.00	-	100.00	99.33
3.	1991-92	50.00	-	50.00	49.00
4.	1992-93	50.00	-	50.00	21.00
5.	1993-94	35.00	-	35.00	35.00
6.	9194-95	60.00	50.00	110.00	50.00
7.	1995-96	90.00	75.00	165.00	165.00
8.	1996-97	100.00	25.00	125.00	125.00
	TOTAL	776.00	150.00	927.00	833.60

(Source: - E.E. Education)

2.7. The construction of the project was started from the 7th Five Year Plan period, it can be seen from table-1 above that out of the revised estimated cost of Rs. 19.74 crores, only Rs. 9.27 crores have been allocated from the project and an amount of about Rs.8.34 crores already spent upto 1996-97. An additional amount of Rs. 11.76 crores is still required to complete the project. It is gathered through discussion that the present rate will have to be revised before the project is completed. Thus the additional requirement of fund will be much more than Rs. 11.76 crores for completion of the project.

2.8. As stated in 2.5. The Central Government had already sanctioned Rs. 2.00 crores for the project and an amount of Rs. 1.50 crores already released upto 1996-97. The amount was already utilised. The remaining balance amount of Rs. 50.00 lakhs will be release after completion of the project.

2.9. The State Government has allocated Rs. 7.76 crores upto 1996-97 and out of which about Rs. 6.84 crores actually spent. A scrutiny of the above table showed that the average annual fund allocation of the State Government for the project is worked out to about Rs.78.00 lakhs only. On the other hand the average annual increase in the project ^s costs as per the revised estimate is worked to about Rs. 1.70 * crores. Thus, the annual increase in the project cost due to price escalation etc. are more by Rs. 98.00 lakhs than the annual average fund allotment made by the Department. In addition to this the contractor will not execute the works unless the rate is revised and sufficient fund are made available. Any sensible and impartial observer will come to the conclusion that the project will never be completed at the present system of working and fund allotment.

2.10. It may be mention here that the Departmental Annual Plan 1994-95 has shown the actual expenditure for the project upto 1990-91 as Rs. 427.15 lakhs whereas the figures furnished to the Evaluation Department is shown as Rs. 377.12 lakhs only. Even if this figures excludes consultancy charges of Rs. 24.25 lakhs and land compensation of Rs.15.81 lakhs the figures are not tallying with what has been stated in the Annual plan documents. It is, therefore, presumed that the actual expenditure may be more than what has been stated in the present report.

Progress of Construction Works. Construction Schedule.

2.11. As per the project report the entire project is proposed to be completed in 2 years time of 1989-90 and 1990-91. The proposed phase-wise schedule of completion is as under: -

TABLE NO. II.**PHASE-WISE SCHEDULE OF COMPLETION.**

Year	Financial	Physical works to be completed.
1	2	3
1st year 1989-90	40%	1. Preliminary investigation of detailed drawing and design etc. 2. Completion of cutting the hill slope for galleries and filling the football field and track areas. 3. Commencement of galleries for 500 spectators and water supply
2nd year 1990-91	60%	1. Completion of remaining portion. Of gallery works, rostrum, players accommodations etc. 2. Completion of parking area, lighting surface drains, Finishing all other lanes. 3. Completion of roads. 4. Staff quarters for stadium officials and staff. 5. Compound walls. 6. Finishing of any unfinished items of works. 7. Inauguration of the project in 1991.

Progress of construction works.

2.12. As against the above schedule of construction the progress of works made as on 17-10-1997 (i.e. date of visit by the evaluation team) is as under: -

TABLE NO. III.**Physical Progress Of Work.**

SI. No.	Items of works	Revised estimated amount (Rs. in lakhs)	Name of the contractor.	%Of works completed.
1	2	3	4	5
1.	R.C.C. Gallery	10.53	M/s United Traders Kohima	70%
2.	Arena, approach Road fencing etc.	3.01	Departmentally	10%
3.	Other (Eg. VI Pantry External electrification W/s, Other Miscellaneous Charges.	3.93	Departmentally	10%

(Source:- E.E. Education)

2.13. A scrutiny of the above table-III clearly indicates that the physical progress of works of the Indira Gandhi Stadium Complex at Kohima is not upto the expected level of achievement even after about 10 years of its commencement. For completion of the above works an amount of about Rs.8.34 crores have already been spent. For completion of the remaining works an amount of Rs.11.76 crores will be required. So far only about 45% of the total works could be completed and the remaining 55% of the works are still pending for completion.

2.14. As explained in 2.9. of this report, the present rate of allotment of fund to the project, the chances of completion of the construction works is very remote and ultimately the Indira Gandhi Stadium Complex at Kohima will be only a distance dream without its existence. The State Government should therefore ensure that adequate fund provision is made available for its completion and commissioning. If sufficient fund could not be provided due to constraint in state resources, the Government should review its present policy at the earliest otherwise it will be only a wastage of limited state resources without serving any purpose.

CHAPTER - III.

MAIN FINDINGS AND SUGGESTIONS.

3.1. The main findings and suggestions that emerges out of the present study are as follow: -

The Stadium.

3.2. It appears that the Indira Gandhi Stadium will be a good stadium for sports Training Institute but not a suitable place for conduct of tournaments. Social utility and financial aspects are the two main consideration while organising any tournament. Perhaps organisers of games may not venture to conduct the tournament in this stadium because it is far away from the town. The common people may not be attracted to witness the game because of distance and poor transport communication facilities, which will ultimately result into heavy financial loss to the organisers.

Lack of Policy decision:

3.3. The Government of Nagaland does not have any policy decision of how to profitably utilise this expensive international standard stadium. The purpose for the construction of the stadium is reported to be for the utilisation of all state, national and inter national games. However national or international games may be held in the stadium once in 10 years or may not be utilised at all for many decades. It may happen that the stadium may remain a decoration to the State without serving any useful purposes. The Government should therefore, come out with a clear policy decision for profitable utilisation of the stadium through out all the times. For example, the Stadium may be utilise profitably if a regular sports Training Institute is opened there.

Creation of Skeleton sports Infrastructure.

3.4. The creation of skeleton sports infrastructure for training up the rural youth are perhaps more required and important than going for such expensive stadium at the present. It is needless to mention that when the Department of Youth Resources and Sports are facing difficulties in supplying a ball to the schools to train up the youths we can not expect the availability of sports infrastructure in the State when we are under such position, it may be too early for the state to go for such an expensive international level stadium.

Association of Sports Expert Personnel in the Construction.

3.5. The technical drawing and design may differ from actual position on the ground. The association of sports expert personnel in the construction work is therefore considered necessary for immediate correction on the ground if any defect is detected at the time of construction. The Department have learned a lesson from the Dimapur experience where the entire structure after its completion had become necessary to be demolished by incurring a huge expenditure. The simple reason for this and experience was the non-association of sport expert personnel at the time of construction. It is therefore, felt necessary that the Government nominate an expert sport official of the Department of Youth Resources and Sports to supervise in the construction of the stadium.

Fund.

3.6. In 2.9. And 2.14 it has been explained in some details regarding the year-wise allotment of fund to the project and the practical difficulties to complete the construction works. It is found that the departmental normal fund allotment alone will never complete the construction work. The average year-wise fund provision made by the department is only Rs.78.00 lakhs whereas the average year-wise increase in the project cost as per the revised estimate is worked out to Rs.1.70 crores. The Government should see that sufficient fund is made available for the project and ensure the completion of the construction works within a specific time schedule and avoid revision of the estimates.

3.7. If the State Government could not provide the additional requirement of Rs. 11.76 crores within a period of two years (i.e. 1997-98 & 1998-99) due to constraint in state financial resources the present estimated cost is likely to be revised again. This process will continue by wasting scarce resources of the state and the project will never be completed. As such, it is suggested that the present policy of the Government to construct an expensive international standard stadium complex is reviewed and an alternative workable system evolves. Such alternative system may be by way of only completing the frame work leaving other works for future development and expansion when necessity arises.