



## Punjab Municipal Services Improvement Project (P170811)

SOUTH ASIA | India | Urban, Resilience and Land Global Practice |  
IBRD/IDA | Investment Project Financing | FY 2021 | Seq No: 3 | ARCHIVED on 23-Dec-2022 | ISR53169 |

Implementing Agencies: Amritsar Municipal Corporation, India, Ludhiana Municipal Corporation, Punjab Municipal Infrastructure Development Company

### Key Dates

#### Key Project Dates

Bank Approval Date: 31-Mar-2021  
Planned Mid Term Review Date: --  
Original Closing Date: 30-Sep-2026

Effectiveness Date: 04-Oct-2021  
Actual Mid-Term Review Date:  
Revised Closing Date: 30-Sep-2026

### Project Development Objectives

Project Development Objective (from Project Appraisal Document)

To support strengthening of urban governance, finances, and delivery of sustainable water services in the cities of Amritsar and Ludhiana.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

### Components Table

Name

Component 1: Strengthening Urban Service Delivery Systems:(Cost \$17.80 M)  
Component 2: Improving Water Supply Infrastructure:(Cost \$263.20 M)  
Component 3: COVID-19 Crisis Response:(Cost \$10.00 M)  
Component 4: Project Management:(Cost \$8.50 M)

### Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Implementation Progress (IP)	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Risk Rating	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial

### Implementation Status and Key Decisions

The project was declared effective on 4th October 2021. Project implementation has been affected by the change in government in September 2021, legislative elections and the subsequent change in government in March 2022. The Design-Build-Operate-Transfer (DBOT) contract for the canal-based bulk water supply scheme in Amritsar was signed in April 2021 and is in progress. Land acquisition for the Ludhiana water treatment plant has been completed and the bid for the DBOT contract was issued on 6th October 2022. Project financed activities on urban governance, finance systems and GIS need to be kickstarted, and experts need to be hired to expedite implementation and to meet disbursements targets.



## Risks

### Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	<input type="checkbox"/> Moderate	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Macroeconomic	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Sector Strategies and Policies	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Technical Design of Project or Program	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Institutional Capacity for Implementation and Sustainability	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Fiduciary	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Environment and Social	<input type="checkbox"/> High	<input type="checkbox"/> High	<input type="checkbox"/> High
Stakeholders	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Other	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Overall	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial

## Results

### PDO Indicators by Objectives / Outcomes

Strengthened Urban Governance				
► Improved MC operational efficiency in Amritsar as measured by enhancement in e-governance (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Indicator will be measured based on results from following intermediate indicators i) reduced times for building permits; ii) reduced times for contractor payments; iii) 100% of residential properties integrated with GIS and UID ; iv) percentage increase in responses to citizen grievances; and v) Asset management registries prepared.			
► Improved MC operational efficiency in Ludhiana as measured by enhancement in e-governance (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes



Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Indicator will be measured based on results from following intermediate indicators i) reduced times for building permits; ii) reduced times for contractor payments; iii) 100% of residential properties integrated with GIS and UID ; iv) percentage increase in responses to citizen grievances; and v) Asset management registries prepared.			
<b>► Social accountability strengthened in AMC as measured by social audits introduced (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Indicator is measured by social audits and/or citizen scorecards introduced and implemented annually;			
<b>► Social accountability strengthened in LMC as measured by social audits introduced (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Indicator is measured by social audits and/or citizen scorecards introduced and implemented annually;			

<b>Improved Urban Finance</b>				
<b>► Strengthened asset management in AMC as measured by development of an AMP and CIP (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	AMP and CIP not in place	AMP and CIP not in place	Standing Committee and a technical team in MC for AMP and CIP not established	AMP and CIP in place and in use
Date	--	--	--	--
Comments:	This indicator will record the effectiveness of the policy sanctioned under the state policy reform passed by the state government under the BFAIR (P4R) by measuring the development of a detailed AMP and CIP in Amritsar MC.			
<b>► Strengthened asset management in LMC as measured by development of an AMP and CIP (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	AMP and CIP not in place	AMP and CIP not in place	Standing Committee and a technical team in MC for AMP and CIP not established	AMP and CIP in place and in use
Date	--	--	--	--



Comments:	This indicator will record the effectiveness of the policy sanctioned under the state policy reform passed by the state government under the BFAIR (P4R) by measuring the development of a detailed AMP and CIP in Ludhiana MC.			
<b>► Improvement in own source revenue in AMC as measured by cumulative increase in property tax revenue (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	50.00
Date	--	--	--	--
Comments:	Improvement in own source revenue as a result of strengthened administrative systems under the project, as measured by cumulative increase in property tax revenue			
<b>► Improvement in own source revenue in LMC as measured by cumulative increase in property tax revenue (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	30.00
Date	--	--	--	--
Comments:	Improvement in own source revenue as a result of strengthened administrative systems under the project, as measured by cumulative increase in property tax revenue			

<b>Improved Water Supply</b>				
<b>► Improved quality of water in Amritsar (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	--	--	--	--
Comments:	The project will shift supply from chemically contaminated ground water to treated surface water and the supplied water shall conform to following parameters in addition to other water quality standards. i. Nitrates should be less than 45mg/l ii. Selenium shall be less than 0.01mg/l iii. Total Arsenic shall be less than 0.01mg/l			
<b>► Improved quality of water in Ludhiana (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	--	--	--	--
Comments:	The project will shift supply from chemically contaminated ground water to treated surface water and the supplied water shall conform to following parameters in addition to other water quality standards. i. Nitrates should be less than 45mg/l ii. Selenium shall be less than 0.01mg/l iii. Total Arsenic shall be less than 0.01mg/l			
<b>► Water utility established and operationalized in Amritsar Municipal Corporation (AMC) (Text, Custom)</b>				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No utility exists	No utility exists	No utility exists - notification issued by GoP	Utility established and operational
Date	--	--	--	--
Comments:	WSS utilities established and operational. "Material" implies at least 75% of assets by current value and 75% of contracts by residual contract value.			
<b>► Water utility established and operationalized in Ludhiana Municipal Corporation (LMC) (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No utility exists	No utility exists	No utility exists - Notification issued by GoP	Utility established and operational
Date	24-Jul-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	WSS utilities established and operational. "Material" implies at least 75% of assets by current value and 75% of contracts by residual contract value.			

### Intermediate Results Indicators by Components

<b>Component 1: Strengthening Urban Service Delivery Systems</b>				
<b>► Percentage of properties filing property tax returns in AMC (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	12.00	12.00	12.00	65.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Municipal Corporations to link GIS property database integrated with property tax register in Amritsar.			
<b>► Properties filing property tax returns in LMC (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	54.00	54.00	54.00	85.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Municipal Corporations to link GIS property database integrated with property tax register in Amritsar and Ludhiana			
<b>► Dedicated IT cell established and staffed in AMC (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes



Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Establishing a unit within the MC with dedicated staff			
<b>►Dedicated IT cell established and staffed in LMC (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Establishing a unit with MCs with dedicated staff			
<b>►Reduced times for 75% of payments to contractors to be cleared in AMC (average) (Days, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	60.00	60.00	60.00	30.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Municipal Corporation Amritsar to adopt data-driven accounting, billing and payment systems that reduce payment times			
<b>►Reduced times for 75% of payments to contractors to be cleared in LMC (average) (Days, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	60.00	60.00	60.00	30.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Municipal Corporation Amritsar to adopt data-driven accounting, billing and payment systems that reduce payment times			
<b>►Percentage increase in official documents digitized and disclosed in AMC (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	50.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Municipal House/Mayoral decisions, MC actions and decisions, other official documents.			
<b>►Percentage increase in official documents digitized and disclosed in LMC (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	50.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026



Comments:	Municipal House/Mayoral decisions, MC actions and decisions, other official documents			
<b>► Share of professional MC staff receiving training in technical and professional development disaggregated by gender (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	50.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	This indicator will measure the percentage of total professional staff who receive leadership and career promoting training dis aggregated by gender			
<b>► Asset management plan prepared in AMC (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Plan prepared			
<b>► Asset management plan prepared in LMC (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Plan prepared			
<b>► Capital Investment Plan prepared in AMC (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Plan prepared			
<b>► Capital Investment Plan prepared in LMC (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Plan prepared			



<b>► Communications Strategy prepared and implemented in both MCs (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Communications strategy prepared and implemented in both MCs as measured by number of media products implemented such as bill boards, updated on MC websites, TV adds etc.			
<b>► Number of WSS utilities submitting annual work plans and progress reports (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	2.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
<b>► Percentage of Board Directors in Amritsar water utility who are female (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	30.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	This indicator will measure the number of newly hired professional women staff in technical positions as a percentage of total men hired.			
<b>► Percentage of Board Directors in Ludhiana water utility who are female (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	30.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	This indicator will measure the number of newly hired professional women staff in technical positions as a percentage of total men hired.			
<b>► Percentage of citizens grievances related to targeted services resolved within timeframe prescribed in Punjab Transparency and Accountability in Delivery of Public Service Act, in AMC (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	60.00	60.00	60.00	80.00
Date	24-Jun-2020	30-Sep-2026	31-Aug-2022	30-Sep-2026
Comments:	Percentage of citizens grievances related to targeted services resolved within timeframe prescribed in Punjab Transparency and Accountability in Delivery of Public Service Act			
<b>► Percentage of citizens grievances related to targeted services resolved within timeframe prescribed in Punjab Transparency and Accountability in Delivery of Public Service Act, in LMC (Percentage, Custom)</b>				





	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	60.00	60.00	60.00	80.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Percentage of citizens grievances related to targeted services resolved within timeframe prescribed in Punjab Transparency and Accountability in Delivery of Public Service Act			
<b>► Time for building permits to be issued from submission of completed documents, in AMC (Days, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	45.00	45.00	45.00	20.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Timeline taken to process applications and award permits is reduced via online platform or at MC counters. Disqualified permits with reasons for disqualification standardized for efficiency.			
<b>► Time for building permits to be issued from submission of completed documents, in LMC (Days, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	45.00	45.00	45.00	20.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Timeline taken to process applications and award permits is reduced via online platform or at MC counters. Disqualified permits with reasons for disqualification standardized for efficiency.			

<b>Component 2: Improving Water Supply Infrastructure</b>				
<b>► Number of water treatment plants built and operational (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	2.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Water treatment plants built and operational in two cities			
<b>► Number of storage facilities built/rehabilitated in Amritsar (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	90.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Number storage facilities built/rehabilitated in Amritsar			



<b>► Number of storage facilities built/rehabilitated in Ludhiana (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	20.00	20.00	20.00	110.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Number of storage facilities built/rehabilitated in Ludhiana			
<b>► Improved water supply in Amritsar as measured by water supply reservoirs receiving required quantity of treated water (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	100.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Percentage of water supply reservoirs receiving required quantity of treated water			
<b>► Improved water supply in Ludhiana as measured by water supply reservoirs receiving required quantity of treated water (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	100.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	This indicator will measure the percentage of water supply reservoirs receiving required quantity of treated water			
<b>► Reduced energy consumption of the operated water supply system in Amritsar (as a result of rehabilitation) (Megawatt hour(MWh), Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.03	0.03	0.03	0.02
Date	27-Oct-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
<b>► Reduced energy consumption of the operated water supply system in Ludhiana (as a result of rehabilitation) (Megawatt hour(MWh), Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.08	0.08	0.08	0.03
Date	30-Oct-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
<b>Component 3: COVID-19 Crisis Response</b>				
<b>► Number of MC receiving support (Number, Custom)</b>				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	13.00
Date	24-Jun-2020	17-Aug-2021	31-Aug-2022	30-Sep-2026
Comments:	Municipal Corporations receiving financing support to respond to COVID-19 emergency needs.			

**Performance-Based Conditions**

**Data on Financial Performance**

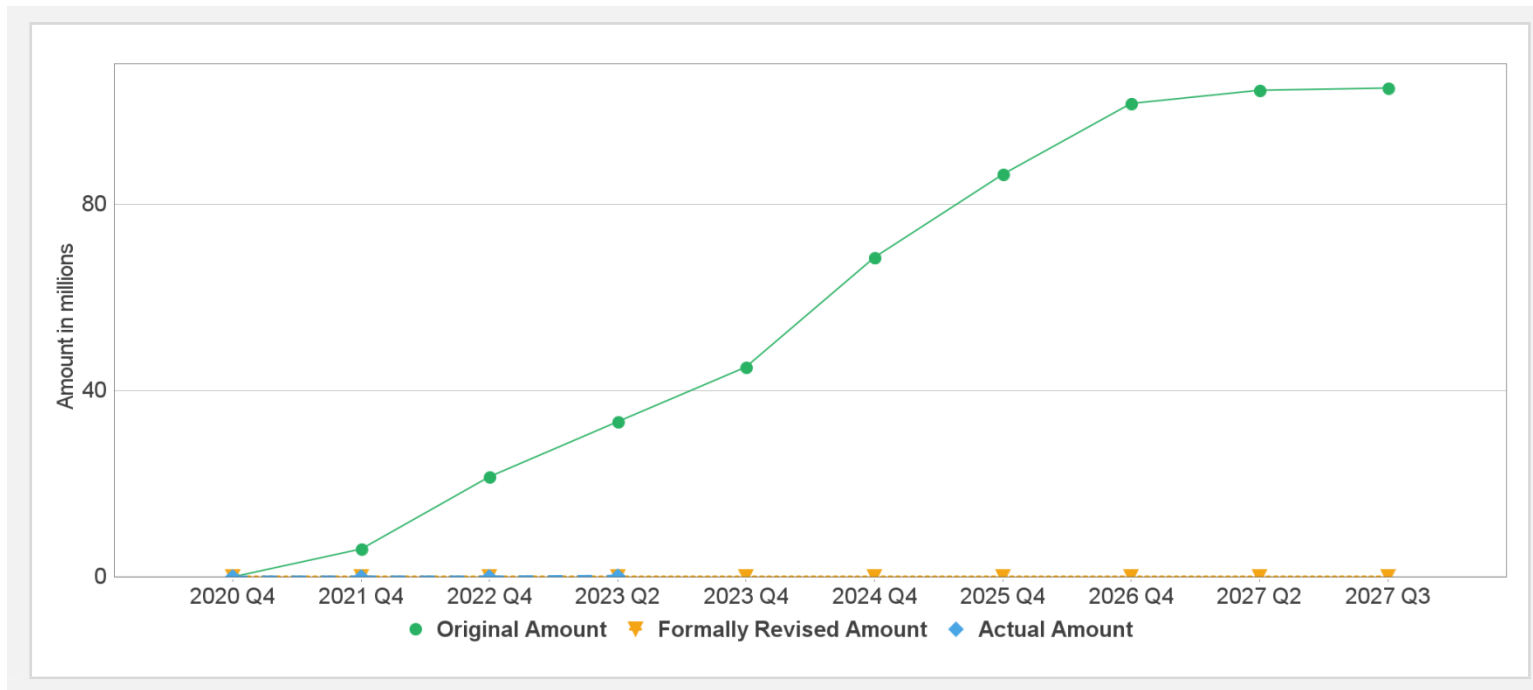
**Disbursements (by loan)**

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P170811	IBRD-92260	Effective	USD	105.00	105.00	0.00	0.38	104.62	0.4%

**Key Dates (by loan)**

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P170811	IBRD-92260	Effective	31-Mar-2021	10-Aug-2021	04-Oct-2021	30-Sep-2026	30-Sep-2026

**Cumulative Disbursements**





### **Restructuring History**

There has been no restructuring to date.

### **Related Project(s)**

There are no related projects.

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