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Supporting Urban Reforms in India

A Proposal for Sida Funding

Submitted by the Water and Sanitation Program – South Asia

New Delhi

April, 15, 2002

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Supporting Urban Reforms in India

A Proposal for Sida Funding

I. BACKGROUND AND POLICY FRAMEWORK

1. Background

Economic Growth and Poverty Reduction:

- The 21st century is the first urban millennium in human history. Globally, for the first time, more than half of the world's population is living in cities and towns. Nowhere is this urban concentration more evident than in the emerging large cities of the developing world. But, correlated closely with the urbanization path is the rapid growth of small towns across the developing countries.
- Not surprisingly, for many countries around the world, *national trends* in economic growth and poverty reduction are increasingly being affected directly by policies undertaken at the *local level* by cities and towns.
- India is a part of this global trend. While urbanization levels is still on the low side at 28% of the national population, in terms of sheer size – almost 300 million-- India represents world's second largest urban system. By the year 2012 it is expected to reach 500 million.
- Moreover, despite the low level of urbanization contribution to national income by the urban sector is already over 50% of GDP. By the year 2012 it is expected to represent over 70% of GDP.
- In addition, with increasing urbanization, the concentration of poverty is rapidly taking on an urban face. About 25%, or 70 million, of urban population falls below the official poverty line. About one-third of urban population lives in slums and squatter settlements with access to very low levels of basic services. By the year 2011 it is expected to reach 170-180 million. The concern for such a large proportion of society is accentuated if one remembers that a similarly large portion of urban lives just above the poverty line and that they are vulnerable to falling below the line with economic shocks. Urban poverty is thus a critical policy challenge facing Indian policy makers.
- Finally, in the next two decades, India will move to almost 50% level of urbanization, putting economic growth and poverty issues squarely in the urban sector.

Pro-Poor Interventions

While institutional change to ensure efficient service delivery mechanisms is necessary for addressing poverty in a sustainable way, international experience suggests that this is not sufficient. In addition, specific pro-poor designs need to be incorporated into the institutions themselves. This can be done through pricing strategies, the design of the contract determining the responsibilities of the operator of services, the regulatory framework and designing in the regulatory framework the steps that need to be legally followed in the expansion of services such as serving poor areas as a priority, and design of subsidy schemes. In addition, poverty is powerfully addressed if municipalities and formal utilities draw on community organizations in the service provision such as community based waste collection and community managed water and sanitation networks in "slum areas". The key is establishing the line of cooperation between the formal institutions and the community bodies. Finally, the regulatory approach needs to ensure that monopolies are not created and standard of service delivery are kept flexible – two policy issues clearly linked with pro-poor design. The WSP has a global research program in this arena and has developed approaches to pro-poor design. **All policy and technical assistance support of the WSP takes as its core this program of advisory services on pro-poor design.**

Gender and Environment: Linkage With Urban

- The poverty figures and urban population growth has direct impact in two additional arenas: gender and environment.
- The burden of poverty is increasingly placed on women clearly suggesting that improvement in service delivery in urban areas is a critical channel for having a positive impact on women and children (see box).
- Environmental impact of improved urban service delivery is no less important. In most Indian cities, 70-80 percent of the raw sewage is being permitted to enter the water sources – surface and ground without any treatment polluting these sources.
- In addition, in many areas the raw sewage is literally sitting in the domestic areas of households leading to the growing burden of health diseases.
- The absence of good solid waste management systems in these cities adds to the problem as solid waste clogs the sewers leading to overflow into water sources and residential spaces.
- Lack of recycling and random burning of waste has added to the environmental problems emanating from urban centers.
- In addition, the complete lack of ground water regulation has permitted the depletion of ground sources at a very rapid pace creating significant water resource management problems.
- As a result of poor sanitation, infant mortality in some dense slum areas are at the same level or higher than rural figures

Gender Based Strategies of Urban Water and Sanitation Services

There is a two-way relationship between poor women and water and sanitation: women are deeply affected by lack of access to these services, and also, they have the capacity to influence the availability and quality of services through organization and participation. Owing to the division of labor within households, women perform chores which are directly linked to water, such as fetching water (in case there is no household connection), cooking, cleaning, washing clothes, etc. Women are also more constrained by non-availability of proper sanitation facilities, considering human dignity, privacy and security factors. There are numerous studies that validate the strong correlation between lack of adequate water supply and sanitation facilities and hardship, poor health, loss of incomes faced by poor women in urban India.

Documented evidence reveal the positive relationship between improvements in infrastructure and service delivery and several benefits, including increased incomes due to time saving for urban poor women in India. For instance, a study of the Slum Networking project in Ahmedabad shows that availability of water supply and sanitation has significantly reduced time spent on water collection and increased profit by Rs. 40-50 per day from vegetable vending. These women have also reported 75% reduction in incidence of disease and serious illnesses. Another study on access to micro-credit for infrastructure and services in four cities in India (Ahmedabad, Mumbai, Baroda and Tirupati) shows that women's organization and participation in planning, implementation and payment for service provision in their communities and households has resulted in remarkable improvements in services, health and incomes.

A related issue emerging from several important economic studies is that in households where decision making and income are in the hands of women leads to a positive impact through increased expenditure on children. In this context, the ability to impact women's activities through the provision of urban services has the additional impact on the welfare of children. Therefore, the focus on city-wide up-scaling of slum upgrading and regular urban service delivery especially through the organization of women networks has a direct impact on poverty reduction within the core of the households.

2. The Infrastructure Gap: Contributing to Poverty, Environment, and Poor Economic Growth In Urban Areas

- **Investment shortfall:** Rs.170 billion per annum.
- **Coverage shortfall:** Mirroring the investment shortfall is the deficiency in service access for water, sanitation, refuse collection, storm water drainage and other municipal services ranging from 20%-60% depending on the urban area and income group. Effective coverage – e.g. continuous availability of water services— is extremely low.
- **Fiscal deficit:** Aggregate subsidies in service delivery nationally is estimated at 11-13% of GDP reflecting the significant deficits and cross-subsidies underpinning infrastructure delivery.

- Taken together, the investment, the coverage, and the fiscal shortfalls define the “infrastructure gap.”
- In turn this infrastructure gap exacerbates the urban poverty, environment and growth challenges.

3. The New Urban Paradigm

- International experience suggests that the infrastructure gap and hence addressing the challenge of economic growth, poverty reduction, and environmental management in the context of India’s urban system cannot be met by relying exclusively on a project approach and on public funding.
- Without overall citywide fiscal, financial and institutional reforms the infrastructure gap cannot be eliminated in a sustained way. In particular, access to private credit markets – the main source of funding for the urban sector in the future – will not be possible.
- In addition, without overall reforms central or state level government funds directed into the urban sector will not have the expected economic and social returns. The success of central or state fiscal transfers is to a great extent dependent on the efficiency and credit worthiness of the cities themselves.
- The era of pilots and neighborhood experiments in restricted wards of cities is over. There are plenty of these in India and successful ones. The challenge is to take to scale the best practices through city wide reforms.
- Although it is becoming widely accepted that sustained improvements in specific urban sectors will not be possible without city-wide reforms, *sectoral reform focused on a critical service area such as water and sanitation can be seen as a mechanism to achieve significant improvement in services as well as an entry point for catalyzing urban reforms.* In this case, a systemic reform in the individual sector would be required to optimize the positive outcomes.
- Efficiency gains from citywide and/or sector specific reforms is a pre-requisite for greater resource allocation for poverty reduction and improved service delivery to the poor. In addition, the tariff restructuring or subsidy design in the context of a reform process allows for more efficient and targeted impact on the poor. Also, specific poverty programs such as slum upgrading can be designed more systematically. For example, a slum-upgrading program will have a better chance to be scaled up if the delivery of municipal services and land tenure program is working more efficiently.
- *City wide reforms, or sector-focused reforms in service delivery, must therefore introduce in a systemic way institutional, fiscal, financial and regulatory reforms with economic efficiency and poverty reduction as the core objectives of the program. Only this comprehensive approach to urban reform will enable cities to have their macro economic*

impact in catalyzing national economic growth and supporting poverty reduction with the additional positive impact on gender and environment.

- This will require a focus on policy reform, institutional change and to develop mechanisms to scale up the multitude of pilots and community programs that currently are spread over the Indian cities but in aggregate are not having the necessary impact on growth and poverty reduction.

Institutional Change, Environmental Impact, and Technology Choice

The focus on WSSW as suggested in this proposal is pro-environment for several reasons. As discussed earlier, the challenge is to ensure that the institutions that are created have a positive incentive on cities to manage raw sewage, poor sanitation services, unaccounted for water (which in many cities cross the 50% rate), solid waste, and ground water resource depletion. The combined impact of measures to eradicate such problems will be positive on water resources in general and sustainability of water resources in particular. Most importantly, the idea is not to do one project or two, but create institutions that have an **inherent incentive** to manage WSSW in such a way that improved service delivery and environmental management are both achieved.

The issue of technology choice is particularly important to the policy debate on environmental sustainability. Two key policy instruments will affect technology choice. First is **pricing** of water. Currently, water and sanitation services are priced well below the cost of service delivery. As a result of this under-pricing there is little incentive to adopt technologies that preserve water. **Discussion about alternatives to water borne sanitation systems will have no impact if water pricing strategies do not reflect the true value of water.** Second, **regulatory regimes** for water and sanitation also influence technology choices. **Development of the appropriate regulatory system which reflects issues of technology standards and choices is therefore as important as pricing strategies.** The technical assistance that will be provided to cities to manage their WSSW services will include support for developing the appropriate pricing and regulatory mechanisms. It is through these vehicles that environmental management and technology choices will be addressed in addition to the broader impact on environment directly from better WSSW services in general.

Finally, WSP is currently in discussion with many cities, the private sector in India and the World Bank to provide assistance on the concept of ECO-CITIES whereby capacity support will be provided to assist cities incorporate environmental management in their day-to-day management of the cities including in the budget process. This focus will require a separate approach and as it develops it is intended that in conjunction with the approval of Sida, Delhi to support the ECO-CITIES concept in the future.

4. Policy Environment

Passing of the 74th Constitutional Amendment Act in 1992 has created the right conditions for urban institutional reforms and decentralization of political, economic and fiscal powers to local

governments. The functional domain of Urban Local Bodies is now constitutionally defined. But importantly, within this context of the 74th amendment, a coherent public policy environment is being created at the national level to promote and catalyze urban reforms across the country.

In particular, Government of India (GoI) has introduced or is in an active policy process of introducing a series of reform initiatives which include: tax free municipal bonds, fiscal incentives for investment in urban infrastructure, allowing foreign direct investments in urban development, improved municipal accounting system, state level pooled financing framework, regulatory framework for Water and Sanitation Services and Solid waste (WSSW), a model municipal legislation, public-private partnership guidelines for WSS, and restructuring of cities. In terms of the latter, a City Challenge Fund, which has been endorsed by the MoF, has been adopted in this year's budget announcement will be used for triggering institutional changes at the city level. Finally, GoI is working on a national slum-upgrading policy to support efforts at the State level to scale up slum-upgrading and fiscal flows have been committed to this purpose.

Within this context, and within the framework of the preparation for the 10th Plan, national government is in the process of reforming its fiscal flows to the urban sector that are available for improving service delivery especially in the area of water and sanitation services. Complementing this effort, lines of credit have been accessed from multi-lateral sources for the expansion of urban services in general and water and sanitation services in particular.

Overall these policy changes and initiatives are premised on the assessment that without a policy environment to support broad urban reform, with a focus on citywide reforms in particular, improvements in WSSW and service delivery will not be achieved at scaled-up level. Similarly, it is recognized that systemic reforms in the WSSW and urban service delivery not only provide improvements in a critical service area it is also an important entry point for broader urban reforms. In this context, several cities are in the process of looking at public-private options for water utilities linked to broader city reforms. Important WSSW options are also opening up at the small town level. Finally, in India highly successful people-centered initiatives demonstrate the potential for small scale private and community systems in the water and sanitation sector. International experience strongly suggest that systemic urban reforms and institutional changes in the formal delivery of WSSW are needed to ensure that such initiatives which form a sustainable safety net for the poor can be scaled up.

Is Service Delivery the Right Entry Point for Urban reform

In terms of service delivery that impacts on urban productivity, and the urban poor in particular, urban water and sanitation and solid waste management (WSSW) are two key areas. Electricity, roads, ports, and other infrastructure areas are the domain of the **national-state** government. WSSW are **state-local** services. In addition, housing is often stated as an important urban good, but in reality housing is not only four walls and a roof: it is also access to services such as water, sanitation and solid waste So WSSW are a powerful entry point to better housing systems. More fundamentally, WSSW are basic services whose inefficiencies have significant health and productivity impact on the urban system in general in general and the urban poor in particular To make an impact on the urban system, leveraging change in the water and sanitation sector and

waste management is therefore critical and urgent and indeed a powerful entry point for urban reform.

An alternate approach is to focus on municipal and financial management in general as an entry point. Government of India is relying on USAID and its FIRE project to provide this support (US\$ 80 million over five years).. WSP complements this approach by approaching municipal and financial management from a **service delivery** angle of the most important urban services -- WSSW. But importantly, WSSW services are a major component of many sub-national budgets and impacts on local economies. Together, WSP and USAID therefore fill the niche of policy support in the urban sector but from very different angles. Already, WSP and USAID are collaborating to support Government of India. This is another example of how this proposal can leverage other players and complement them in needed niche areas.

Water and Sanitation Program – South Asia (WSP-SA) has become an active partner of Ministry of Urban Development and Poverty Alleviation (MoUD&PA), Government of India, in taking forward the Ministry's policy support on urban institutional change and support for water and sanitation reform. Through MoUD&PA's policy initiatives and in coordination with DEA, MoF, WSP-SA has assisted GoI in linking several cities in India, indeed South Asia, to the experience of city reforms internationally, notably South Africa. In the process, and under the guidance of MoUD&PA, WSP-SA has collaborated with multi-and bi-lateral agencies to support a coordinated approach amongst donors in this sector.

This proposal is to seek Sida funding for WSP-SA to continue its technical assistance support to MoUD&PA and the Ministry's urban reform agenda. The proposal is an integral part of WSP's collaboration with MoUD&PA and GoI

Question of Ownership

Does this proposal have ownership with Government? The answer is a resounding yes. First, the proposal emerged after a year of WSP support to MoUD&PA. The proposal follows carefully the new urban policy of Government (see attachment) which the WSP supported in terms of capacity support and design support. Second, the proposal has formal endorsement of the senior management of the Ministry and the formal endorsement of the Ministry of Finance. Both the processes followed the official procedure and review. Third, several of the approaches elaborated in this proposal has led to the announcement of the urban sector reform program in this year's Finance Minister's budget and in the proposed 10th year plan. This proposal is thus fully part of the official thrust of Government in the urban sector.

II. WATER AND SANITATION PROGRAM

5. Water and Sanitation Program – South Asia

The Water and Sanitation Program is a global partnership, executed by the World Bank and supported by the world's leading donor agencies.¹ The program's mission is to help the poor gain

¹ This includes DFID, Dutch Aid, DANIDA, Swiss Development Corporation, Sida, and others.

sustained access to improved water supply and sanitation services. In South Asia, working through a regional and country office in Delhi and country offices in Bangladesh and Pakistan, the Water and Sanitation Program – South Asia (WSP-SA) manages a collaborative technical assistance program dedicated to improving water supply and sanitation services, particularly for the poor, throughout the region. The Program works in partnership with governments, financial institutions, external donors, leading NGOs and the private sector. WSP-SA has a small and highly focused interdisciplinary team working throughout the region.

WSP-SA aims to develop and support the clients' capacity to design and implement financially sustainable decentralized local governance models to efficiently deliver water and environmental sanitation services. *To this end, WSP-SA engages in advocacy and policy dialogue with the national, state and local governments as well as utilities and water agencies to promote the institutional reform agenda.* For those governments that are prepared for taking the process forward, WSP-SA provides design and implementation support through technical assistance and access to international best practices. WSP-SA is also committed to assist the clients to *scale up* the practical lessons learned from these experiences into major city- and state-level programs. The key areas of the current WSP-SA urban program in India include supporting: urban water sector reforms, city wide institutional change, water utility restructuring, scaling up slum upgrading and service delivery to the poor, and solid and liquid waste management.

WSP-SA plays an important advisory role on policy reform that is unique to the WSP-SA set-up. *This uniqueness is a direct result of the fact that across the region WSP-SA is perceived as an independent institution that can respond to the demand for objective advice.* This characteristic is a direct result of the fact that first, WSP-SA is funded by several donors and second, that it does not carry the baggage of a lending agency. Indeed, there is a firewall between its advisory services and World Bank lending. Yet, when needed, WSP-SA has the flexibility to crowd in multi-lateral financing. *This combination of advisory services, independence, and ability to call in multi-lateral financing when needed has enabled WSP-SA to play a strong role in supporting the capacity of governments across the region to undertake institutional reform.* Finally, as it is a regional program, WSP-SA is able to support cross-learning between countries in South Asia. This is particularly important in areas where there are regional problems in the water sector such as arsenic contamination.

Examples of Capacity Building Activities Managed by WSP-SA

WSP has as a variety of instruments it uses to support the capacity processes in its dialogue. Following are some examples:

(i) Expert Mission and Exchanges : City restructuring and water and sanitation service:

WSP-SA has organized two missions consisting of key persons closely involved with the recent restructuring of Johannesburg to selected cities in India to share their experiences with urban managers. WSP-SA has also facilitated exposure visit of a few Indian policy makers and municipal managers to Johannesburg. This process of experience sharing and learning between South Africa and India is visualized by WSP-SA as a beginning of South-South cooperation and capacity building. GoI's decision to introduce the Challenge Fund was strengthened by the South Africa exchange.

(ii) Workshops and Roundtables : Micro-finance for infrastructure: WSP-SA and Mahila Housing SEWA Trust (MHT) jointly organized a workshop on 'Micro-finance for infrastructure : Recent experiences,' to highlight the role of micro-finance institutions in providing credit and financial services to the informal sector. The workshop was a follow-up of the national level study on 'Credit connections : Meeting the infrastructure needs of the informal sector through micro-finance in urban India,' conducted by WSP-SA and MHT. One of the main objectives of the workshop was to understand the capacity building needs of the NGO sector to provide micro-finance to the urban poor for accessing water and sanitation services.

(iii) Think Tanks : Networks: WSP-SA has established networks of policy makers and local government officials to come together to debate key issues and learn from each others' experiences. WSP-India holds regular meetings of urban and rural think tanks. An information note is published based on each of the network meetings, which is widely disseminated within the country and also circulated in the region. Recently, WSP-India organized a think tank on tariff and subsidy in urban water sector, which was attended by about 70 municipal managers and key policy makers from across the country.

WSP-SA's Capacity

WSP-SA's capacity is based on the principle of an inverted pyramid which encompasses:

- A large apex of implementing partners in the government, private sector and NGO sectors.
- Contracted global and local expertise, including staff of the WSP global and regional teams, World Bank and IFC. WSP has full access to the skill and knowledge base of the Bank Group.
- A small highly qualified internal team of active managers to leverage the contracted-in capacity of global and local experts and implementing partners.

This three pronged approach to capacity of the WSP-SA is based on the fact that it is very responsive to the needs and demands of clients. Having a high permanent staff ratio that is often the case in many organizations, has the risk of locking in the wrong skill mix. *Managing access to capacity through networks enables us to maintain access to high level skills and sustain our "demand-driven approach."*

The in house staff represent a mixture of skills from public finance and institutional experts to community specialists. The staff also represent many of the diverse networks from the private, public, NGO and think tank circles. The access to these networks in turn facilitates the ability of WSP to deliver global experts and best practices "in time in real time" to the client. It is expected that to implement this proposal two additional staff will be hired at a higher professional level while the remainder of the skills will brought in as contracted in support through the networks. In this context, it is important to note that WSP is administratively part of

the World bank's professional networks not its lending operational arm. Hence the ability to access global skills is further facilitated.

III. THE PROPOSAL

6. Vision, Objective, Outputs and Activities

Vision

The development objectives of GoI are to create opportunities for economic growth and reducing poverty. The Ministry of Urban Development and Poverty Alleviation has articulated a comprehensive policy framework for the urban sector to play a critical role in achieving these national objectives. Within this sectoral framework, improving access to efficient, reliable and safe municipal services such as water and sanitation and waste management services in a sustainable manner is recognized by MoUD&PA and GoI as integral to achieving these objectives.

These development goals are consistent with the WSP-SA's mission to help the poor gain sustained access to improved water supply and sanitation services. The institutional reform of WSSW services and programs of slum upgrading provides an important entry point to supporting urban sector reform and changes in urban economic governance to support the overall goals of economic growth and poverty alleviation

Objective

In support of these development objectives, WSP-SA has developed an urban program to **support the capacity of the Government of India, state governments and local governments to design and implement institutional and fiscal reforms in the urban sector, with water and sanitation and solid waste as a key entry point. This proposal on Supporting Urban Reforms in India is being made to Sida to support WSP-SA's urban program** (see Annex – 1 for Log Frame).

A policy dialogue has been initiated, both at the national/state and city levels, to address WSSW service delivery issues in the overall framework of city level reform and restructuring. The fact that Government of India has set up a City Challenge Fund, with well designed fiscal and capacity support components, is a clear indication of government's commitment to comprehensive urban reforms. This offers a great window of opportunity to multi- and bi-lateral agencies to extend support to the national initiative for urban governance reform.

The WSP-SA's urban program includes support for further national and state level policy changes as well as for development and implementation of innovative institutional models for efficient WSSW service delivery at the city level. WSP-SA provides a unique platform to specifically address issues related to improving the access of poor people to sustained water and sanitation services. It also provides a window through which bi-lateral donors can support GoI's major policy development and larger investments.

What are Other Donors Doing in the Urban Sector and What is the Linkage Between this proposal and the Work of other Donors?

Annex 4 shows the various levels of funding in the urban sector for certain selected years by Government and various donors. This is only a partial picture. But already several conclusions can be drawn from this table. First, there is significant resources available for urban activities for both technical assistance and investment. In entering the urban area, Sida is therefore by far not the only actor in funding urban activities and would not face the risk associated with entering a sector alone. Second, the funding for urban activities is very project oriented, split across several sectors within the urban arena – such as transport and WSS-- and spread across several states. In other words it is not consistent and does not form an overall reform agenda

However, and this is the most important conclusion, what is missing is funding to create a policy and institutional framework under which the project and TA funding that is currently available at the central and state level can be designed to fit under a consistent framework in order to have a real impact. WSP has established its niche with Government in supporting central, state, and local governments to create a policy and institutional framework which will be conducive to urban and urban water and sanitation reforms. In endorsing the WSP proposal to Sida, Government of India is in fact channeling Sida resources to support the development of this overall framework. Sida funding is therefore very well integrated into the overall available resources for urban and is expected to have an important value addition by filling the gap on creating an overall institutional and policy framework. Given the focused and small amount that Sida will be putting into India – focused and small relative to the funding available for urban in general in India – Government of India felt that Sida's resources should be targeted to support policy reform and institutional change rather than be placed in one pilot in one city or state. This will enable the Sida resources to have an impact by leveraging the whole sector which will give Sida value for money.

Outputs and Activities

The **major outputs and activities** of WSP-SA for taking forward the urban reform program will be in three broad component categories, namely: policy and capacity support; design and implementation support; and knowledge management. Major outputs and activities of WSP-SA under each component are given in the Log Frame and are briefly described below.

A. Policy and Capacity Support:

The key activities under the WSP-SA's urban reform program would be to provide policy and capacity support to national and state governments as well as capacity support to local governments and utilities, which are critical for urban reform program to be successful. The objective of WSP-SA activities would be to assist the national and state governments to identify policies which drive reform and help in bringing about these policy changes with lessons drawn from international best practice examples.

It is critical to note that WSP-SA's urban program has evolved under the direction of the Ministry of Urban Development and Poverty Alleviation over the past twelve months. WSP-SA will support the national ministry to develop and design the appropriate *national* fiscal instruments (the Challenge Fund: a national fiscal incentive grant), *national* guidelines (design of a regulatory guidelines for the urban water sector), and *national* policy frameworks (e.g. a tool-kit for private-public partnerships). Specific areas where WSP-SA would provide policy and capacity support are:

- Wider urban governance reforms
- WSS restructuring and private sector participation
- WSS regulation
- Policy on slums/ land tenure
- Fiscal incentives for urban/WSS reforms
- Capacity of national and state bodies to design and implement policy reforms

B. Design and Implementation support:

Along with policy support, WSP-SA would provide technical assistance for design of institutional reforms at the state, city and town level. In addition, WSP-SA would extend design and implementation support to local governments and utilities in the four main thematic components identified for WSP-SA's proposed urban reform program in India (see Annex – 2 for detailed three year work plan). *It is important to note that national policy and capacity support is also embedded in each of the thematic areas described below.* The critical steps in general for all the four thematic components are, policy dialogue for urban institutional reforms, capacity support in design and implementation of innovative models of WSS service delivery, dissemination of lessons learnt, and help in designing scaling up strategies.

(i) Restructuring Large Cities/Water Utilities for Efficient Service Delivery:

WSP-SA is currently supporting the Government of India and the States of Andhra Pradesh and Gujarat to develop a model of water utility reform for the cities of Hyderabad and Ahmedabad using public-private partnership in the context of overall city restructuring. The assistance involves direct policy and technical support, capacity building at the State and local level, and international exchanges on urban water reform.

An Example of WSP-SA's Technical Support
Hyderabad Water Utility Restructuring

Last year, MoUD&PA had requested WSP-SA to look at the linkage between city-wide reforms and restructuring of urban water systems, Within this context, WSP-SA supported GoI to initiate a policy dialogue at the national level and facilitated an exchange between a team from Johannesburg led by Mr. Ketso Gordhan and Indian decision makers and municipal managers. The Johannesburg team visited several cities in India, including a meeting with Mr. Chandrababu Naidu, Chief Minister of Andhra Pradesh State Government in Hyderabad. WSP-

SA subsequently facilitated an exchange visit to Johannesburg by a two-member team from Hyderabad and a follow-up visit by the Chief Executive Officer of Johannesburg to Hyderabad. MoUD&PA, GoI was the node through which all this exchange was conducted. In all of these exchanges, the South African experience of the need for change in urban governance to enable a more efficient urban service delivery system to emerge was well received both by GoI and Government of Andhra Pradesh. Urban water and sanitation services because of its centrality to urban life became the main point of the discussion of this theme during the exchanges.

Subsequently, a team consisting of the World Bank and WSP staff members and consultants went on a mission to Hyderabad in June 2001. The mission assisted GoAP to design a complete restructuring plan for the Hyderabad Water Board. The plan was presented to the Chief Minister, senior ministers and senior civil servants. The presentation was also attended by the Secretary, Urban Development and Poverty Alleviation, GOI. The presentation concluded with the political leadership of the Government of Andhra Pradesh signifying its intention to embark on Public Private Partnership in the water sector in the metropolitan area of Hyderabad. A successful water utility restructuring in this major city of India may trigger large sectoral reform in the entire country.

At present, WSP-SA is providing technical assistance to the Government of Andhra Pradesh to prepare for the following critical next steps, which were identified jointly by the World Bank-WSP-SA team and the State Government of Andhra Pradesh:

- Nomination of a Change Manager and Team
- Funding and contracting of a Transaction Advisor
- Enabling legislation

In the next three years, efforts will be made to support policy reforms process, covering wider urban governance reforms, public private partnerships, WSS regulation and fiscal incentives for reforms. At the same time, WSP-SA will provide support to identify city/water utility restructuring models and help in implementation in one or two cities in the first year and in 3-4 cities by the end of the third year. In the third year, help in design of scaling up strategies and in dissemination of the lessons learnt will form an important part of the WSP-SA's work plan. *A critical aspect of this work program is the design of the Challenge Fund undertaken by the MoUD&PA for catalyzing such reforms.*

(ii) Solutions for Small towns/Regional Water Utilities:

In response to requests from the Government of India and state governments, WSP-SA is currently engaged in a dialogue with the State governments of Kerala, Karnataka and Uttaranchal to consider the possibility of establishing regional water utilities for serving clusters of small towns with private sector partnership. Implementation of this institutional reform agenda requires wider urban governance reforms as well as restructuring of state water boards. WSP-SA is expecting that such reforms will lead to the setting up of regional water utilities for clusters of small towns in 3-4 states.

(iii) Scaling-up Slum Upgrading and Service Delivery to the Poor:

This work will address first, the design of tariff systems and subsidy schemes for the poor within the context of the utility reform program as described above. Second, WSP will work on the policy issue of providing basic water and sanitation services in slums in large cities which is a major development challenge. In Ahmedabad, India, WSP-SA is assisting the city to look at water and sanitation delivery at a city wide level across informal communities. A particular focus is on direct access by communities to micro-credit to finance water and sanitation infrastructure both at the household and city level. WSP-SA is also helping the city government in setting up an institutional framework for scaling up slum upgrading.

WSP-SA aims to help local governments in designing pro-poor reforms for sustained service delivery to the poor in general and to assist in developing city wide slum upgrading program in 3-4 cities in particular.

In addition, WSP-SA in partnership with SPARC has made a commitment to support the design and implementation of the recently launched Prime Minister's Universal Minimum Sanitation Program in 4-6 cities across India over the next three years.

It is important to note that the assistance on slum-upgrading will be provided in the context of overall utility and city wide reforms.

(iv) Waste Management:

Collection, transportation and sanitary disposal of solid waste is a major environmental sustainability challenge faced by most cities and towns in the region. Equally serious is the problem of waste water treatment and disposal to prevent pollution of water bodies. Cities of Hyderabad and Bangalore in India have requested WSP-SA to provide technical assistance to develop institutional models for efficient waste management. WSP-SA is also exploring the feasibility of decentralized systems of waste water treatment in the country. An effort will be made to work in 3-4 cities over the course of the next three years to assist implementation of innovative institutional models of solid and liquid waste management.

It is important to note that we are working with the national ministry on the national guidelines for waste management and our assistance at the city level is in that larger national context.

C. Knowledge management:

Knowledge management would be an important activity in the proposed urban reform program, both as a significant input in policy and institutional reform process and also as an output in terms of drawing lessons from these experiences, which could be shared with other parts of India and the region for scaling up of these successful examples. Knowledge management component includes the following:

- Existing effective think tanks or a network of decision makers and municipal manager
- Workshops and consultations

- Studies (e.g.):
 - Review of centrally sponsored schemes
 - City specific tariff and subsidy design
 - Urban governance and decentralization
 - Local tax policies
 - Small-scale independent service providers
 - Impact of improved service delivery on city economy and productivity
 - New mechanisms of safety nets for poor
- Dissemination

7. Implementation Strategy

As in the past, WSP-SA will evolve and implement its work program in close co-ordination with the Ministry of Urban Development and Poverty Alleviation

Within this context, WSP-SA proposes to follow a programmatic approach, rather than focus on narrow projects and pilots to support urban reforms in India over the next 3 years. This approach follows the framework adopted by MoUD&PA and is based on the belief that institutional and fiscal reforms require sustained engagement in policy dialogue, policy formulation, implementation, and capacity support over a long period. Experience suggests that it is more effective and sustainable from a policy process to allow pilots and projects to evolve from within this broader framework rather than the other way around.

The issue of programmatic versus project approach needs to be elaborated. There are several examples of community based slum upgrading projects in many Indian cities. These were done in isolated context with little emphasis on addressing the policy constraints that would lead to the scaling up of the pilots. In the programmatic approach, the focus would be on developing the policy framework of scaling up (e.g. land tenure policy, subsidy policy, municipal procurement reform, NGO micro credit framework) and doing a pilot in the context of the adoption of the policy framework. A programmatic approach would also include a plan for how to incorporate the learning from the pilot into the implementation of a scaled up framework. Similarly, in terms of institutional change in WSSW, programmatic approach would involve evolving the policy framework that will provide the sustainability and scale up of institutional reform and within that framework develop a city-wide pilot of say, for example, the creation of a water utility. Finally, a pilot approach usually involves creating artificial project management unit that provides the capacity to manage the pilot but rarely enables the capacity to develop within the local governments to manage the scale up. In a programmatic approach the focus would be on establishing different mechanisms and models of capacity support to enable the cities to undertake the process of institutional change.

WSP-SA intends to follow a sectoral approach of working in a few key thematic areas rather than working in pre-selected, "focus" states in India. The experience with our work with MoUD&PA in the past year has shown that some flexibility is required in the design of the urban program to allow WSP-SA to respond to the demand from clients and to take advantage of possible windows of opportunities that may open up anywhere in the country as the reform process progresses under an evolving broader framework. Also, specific areas of intervention at

the city level will be identified, jointly with GoI, in response to the expressed demand from the state and city governments. Again following the experience of working with MoUD&PA over the past year, considerable effort will be made to support demand for institutional change through advocacy and advisory services. In some cities, WSP-SA has under the coordination of MoUD&PA already started providing policy support and technical assistance, for example for water utility reform in Hyderabad, regional water utility for small towns in Karnataka and Kerala, and for scaling up slum upgrading in Ahmedabad. These were not preselected but emerged with a demand-driven framework.

The process oriented urban reform program with expected durable outcomes would involve following **strategic actions**:

- **Supporting policy reforms** and regulatory changes at the national and state levels to enable cities to take up institutional restructuring with lessons drawn from innovative international best practices on improved urban governance and service delivery.
- **Providing capacity support to design and implement** institutional change and take advantage of the proposed City Challenge Fund in selected cities. This includes helping these cities to develop an institutional restructuring program within their legal context, outline a sequence of policy changes required, cost estimates, and to set milestones and stages of the reform program.
- **Strengthening partnerships** with the key players, that is, between the local government, private sector, financial institutions and civil society organizations for effective institutional change and improved management of service delivery.
- **Coordinating donor support** to provide investments required for the national and local initiatives. This would include facilitating donor contribution to the city challenge fund, and direct donor support to clients to meet the transition cost of institutional restructuring.

How do we spot demand?

A process oriented program will require an active understanding of the windows of opportunity on the ground and an ability to respond to these openings. The key question is how does one spot demand. There is no one fixed approach but rather the use of several mechanisms and indicators. First, it is important that WSP staff as well as its implementing partners represent, as it does, individuals and groups from different networks. This includes the government sector, the private sector, the NGO sector and the academic and think tank sector. Not only do we have staff representing these sectors we have implementing partners from these sectors. In addition, periodically WSP undertakes a review with independent think tanks to assess the political economy reality on the ground. These networks form the first basis of our understanding of the "demand" on the ground. An important component is precisely the bilateral sponsors of WSP with their own linkages on the ground. Second, WSP looks at requests of assistance that focus primarily on institutional and policy reforms rather than requests for support of "bricks and mortars" which tend to be requests to support existing dysfunctional service systems. Of course, the fact that WSP is fire-walled from a lending agenda – we do not have money to lend – already ensures that there is a self selection in who approaches us. Third, WSP looks quickly after the first set of engagements to assess if the city or State is preparing policy legislation or committing own resources to the programs – this is a critical set of indicators to ensure that the demand for change is real. Finally, WSP willingness to say no or change direction creates a credibility in the engagement process of spotting demand.

8. Expected Outcomes of the Program

- Enhanced capacity of governments to initiate, design and implement water and sanitation sector reforms in partnership with the private sector and NGOs.
- Establishment of a critical mass of informed persons and institutions (government, non-government, private sector, community members) that are sensitized to the issues of sector reforms, institutional restructuring and serving the poor.
- Institutionalizing a few examples of innovative models of efficient service delivery, which have the potential of being scaled up.
- Greater experience sharing and learning pertaining to institutional reform in the water and sanitation sector.
- Leverage in government and multi-lateral capacity-support and direct investments in the water and sanitation sector.

Overall, as described in Annex 1-3, *intermediate results* or milestones include the *development and formulation* of policy and implementation frameworks of institutional change through policy analysis, technical mission support, and studies. This includes the support to capacity building through workshops and training. *Final outcomes* include introduction of new policy legislation, new policy instruments namely fiscal instruments, changed pricing strategies, incorporation of public-private partnerships, development of pro-poor policy measures, establishment of transparent regulatory frameworks, and of course new institutions of service delivery. These are the types of outcomes in combination with intermediate results that have to be followed in a dynamic fashion over time in a process oriented assistance program as is being advocated.

9. Program Duration and Funding Request

The proposal is for Sida to be the sponsor for WSP-SA's India urban program. The request is for programmatic support of US\$ 8 million for three years, that is US\$ 2 million for the first year and US\$ 3 millions each for the two subsequent years (see Annex – 3 for details).

Bringing about sustainable urban reforms requires supporting process oriented change and continuous engagements with the key partners and clients over a longer timeframe. The proposal is therefore for an initial three-year Sida – WSP-SA partnership for supporting urban reforms in India. It is hoped that this effort will be successful in supporting GoI's urban reform program and open the way for a longer partnership in the future.

10. Program Coordination and Management

It is envisaged that Sida would be an **active partner** in the urban reform program in India, rather than only a funding agency and would contribute, where opportunities emerge, to the policy dialogue as well as in the design and review of the Sida – WSP-SA partnership.

The partnership program will be managed by WSP-SA under the overall guidance of the Regional Team Leader and the India Country Team Leader. In addition, WSP-SA will appoint Task Managers for the four broad thematic areas to manage the sectoral operations.

Sida would be invited to participate in the WSP-SA's annual work planning process (see next section) and to contribute in identification of activities and initiatives to be taken up under the partnership program.

WSP-SA will provide an annual financial report at the end of the each fiscal year, namely June. **Sida, New Delhi to develop a reporting format which will be suitable for the reporting needs of Sida administration in terms of financial and program outcome monitoring this would include a discussion and agreement on the type of periodic independent assessments that need to be done to inform the implementation of the program. This monitoring will be in addition to the internal monitoring done by the WSP and independently by the Bank as the executing body of the Program on behalf of the donors.**

Sida would be invited to participate in the six monthly review meetings to assess the progress made under the partnership program. WSP-SA will submit a six-monthly narrative report to Sida, following the progress review meetings.

WSP-SA would facilitate Sida's participation in broad policy dialogue through consultations with key policy decision-makers, invitations to high-level policy presentations, and the broader round tables, seminars and workshops.

When high level delegations from Sida headquarter visit India, WSP-SA will facilitate their meeting with appropriate level Indian officials for discussion on key policy issues.

Team members from WSP to visit Sida, Stockholm once a year for a full briefing and presentation to HQ of Sida on the work program. WSP staff would be encouraged to visit Stockholm enroute to and from their missions abroad, if possible and cost effective.

All WSP-SA publications and workshops supported by Sida funding would carry a Sida logo along with WSP-SA logo.

A global fund administration fee of 15% will be applied to the Sida fund. WSP Global Council, of which Sida is a member, has authorized a global program management fee for financing administrative costs of managing the funds under World Bank systems, ensure global quality control and budgetary oversight, and other administrative costs including contingencies.

11. Work Planning, Budgets, Reporting and Procurement Procedures

WSP-SA develops a draft Annual Work Plan (AWP) and budget for every financial year (FY), which runs from July to June. The plan is developed between April and May. The draft AWP is reviewed and approved by the WSP Global Manager with assistance from the global Financial Manager of the WSP. Jointly, they ensure the plan's consistency with the WSP mandate, Trust Fund agreements, government policies/priorities of countries where the Program is operating and

overall financial viability. In addition, an independent appraisal of the proposed work program is conducted under the supervision of the Global Manager before a final approval is given. A Mid Year Review is carried out by the global office to assess the progress made and to allow for course correction if required. This process is followed for all the Regions in the WSP that includes Africa, East Asia, the Andean region and South Asia.

In addition, each Region presents its work program and achievements to the Global Council of the Program which has a Board represented by all the donors that fund the WSP and external experts from client countries. The Global Council meets with the WSP teams twice a year including during the formulation of the Annual Work Program. Sida is represented at the Global Council by a member from Sida, Stockholm. At the end of each FY, an annual report is prepared and achievements are measured against the defined targets for the year. The annual report is circulated to all donors and partners.

WSP-SA accounts are audited following the World Bank financial management and auditing procedures. In addition, WSP global office plays an important value added monitoring and fiduciary role for each of the four regional offices, including WSP-SA. Due diligence of the WSP global office is also to ensure WSP-SA's accountability both to the executing agency, that is the World Bank, and all the funding partners, such as Sida.

The proposal for Sida, Delhi to participate in a review every six months and at the beginning of the AWP will complement and add to the process of program support and accountability described above.

All WSP-SA staff and consultant appointments and procurements are done as per the World Bank rules accepted by its international shareholders. All appointment and procurement documents are countersigned by the relevant people at the World Bank to ensure that Bank guidelines and processes are strictly followed.

Annex – 1
Log Frame : Supporting Urban Reforms in India
A Proposal for Sida Funding, 2002-2004

Hierarchy of Objectives	Key Performance Indicators	Monitoring & Evaluation	Critical Assumptions
A. Development Objectives (DO)			
Creating opportunities for economic growth and reducing poverty by improving access to efficient, reliable and safe water and sanitation services (WSS) in a sustainable manner	50% of the poor in urban areas to have gained access to efficient, reliable and safe WSS by 2012.	<ul style="list-style-type: none"> - National and State Government Reports - Human Dev. Report 	
B. Program Development Objectives (PDO) (to be achieved over 3 years)	Outcome Indicators (for urban centers in which WSP is engaged with GoI and States)	Program Reports	Critical Assumptions (from PDO to DO)
<p>To support the capacity of the Government of India (GoI), state governments and local governments to design and implement institutional and fiscal reforms in the urban sector, with water and sanitation as a key entry point</p> <p>(The outcome/impact indicators listed are much broader and comprehensive than what can be achieved from simply the implementation of each of the components of the outputs listed below. The indicators reflect what GoI would like to see achieved in the coming years and given that WSP-SA assistance is in support of GoI program, it will be important to have WSP-SA outputs also placed in that overall context.)</p>	<p>(a) Development of benchmarks for improvement in local government finances and poverty reduction measures</p> <p>Formal processes and implementation started in the following policy areas:</p> <p>(b) Improved financial condition of WSS providers</p> <p>(c) Reduced reliance on fiscal transfers in WSS delivery</p> <p>(d) Improved access and</p>	<p>For cities where the reform process has started:</p> <ul style="list-style-type: none"> - Government policy statements and ordinances and acts <p>For cities where implementation has started:</p> <ul style="list-style-type: none"> - Government budget reports - World Bank public expenditure 	<ul style="list-style-type: none"> - Urban local bodies implement reforms to increase efficiency and sustainability of WSS - Urban local bodies ensure that reforms have a poverty focus - Adequate policy and fiscal support is provided by national & state governments to local bodies - Reforms have sufficient depth to attract private sector participation on reasonable terms - Political will and support is sufficient to sustain the reform process and attract private sector participation

	<p>quality of service for all consumers</p> <p>(e) Private sector participation in WSS provision</p>	<p>reviews</p> <ul style="list-style-type: none"> - Surveys on access and quality statistics (by various bodies) - Performance audits of local government and WSS providers 	
C. Output from Each Component	Output Indicators	Program Reports	Critical Assumptions (from Output to PDO)
<p>1. Policy and Capacity Support</p> <ul style="list-style-type: none"> - Wider urban governance reforms - WSS Restructuring and Private Sector Participation - WSS regulation - Policy on slums/ land tenure - Fiscal incentives for urban/WSS reforms - Capacity of national and state bodies to design and implement policy reforms enhanced 	<p>(a) Policies which drive reform identified and disseminated</p> <p>(b) Fiscal and other incentives to advance reforms designed (City Challenge Fund is the primary instrument)</p> <p>(c) Assist GoI and state governments to draft comprehensive reform strategy for UWSS</p> <p>(d) Best practice guidelines for PSP developed and disseminated by GoI</p>	<ul style="list-style-type: none"> - WSP-SA Progress Reports - Sida Review - Client feedback 	<ul style="list-style-type: none"> - Political will and ability to reform sustained - Transition costs to reform adequately funded - Central, state and local governments agree on reform agenda and take necessary steps to implement it - WSP-SA continues to be recognized as a credible policy and technical support agency
2. Design and Implementation Support			
<p>(a) City/Water Utility Restructuring (Large Cities):</p> <ul style="list-style-type: none"> - Options for restructuring city governance and provision of WSS - Water utilities restructuring models 	<p>(a) Models and options developed, debated and agreed upon</p> <p>(b) WSS utility</p>	<ul style="list-style-type: none"> - WSP-SA report on options, implementation plan for 3-4 	<ul style="list-style-type: none"> - Same as (1) above - Private sector can be attracted on reasonable terms

<ul style="list-style-type: none"> - Models of public private partnership arrangements - Pro-poor design of WSS - Role of community and small-scale independent service providers - Implementation support 	restructuring (including PSP) plan accepted by 3-4 cities and implementation initiated	cities, and WSP-SA periodic progress reports <ul style="list-style-type: none"> - State and city ordinances and regulations - Intermediate steps: e.g. policy statements, transaction advisors hired, etc 	
(b) Water Utility Restructuring for Small Towns <ul style="list-style-type: none"> - Restructuring state water boards - Models for serving clusters of small towns and public-private partnerships - Pro-poor design of WSS - Role of community and small-scale independent service providers - Implementation Support 	(a) Models and options developed, debated and agreed upon (b) Regional utilities. plan formulated for 3-4 states and implementation initiated	Same as above	<ul style="list-style-type: none"> - Same as (1) above - Private sector can be attracted on reasonable terms
(c) Slum Upgrading <ul style="list-style-type: none"> - Models formulated for sustainable, city-wide, slum up-grading and service delivery to the poor - Implementation support 	(a) Models and options developed, debated and agreed upon in 3-4 cities and implementation initiated (b) Support to implementation of Prime Minister's universal minimum sanitation program	Same as above	Same as C (1) above
(d) Waste Management <ul style="list-style-type: none"> - Institutional models for sustainable solid and liquid waste management - Options for decentralized sanitation - Implementation support 	Models and options developed, debated and agreed upon in 3-4 cities and implementation initiated	Same as above	Same as C (1) above

3. Knowledge Management <ul style="list-style-type: none"> - Existing effective think tanks - Workshops and consultations - Studies (e.g.): <ul style="list-style-type: none"> - Review of centrally sponsored schemes - City specific tariff and subsidy design - Urban governance and decentralization - Local tax policies - Small-scale independent service providers - Impact of improved service delivery on city economy and productivity - New mechanisms of safety nets for poor 	<ul style="list-style-type: none"> - Studies and other products produced and disseminated - Workshops held - Network of urban policy makers and municipal managers Strengthened 	<ul style="list-style-type: none"> - Study reports - WSP progress reports - Workshop minutes or proceedings 	<ul style="list-style-type: none"> - Appropriate level policy makers and managers can be attracted to share global best practices - Lessons are incorporated into UWSS reform policies and strategies
Program Components	Program Inputs (Funds)	Program Reports	Critical Assumptions (from components to Outputs)
1. Policy and Capacity Support	1,434,000		Sustained demand for support from MoUD&PA/GoI and willingness to catalyze reform at state and local level
2. Design and Implementation Support	4,443,000		<ul style="list-style-type: none"> - Demand for support from state and local bodies is sustained - GoI provides incentives to state and local bodies to reform
(a) City/Water Utility Restructuring (Large Cities)			
(b) Water Utility Restructuring for Small Towns			
(c) Slum Upgrading			
(d) Waste Management			
3. Knowledge Management	1,163,000		Sustained demand for learning and reform
Global Fund Administration Fee (12%)	960,000		
TOTAL	8,000,000		

Notes/Abbreviations:

- GoI: Government of India
- MoUD&PA: Ministry of Urban Development and Poverty Alleviation
- PPP: Public-Private Partnership
- PSP: Private Sector Participation
- UWSS: Urban Water and Sanitation and Solid Waste
- WSS: Water and Sanitation Services including Solid Waste

Annex – 2
Work Plan : Supporting Urban Reforms in India
A Proposal for Sida Funding, 2002-2004

Thematic components	Year 1	Year 2	Year 3
Restructuring large cities/water utilities for efficient delivery of services Wider urban governance reforms City restructuring models Water utilities restructuring models Models of public private partnership arrangements WSS regulation Fiscal incentives for urban/WSS reforms	Initiate policy dialogue at national and state levels Share best practice experiences Support designing of the city challenge fund Assist in designing city/utility restructuring in 1-2 cities, e.g. Hyderabad and Ahmedabad	Carry forward policy dialogue at national and state levels Support operationalization of the city challenge fund Help in drafting public private partnership guidelines Support in implementing new institutional models Assist in development of WSS regulatory framework Provide implementation support to 1-2 cities Assist in designing city/utility restructuring in another 1-2 cities	Further support operationalization of the city challenge fund Support setting up WSS regulatory mechanism Facilitate dissemination of policy reforms at the state and local levels Provide implementation support to 3-4 cities Help in design of scaling-up strategies Assist in dissemination and facilitate cross learning within the country and the region
Solutions for small towns/ Regional water utilities Wider urban governance reforms Restructuring state water boards Models for serving clusters of small towns	Initiate policy dialogue at national and state levels Share best practice experiences Help in designing regional water utility in one state, e.g. A.P. or Karnataka	Carry forward policy dialogue at national and state levels Support implementation in one state Help in designing regional water utility in another 2-3 states, e.g. U.A. Kerala, H.P. Support design of suitable inter-governmental transfers as incentives and for equity	Provide implementation support to 3-4 states Help in design of scaling-up strategies Assist in dissemination and facilitate cross learning within the country and the region Support design of suitable inter-governmental transfers as incentives and for equity

Thematic areas	Year 1	Year 2	Year 3
<p>Scaling-up slum upgrading and service delivery to the poor</p> <p>Policy on slums/ land tenure</p> <p>Models of city-wide slum up-grading and service delivery to the poor</p>	<p>Initiate policy dialogue at national and state levels</p> <p>Share best practice experiences</p> <p>Help in designing institutional structure for city-wide slum upgrading, in one city, e.g. Ahmedabad</p> <p>Help in design of the Prime Minister's universal minimum sanitation program for 2 large cities</p>	<p>Carry forward policy dialogue at national and state levels</p> <p>Provide implementation support for slum upgrading to one city</p> <p>Help in designing institutional structure for city-wide slum upgrading for another 2-3 cities</p> <p>Support scaling up of the Prime Minister's universal minimum sanitation program to 2 more cities</p>	<p>Provide implementation support for slum upgrading to 3-4 cities</p> <p>Support scaling up of the Prime Minister's universal minimum sanitation program to another 2 cities</p> <p>Help in design of scaling-up strategies</p> <p>Assist in dissemination and facilitate cross learning within the country and the region</p>
<p>Waste management</p> <p>Institutional models of solid and liquid waste management</p>	<p>Initiate policy dialogue at national and state levels</p> <p>Share best practice experiences</p> <p>Help in developing Institutional design of efficient waste management in one city, e.g. Hyderabad</p> <p>Learn about decentralized waste water management</p>	<p>Carry forward policy dialogue at national and state levels</p> <p>Provide implementation support for efficient waste management in one city</p> <p>Help in developing institutional design of efficient waste management in another 2-3 cities</p>	<p>Provide implementation support to 3-4 cities</p> <p>Help in design of scaling-up strategies</p> <p>Assist in dissemination and facilitate cross learning within the country and the region</p>

Annex – 3

Budget Estimates : Supporting Urban Reforms in India A Proposal for Sida Funding, 2002-2004

Activities	Year 1	Year 2	Year 3
<i>Amount in USD</i>			
POLICY AND CAPACITY SUPPORT	469,000	523,000	442,000
Policy Advice to National & State Governments	185,000	164,000	145,000
Capacity support to Local Government/Utilities	284,000	359,000	297,000
IMPLEMENTATION SUPPORT	902,000	1,667,000	1,874,000
Policy Support to National & State Governments	238,000	344,000	397,000
City/water Utility Restructuring (Large Cities)	213,000	495,000	534,000
Water Utility for Small Town	205,000	377,000	383,000
Slum Upgrading	160,000	331,000	437,000
Waste Management	86,000	120,000	123,000
KNOWLEDGE MANAGEMENT	389,000	450,000	324,000
Studies	157,000	158,000	91,000
Learning Events/ Workshops	127,000	155,000	123,000
Other Print Products	45,000	55,000	45,000
Dissemination	31,000	43,000	34,000
Networking	29,000	39,000	31,000
GPM 12%	240,000	360,000	360,000
TOTAL	2,000,000	3,000,000	3,000,000

Total 3 Years	8,000,000
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First Year Budget : Supporting Urban Reforms in India

Amount in USD

Activities	No	Rate	Cost	TOTAL
POLICY AND CAPACITY SUPPORT				
Policy Advice to National & State Governments				
Advise the national government on water and sanitation reforms	1	45,000	45,000	
Assist Gol in formulation of private sector participation guidelines	1	50,000	50,000	
Help to design implementation plan for City Challenge Fund	1	90,000	90,000	
				185,000
Capacity support to Local Government/Utilities				
Advisory services to 3 states - Kerala, A.P., Uttaranchal	3	20,000	60,000	
Consultations with civil society	3	12,000	36,000	
				96,000
Study tours/exchange visits				
Visit of external practitioners to India	3	30,000	90,000	
Study tour of Indian GO/NGO service providers	4	24,500	98,000	
				188,000
Total Policy and capacity Support	(A)			469,000
DESIGN AND IMPLEMENTATION SUPPORT				
Advise National & State Governments on				
Developing strategies to improve service quality	1	50,000	50,000	
Formulating financial recovery plans	1	50,000	50,000	
Advocacy & awareness workshops including for City Challenge fund	3	46,000	138,000	
				238,000
City/water Utility Restructuring (Large Cities)				
Sector studies to support design of institutional options	3	21,000	63,000	
Technical assistance to Hyderabad, Ahmedabad, Calcutta	3	50,000	150,000	
				213,000
Water Utility for Small Town				
Sector studies to support design of institutional options	2	27,500	55,000	
Technical assistance to Kerala, A.P., Uttaranchal	3	50,000	150,000	
				205,000
Slum Upgrading				
Sector studies to support design of institutional options	2	10,000	20,000	
Technical assistance on slum upgrading to Ahmedabad, Ludhiana	2	30,000	60,000	
Technical assistance to 2 cities for sanitation program	2	40,000	80,000	
				160,000
Waste Management				
Sector studies to support design of institutional options	2	18,000	36,000	
Technical assistance to Hyderabad, Cochin	2	25,000	50,000	
				86,000
Total Implementation Support	(B)			902,000

KNOWLEDGE MANAGEMENT				
Studies				
Willingness to pay and tariff design	2	50,000	100,000	
New mechanisms of safety nets for poor	1	27,000	27,000	
Development of domestic private sector providers of UWSS	1	30,000	30,000	
				157,000
Learning Events/ Workshops				
International experiences in scaling-up slum upgrading	1	50,000	50,000	
Institutional options for reforming water utilities	1	50,000	50,000	
Financing and institutional options for waste management	1	27,000	27,000	
				127,000
Other Print Products				
Field notes	2	10,000	20,000	
Policy notes	2	12,500	25,000	
				45,000
Dissemination				
	1	31,000	31,000	31,000
Networking (municipal managers)	1	29,000	29,000	29,000
Total Knowledge Management	(C)			389,000
GLOBAL FUND ADMINISTRATION FEE	(D)	0		240,000
TOTAL		(A) to (D)		2,000,000

Annex 4

National Government Expenditures for 2000-2001: Ministry of Urban Development

Urban Development Department	Rs. 1,895 crores	US\$ 4,100 million
Urban Empl. and Poverty Alleviation	Rs. 399 crores	US\$ 900 million
Total	Rs. 2,294 crores	US\$ 5,000 million

Current External Assistance to Urban Sector in India

Sector/Program	Agency	Duration	Amount (million)	Remarks
WSS				
Chennai WSS II	World Bank	1997-2002	86.5 US\$	
Mumbai Sewage Disposal	World Bank	1996-2002	192 US\$	
Functional Improvements to Chennai Water Systems	JBIC, Japan	1995-2001	17,098 Yen	
Bangalore WSS	JBIC, Japan	1996-2001	28,452 Yen	
Kerala Water Supply	JBIC, Japan	1997-2003	11,997 Yen	
Improvement of WSS Systems in Bangalore	French	1999-2002	50 FF	
Integrated WSS Scheme for Visakhapatnam	French	1996	98 FF	Commercial agreement yet to be signed
Water Management Project for Delhi	French	1998-2001	45 FF	
Water Treatment Plant Rehabilitation Imphal	French	1997-2001	31.65 FF	
Simla Sewerage Project	OPEC	1997-2001	10 US\$	
Feasibility Study of SWM in Kolkata	French	1997-2000	1.4 FF	
Preliminary SWM study in Bhubaneswar	French	1999	1.9 FF	Not reported by the state govt.,
Improvement of Water Supply in Kolkata	French	1999-2002	36 FF	
Bangalore WSS Master Plan	AusAID	2000-2002	6.5 A\$	

Urban Development Projects				
Tamil Nadu Urban Development Project-II	World Bank		105 US\$	
West Bengal Municipal development Project	World Bank		1.39 US\$	
Karnataka Municipal Development and Urban Infrastructure Project	World Bank		150 US\$	
Karnataka Urban Infrastructure Development Project	ADB		85 US\$	
Rajasthan Urban Infrastructure Development Project	ADB	1999	250 US\$	Total cost or ADB share?
Karnataka Coastal Env. Management and Urban Development	ADB		175 US\$	
Urban Env. and Infrastructure Facility shared by HUDCO, ICICI and IDFC	ADB		200 US\$	Loan
Micro-finance assistance to HUDCO and SEWA	ADB			TA
Kolkata Municipal Env. Improvement Program	ADB	2000	200 US\$	Loan plus TA
Strengthening Institutional Capacity of Urban Infrastructure Finance and Development, Karnataka, Rajasthan and Gujarat	ADB		0.5 US\$	TA
Healthy Cities Program	WHO		0.13 US\$	TA
FIRE-D Project-II	USAID	1998-2003	9.5 US\$	TA
			70 US\$	Investment
Transport Projects				
Delhi Metro Rail Transport System	JBIC, Japan	1997	14,760 Yen	First tranche soft loan, total?
Housing				
Credit to HUDCO and HDFC (including low cost housing for poor)	KFW Germany		265 DM	Loan
Infrastructure assistance to HUDCO	IBRD		1 US\$	TA Grant

Slum Improvement Projects				
Kolkata Slum Improvement Project	DFID	1998-2001	3 Pounds	TA+Investment 1-2 Pounds
Cuttack Urban Services Improvement Project	DFID	1998-2003	12 Pounds	TA+Investment 2+10 Pounds
Cochin Urban Services Improvement Project	DFID	1998-2003	12 Pounds	TA+Investment 2+10 Pounds
Andhra Pradesh Urban Services Improvement Project	DFID	1999-2006	94 Pounds	32 Cities TA+Investment 4+90 Pounds
Nagpur Slum Improvement Project	KFW Germany	1999-2003	4.5 DM	

Source: Annual Report 2000-2001, Ministry of Urban Development and Poverty Alleviation, GoI, New Delhi.

Draft Annex (02 06 06)

Support to Urban Reforms Programme

The following clarifications shall be regarded as part of the Project Document:

A. Agreements

The cooperation between Sweden and the World Bank Water and Sanitation Programme in South Asia regarding support to the Government of India Urban reforms Programme shall be governed by the following set of agreements:

1. Specific Agreement Sweden - India
2. Framework Agreement Sweden - Worldbank
3. Administration Agreement Sida - WSP

B. Guidelines for the monitoring and evaluation of the programme

1. Sida will undertake Six-monthly progress review meetings to assess the progress made under the urban sector reform program. WSP shall prior to the progress review meetings submit six-monthly narrative report .
2. Sida will commission annual progress review at the end of each year of support. WSP will submit annual progress report prior to the annual review.
3. Sida would be invited to participate in the WSP-SA's annual work planning process and to contribute in identification of activities and initiatives to be taken up under the partnership program.
4. Sida shall be invited to participate on key policy dialogue on urban sector reforms with key policy decision makers and at high-level policy presentations, round tables, seminars and workshops.
5. Sida intends to carry out an independent evaluation of Sida support to WSP on urban sector reforms at the end of the three year term. Based on the evaluation, Sida may determine a possible further support to WSP on urban sector reforms.

C. Posting of a Junior Professional Officer

Sida shall have the option to place a Junior Program Officer in the WSP team to be engaged in the urban WS sector policy reforms as per Terms of Reference to be agreed upon between the parties. Sida and WSP shall jointly participate in the selection process of the JPO and the final selection shall be approved by both WSP and Sida.

D. Publications

All WSP-SA publications and workshops supported by Sida funding shall

carry a Sida logo along with WSP-SA logo.

C. Earmarked Funds for Technical Assistance to the GOI Universal Sanitation Programme (Co-financing with Cities Alliance).

Out of the total amount agreed, an amount of USD 450 000 shall be earmarked for Technical Assistance to the Government of India Universal Sanitation Programme (cofinanced with the Cities Alliance)

D. Environment Impact Assessment, EIA

One of the main rationals of the Programme is to reduce the heavy load on water resources resulting from uneconomical and unsustainable behaviour of large actors like parastatal utilities and oversubsidised agrocultural activities, the programme is envisaged to have large positive impacts on the environment. Nevertheless, it is important to note that strict environmental procedures shall form part and parcel of the capacity building in the sector and technology choices supporting environmental friendly approaches shall be applied.



Water and Sanitation Program

An international partnership to help the poor gain sustained access to improved water supply and sanitation services.

South Asia (WSP-SA) World Bank P.O. Box 416, 55 Lod Estate New Delhi 110 003, India
 Phone (91-11) 469-0488, 469-0489 Fax (91-11) 462-8250 Email jahmad@worldbank.org Website <http://www.wsp.org>

August 14, 2002

Ms Sunita Chakravarty
 Senior Program Officer
 Development Co-operation Section (Sida)
 Embassy of Sweden
 Nyaya Marg, Chanakyapuri
 New Delhi - 110 021

Dear Ms Chakravarty,

Sida-WSP Proposal on Urban Sector Reforms

With reference to the WSP proposal sent on April 15, 2002, we would like to clarify that the Global Fund Administration fee (as shown on page 21 of the proposal) under Point No. 10, titled Program Coordination and Management (last para), should be read as 12% instead of 15% as mentioned.

Please also refer to my email of June 14, where in I have given the budget break-up by cost-category, which is as below:

Budget Estimate for SIDA Supported WSP- India Urban Program 2002-2004

Budget Breakdown : cost types			Amount in USD
Cost Category	Total	%	Year 1
WSP Staff /Local establishment costs #	815,810	10%	214,200
Studies /Print Products *	433,734	5%	171,400
Workshop/Dissemination/Networking *	452,886	6%	145,000
Policy advise/capacity support to NG/SG *	1,177,872	15%	402,400
Implementation support to States/Cities/Utilities *	4,159,698	52%	327,000
GPM	960,000	12%	240,000
	8,000,000	100%	2,000,000

Includes cost of Full Time WSP staff cost supporting SIDA program & corresponding Establishment/Admin.costs

* Includes the following costs:

- cost of short term consultants /contracts
- travel cost for WSP staff and consultants
- cost of time spent by WSP resource persons for each activity

Thanking you,

Yours sincerely,

Risha Jain

Finance Specialist, WSP-SA

The Water and Sanitation Program's main funding partners are the governments of Australia, Belgium, Canada, Denmark, Germany, Italy, Luxembourg, Netherlands, Norway, Sweden, Switzerland, the United Kingdom, The United Nations Development Programme, and the World Bank.

**SIGNED GRANT
AGREEMENT**



Record Removal Notice

File Title India - Sweden Trust Fund TF051599 - Urban Reforms in India - Swedish International Cooperation Development Agency [SIDA] - Water and Sanitation Program [WSP] - Correspondence		Barcode No. 30140442		
Document Date August 7, 2008	Document Type Email hard copy			
Correspondents / Participants To: TACT; Monica Sawyer From: Gulmira McHale, ETWWP				
Subject / Title Amendment to Administrative Agreement TF051599 Water and Sanitation Program				
Exception(s) Deliberative Information				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td>Withdrawn by Kim Brenner-Delp</td><td>Date Sept. 20, 2023</td></tr></table>	Withdrawn by Kim Brenner-Delp	Date Sept. 20, 2023
Withdrawn by Kim Brenner-Delp	Date Sept. 20, 2023			



Record Removal Notice

File Title India - Sweden Trust Fund TF051599 - Urban Reforms in India - Swedish International Cooperation Development Agency [SIDA] - Water and Sanitation Program [WSP] - Correspondence		Barcode No. 30140442		
Document Date June 6 - 25, 2008	Document Type Memorandum, email hard copies			
Correspondents / Participants				
Subject / Title [Signed grant agreements - Trust Funds for the Water and Sanitation Program]				
Exception(s) Deliberative Information				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td>Withdrawn by Kim Brenner-Delp</td><td>Date September 19, 2023</td></tr></table>	Withdrawn by Kim Brenner-Delp	Date September 19, 2023
Withdrawn by Kim Brenner-Delp	Date September 19, 2023			



Record Removal Notice

File Title India - Sweden Trust Fund TF051599 - Urban Reforms in India - Swedish International Cooperation Development Agency [SIDA] - Water and Sanitation Program [WSP] - Correspondence		Barcode No. 30140442		
Document Date June 25-26, 2008	Document Type Memorandum, email hard copies			
Correspondents / Participants				
Subject / Title TF051599 - WSP - Urban reforms in India				
Exception(s) Deliberative Information Attorney-Client Privilege				
Additional Comments		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td>Withdrawn by Kim Brenner-Delp</td><td>Date September 19, 2023</td></tr></table>	Withdrawn by Kim Brenner-Delp	Date September 19, 2023
Withdrawn by Kim Brenner-Delp	Date September 19, 2023			



Record Removal Notice

File Title India - Sweden Trust Fund TF051599 - Urban Reforms in India - Swedish International Cooperation Development Agency [SIDA] - Water and Sanitation Program [WSP] - Correspondence		Barcode No. 30140442		
Document Date June 24, 2005 - July 1, 2008	Document Type Facsimile, letters, email hard copies			
Correspondents / Participants ACTTN Trust Funds unit, Energy and Water Department (EWDWP), SIDA, Embassy of Sweden				
Subject / Title [Amendments to Administration Agreements and Trust Fund contributions under the Water and Sanitation Program (WSP)]				
Exception(s) Deliberative Information Financial Information i-iii				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
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Withdrawn by Kim Brenner-Delp	Date September 19, 2023			

TRANSMITTAL OF OFFICIAL DOCUMENTS

THE WORLD BANK/IFC/M.I.G.A.

OFFICE MEMORANDUM

DATE: February 11, 2003

TO: OFFICIAL DOCUMENTS FILES, Room MC C3-108

FROM: Elisabeth Pendleton, *EP* Acting Chief Counsel, LEGCF

EXTENSION: 80783

SUBJECT: **Supporting Urban Reforms in India (TF051599)**
Administration Agreement between the Government of Sweden
and the Bank

Administration Agreement between the Government of Sweden and the Bank informing of the intention of the Government of Sweden to make a contribution to the Bank in the amount of SEK 80,000,000 as a grant, to be administered by the Bank for the Project: Supporting Urban Reforms in India (TF No. 051599). The Agreement is signed on behalf of the Government of Sweden by Rolf Carlman, Director, Department for Infrastructure and Economic Cooperation, (INEC), Swedish International Development Cooperation Agency (Sida), and countersigned on behalf of the Bank by Jamal Saghir, Director, Energy and Water.

Pages: 40

cc: Z. Farooq, M. Badrich, R. Gopal (ACTTF); M. Bergstrom (EWDWP); I. Mignone-del Carrill (LEGCF)



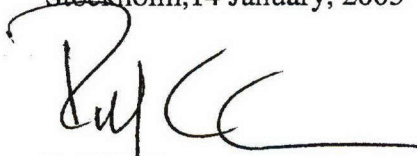
Record Removal Notice

File Title India - Sweden Trust Fund TF051599 - Urban Reforms in India - Swedish International Cooperation Development Agency [SIDA] - Water and Sanitation Program [WSP] - Correspondence		Barcode No. 30140442		
Document Date February 11, 2003	Document Type Agreement			
Correspondents / Participants Government of Sweden and World Bank				
Subject / Title Supporting Urban Reforms in India (TF051599) Administration Agreement				
Exception(s) Financial Information iv				
Additional Comments		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p>		
		<table border="1"><tr><td>Withdrawn by Kim Brenner-Delp</td><td>Date October 18, 2023</td></tr></table>	Withdrawn by Kim Brenner-Delp	Date October 18, 2023
Withdrawn by Kim Brenner-Delp	Date October 18, 2023			

I would like to propose that this letter shall, upon your confirmation in the manner indicated below, constitute an agreement between Sweden and the Bank.

Sincerely yours,

Stockholm, 14 January, 2003

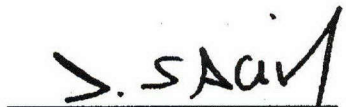


Rolf Carlman
Director

Department for Infrastructure and
Economic Cooperation, INEC
Swedish International Development Cooperation Agency, Sida

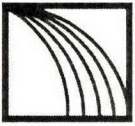
Confirmed and agreed:

International Bank for Reconstruction and
Development/International Development
Association


Authorized Representative

Date: January 22, 2003

Jamal Saghir
Director,
Energy and Water
Authorized Representative



Water and Sanitation Program

An international partnership to help the poor gain sustained access to improved water supply and sanitation services.

World Bank 1818 H Street, NW Washington, D.C. 20433 USA

Phone +1 202 473 9785 Fax +1 202 522 3228 E-mail info@wsp.org Website <http://www.wsp.org>

OFFICE MEMORANDUM

DATE: January 22, 2003

TO: Ms. Isabel Mignone-Del Carril (LEGCF)

FROM: Marianne Bergstrom (EWDWP)

SUBJECT: Administration Agreement between the Government of Sweden and the International Bank for Reconstruction and Development (IBRD) Trust Fund No. TF051599.

Enclosed for your legal records is the original countersigned copy of the Administration Agreement for the project "Supporting Urban Reforms in India" TF 051599.

Attachment

Cc: Messrs./Mmes: M. Badrich, Z. Farooq, W. Suryabudi (ACTTCF) ; Barun Chatterjee (CRMDR); M. Bergstrom (EWDWP); N. Thande, G. Mundarain (PSICS); M.C. Haxaire (EWDDR); J. Ahmad (EWDSA); R.Jain (EWDSA)

File (TF051599)



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File Title India - Sweden Trust Fund TF051599 - Urban Reforms in India - Swedish International Cooperation Development Agency [SIDA] - Water and Sanitation Program [WSP] - Correspondence		Barcode No. 30140442		
Document Date January 22, 2003	Document Type Agreement			
Correspondents / Participants Government of Sweden and World Bank				
Subject / Title Supporting Urban Reforms in India (TF051599) Administration Agreement				
Exception(s) Financial Information iv				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
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Withdrawn by Kim Brenner-Delp	Date October 18, 2023			

I would like to propose that this letter shall, upon your confirmation in the manner indicated below, constitute an agreement between Sweden and the Bank.

Sincerely yours,

Stockholm, 14 January, 2003



Rolf Carlman
Director

Department for Infrastructure and
Economic Cooperation, INEC
Swedish International Development Cooperation Agency, Sida

Confirmed and agreed:

International Bank for Reconstruction and
Development/International Development
Association



Authorized Representative

Date: January 22, 2003

Jamal Saghir
Director,
Energy and Water
Authorized Representative



Record Removal Notice

File Title India - Sweden Trust Fund TF051599 - Urban Reforms in India - Swedish International Cooperation Development Agency [SIDA] - Water and Sanitation Program [WSP] - Correspondence		Barcode No. 30140442		
Document Date April 18, 2005 - May 26, 2005	Document Type Facsimile, letters, memoranda			
Correspondents / Participants SIDA and Water and Sanitation Program (WSP)				
Subject / Title [Amendments to Administration Agreements and Trust Fund TF051599 under the Water and Sanitation Program (WSP)]				
Exception(s) Deliberative Information				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
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Withdrawn by Kim Brenner-Delp	Date September 19, 2023			

IBTF

CALLS FOR FUNDS



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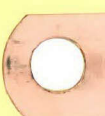
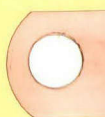
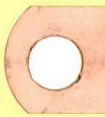
File Title India - Sweden Trust Fund TF051599 - Urban Reforms in India - Swedish International Cooperation Development Agency [SIDA] - Water and Sanitation Program [WSP] - Correspondence		Barcode No. 30140442		
Document Date Sept. 26-Oct. 5, 2006	Document Type Email hard copies			
Correspondents / Participants Sreekala Ramanathan, Trust Funds; Amadou Camara, Water and Sanitation Program				
Subject / Title Amendment to Administrative Agreement TF051599/TFM20992				
Exception(s) Deliberative Information Financial Information i-iii				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td>Withdrawn by Kim Brenner-Delp</td><td>Date Sept. 20, 2023</td></tr></table>	Withdrawn by Kim Brenner-Delp	Date Sept. 20, 2023
Withdrawn by Kim Brenner-Delp	Date Sept. 20, 2023			



Record Removal Notice

File Title India - Sweden Trust Fund TF051599 - Urban Reforms in India - Swedish International Cooperation Development Agency [SIDA] - Water and Sanitation Program [WSP] - Correspondence		Barcode No. 30140442		
Document Date June 22, 2005	Document Type Letter			
Correspondents / Participants To: Mr. John Olof Vinterhav, SIDA From: Deepa Mahesh and Sunil Kumar, Accounting Department				
Subject / Title Call of Funds for Swedish contribution to support the Trust Fund for Supporting urban reforms in India				
Exception(s) Financial Information iv				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
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Withdrawn by Kim Brenner-Delp	Date Sept. 20, 2023			

ITERIM BUDGETS



CALLS FOR FUNDS
INTERIM BUDGET



Record Removal Notice

File Title India - Sweden Trust Fund TF051599 - Urban Reforms in India - Swedish International Cooperation Development Agency [SIDA] - Water and Sanitation Program [WSP] - Correspondence		Barcode No. 30140442		
Document Date Dec. 2004 - Jan. 17, 2005	Document Type Chart / Table / Diagram			
Correspondents / Participants				
Subject / Title TF051599 Supporting Urban Reforms in India Budget Comparison Statement				
Exception(s) Deliberative Information Financial Information i-iii				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
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Document Date January 19, 2005	Document Type Chart / Table / Diagram			
Correspondents / Participants				
Subject / Title Funds Center Work Program Detail				
Exception(s) Deliberative Information Financial Information i-iii				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
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Document Date January 19, 2005	Document Type Chart / Table / Diagram			
Correspondents / Participants				
Subject / Title Trust Funds Trial Balance				
Exception(s) Financial Information iv				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
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**REPOSTING
REQUESTS SENT**

REPOSTING
REQUESTS REC'D