

INDIA**Punjab State Road Sector Project (Loan 4843-IN)****The Mid-term Review and 5th Implementation Support Mission (May 23 to 29, 2009)****Aide-Memoire****I. INTRODUCTION**

1. A World Bank team¹ visited the State of Punjab from May 23 to 25, 2009 for a mid-term review (MTR) and implementation of the Punjab State Road Sector Project (PSRSP). The mission was originally intended for the period of May 23 to 30, however, the mission visit was restricted by the rapid unrest occurred in Punjab from May 25 onward, and the rest of the meetings were held in Delhi after the withdrawal of the mission from Punjab on May 25. The mission successfully continued until May 29. The mission held meetings with the Public Works Department (PWD), the Punjab Roads & Buildings Development Board (PRBDB) and undertook partial site visits to the Phase I roads under the project.

2. This aide-memoire summarizes the findings, recommendations and agreements reached during the MTR. The mission wishes to thank the Government of Punjab (GoP) for their support and cooperation during the mission. Particularly, the mission highly appreciates the security arrangement and withdrawal support on May 25 under the unexpected unrest. The agreed key actions are shown in **Annex 1**.

II. KEY PROJECT DATA & PERFORMANCE RATING

3. This project was approved by the World Bank Board of Directors on December 5, 2006. The Loan and Project Agreements were signed on February 26, 2007 and the loan was made effective on April 2, 2007. The following table summarizes the key project data and updated project performances at this mission.

Key Project Data		Current Ratings and Flags	
Board Date	December 05, 2006	Development Objectives	Satisfactory
Closing Date	June 05, 2012	Implementation Progress	Satisfactory
Project Age	29 months	Problem Flags	None
% Disbursed	42.5 %		

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III. SUMMARY OF FINDINGS, DISCUSSIONS AND AGREEMENTS

4. **Mid-Term Review of the Project:** Based on the following assessment and the review of the Borrower's MTR report submitted by GoP, the mission has concluded that the Project is on track of acquiring satisfactory achievements as designed. The mission and GoP agreed that the project design/framework remains fully relevant and does not need restructuring to achieve the agreed development objectives. However, the expansion of Phase II program vis-à-vis the proposed repeater project will require the project restructuring for the scope of work expansion before the Phase II bidding process will start.

5. **Development Objective (DO).** The project's overall development objective is to improve operating conditions of State roads for road users, in a sustainable way, thus helping to provide the business enabling environment necessary to support Punjab's economic development strategy. Progress in achieving the development objective is rated **Satisfactory** since: (a) all Phase I civil works for 10 periodic maintenance packages (354 km) were fully completed, (b) 6 rehabilitation packages (205 km) and one of the upgradation packages (41 km) have been substantially completed, and the construction of the remaining 2 upgradation packages (111 km) is on-going, (c) the design for Phase II civil works (to be undertaken as Output and Performance Based Road Contracts: OPRC) is underway with an enhancement strategy; (d) GOP continues the process of institutional strengthening of the sector, and the remaining activities under the Institutional Strengthening Component are in progress in various stages of procurement and implementation. Annex 7 summarizes the current status of results monitoring and key performance indicator. Confirmation of the detailed MTR indicator values are under way and will be provided by the next mission as described in Annex 7.

6. **Implementation Progress Rating.** Implementation progress rating is **Satisfactory** due to the managed progress in Phase I civil works and the preparation of Phase II. These were particularly attributed to PRBDB's strong actions to cope with the project issues such as: (a) the replacement of the non-performing Technical Audit Consultants (TAC) by terminating the consultancy services contract and quickly acquiring the replacement for the services to support the PWD field divisions for supervision of the remaining contract packages, (b) provision of proper guidance and instructions to the Construction Supervision Consultants (CSC) for the upgradation works contracts to maintain and improve the team expertise with appropriate replacements, (c) strategic proposal for expansion strategy of Phase II OPRC implementation plan and acquisition of political support, and (d) the expected fulfillment of the pending legal covenants related to the establishment of the Road Maintenance Fund with repeated dialogue to acquire the GOP consensus. However, the mission is still concerned about the delays in the remaining Phase I contracts (UG1 & UG2), and the preparation of Phase II OPRC preparation consultancy services. These progresses need closer monitoring to avoid further delays to affect the total project implementation schedule.

7. **Under-staffing.** The under-staffing in PRBDB has been improved with its own effort to keep hiring qualified staff, but it continues to be in a fragile state. This needs a continuous attention and support from the senior management of GoP. Particularly, the payments of approved performance-based incentive to PIU staff has been pending, and it needs to be implemented without further delay to improve the fragile staffing environment.

8. **Phase I Civil Works Progress:** The mission has noted a continued improvement in the progress of civil works as well as contract management by PWD staff on rehabilitation and upgradation contracts. As of the end of April 2009, the overall average physical progress of the entire Phase I component is about **61.4 %** with substantially completion of all the periodic maintenance (PM1-PM11: 100%), rehabilitation contracts (RH1-RH6: 91.0%) and one upgradation contract (UG3: 99.5%). These contracts are expected to be completed by the end of June 2009. The remaining upgradation contracts, UG1 (30.6%: expected total completion: Dec 29, 2009) and UG2 (25.9%: expected total completion: Aug 27, 2010). However, the current progress of UG1 and UG2 has not been achieving the revised targets, and these remaining contracts need a continuous close monitoring by the Engineer and the Employer. The overall quality of the ongoing and completed works are found to be generally satisfactory for bituminous pavement works, but needs further improvements for structural concrete works (bridges & culverts), cement concrete pavement, drainage and ancillary works including environmental management. Detailed observations on Phase I civil works are provided in Annex 2.

9. The mission updated the project cost as presented in the following table. With the expected final costs of Phase I, the available project budget for Phase II civil works is estimated to be about US\$142 million.

Updated Project Cost:

Component	Total Project Cost in PAD (US\$ million)	Updated Total Cost (US\$ million)	Phase I (US\$ million)	Phase II (US\$ million)
	(1)	(2)	(3)	(2) – (3)
A - Road Development Component 1	310.30	312.40	171.48	141.96
Road Upgradation (UG)	221.50	164.99	101.40	141.96
Rehabilitation (RH)	66.90	104.98	57.55	
Maintenance (PM) and Other works	22.00	42.43	12.52	
B- IS Component 2	11.00	11.00	9.96	
Incremental Operating Costs	12.00	10.00	10.00	
Total	333.4	333.40	333.40	

10. **Phase II (OPRC) Civil Works Preparation:** The Bank team made a separate visit to Punjab to solely discuss Phase II OPRC (Output and Performance-based Road Contracts) preparation issues during May 5-8, 2009 prior to the MTR mission. The mission held discussions with PRBDB and the preparation consultant on various aspects of the preparation, and agreed on the following aspects. The consultant will submit the Interim Report-2 by the end of July 2009.

- a. The project deals with the road network based on an asset preservation approach, not on a road intervention basis,
- b. The application of minimum quantities will be introduced, provided the principle as per (a) above is met with,

- c. Rehabilitation, improvement/upgradation works and maintenance activities will be included in the project under a single implementation methodology (output based) and a single payment mode,
- d. Level of Service parameters will be applied across the project including for the rehabilitation, improvement/upgradation/maintenance works,
- e. Risks identification, quantification and allocation will include all aspects from political, financial, project design and implementation, to management perspectives.

11. **Proposed Expansion of OPRC Implementation:** The mission confirmed GoP's proposal to expand Phase II OPRC implementation to about 850 km in about three geographical areas to maximize the benefit of the long-term contract (8-10 years). The Project Appraisal Document (PAD) described that "Phase II would comprise about 210 km of upgradation and about 40 km of rehabilitation and improvement (250 km in total) of about 40 accident black-spots, including combined construction and maintenance through performance-based and regular contracting and extended maintenance periods". It was later proposed to expand the OPRC network to 650 km at the start of Phase II preparation. GoP has further proposed to be expanded the OPRC implementation to 850 km during the last mission. There are several reasons for this proposal. Firstly, the overall fund availability for Phase II of the Project (about US\$142 million) does not match the expenditure profile of the original limited network with the current project period. Secondly, and more importantly, GoP would want to influence a wider audience across the State by exposing different areas simultaneously to the intended benefit of OPRC, as GoP considers that OPRC will be a critical concept to cope with the future State road asset management in the situation of expected retirement of a large number of engineering staff in the next several years, with a difficulty to keep recruiting capable young engineers. The proposal in the Borrower's MTR report estimates that total cost for the expanded OPRC contract (850 km) would require about US\$381 million (including operating costs) for the expected 10 year contract period, out of which the expected available fund from the project can cover about US\$142 million (see para 8). This means additional funds of about US\$240 million will be required to continue the OPRC contract after the full disbursement of Phase II of this project.

12. **GoP's Request for a Repeater Project:** In order to implement the proposed enhanced OPRC implementation, GoP has expressed an interest to request a repeater project from the Bank for about US\$180 million (75% of the funding requirements). This proposal needs to be materialized by (i) finalization of a Concept Paper including detailed estimate of funding requirements, (ii) formal request by GoP to the GoI (DEA), (iii) formal request by GoI to the Bank, and (iv) processing and approval by the Bank Board. PRBDB has indicated that it is going to submit a Concept Paper for seeking additional funding for OPRC under a repeater project through GoP to DEA by first week of June 2009.

13. **Institutional Strengthening Component:** The process of forming a Review Committee to facilitate consensus building for the reform proposed by the Institutional Development Study (IDS) completed in June 2007 is still in delay due to the insufficient momentum for the reform. The mission expressed continuous concerns about the situation as there is no sign of actions for realistic reform to take place until the MTR. The mission suggested that PRBDB facilitate the proposed reform along with the discussion of the Integrated Transport Policy and Strategy and

Strategic Investment Plans Study. The status of the other institutional strengthening activities is summarized in Annex 2.

14. **Environmental Safeguard Management:** The mission focused on: (a) EMP implementation on upgrading, rehabilitation and periodic maintenance contracts; (b) Disclosure of information (per the agreed plan); (c) Regulatory Clearances and; (d) Documentation and Reporting on environmental aspects. The mission discussed and reviewed the interim outputs from the various consultancy assignments in detail, which include: (a) Pollution Monitoring; (b) Capacity Building of PRBDB/PWD on environment management and; (c) Output and Performance Based Road Contracts (OPRC).

15. The over-all rating with regard to implementation of Environmental Management Plan (EMP) in the project is being upgraded to **Satisfactory**. On the whole, improvement in camp and plant site management, borrow area rehabilitation, pollution monitoring, waste management and site restoration/clean-up has been noted in the various sub-projects. The satisfactory progress and quality of key outputs from consultancy assignments has also been considered while revising the rating. However, in order to maintain this rating, PRBDB/PWD need to ensure substantial improvement on aspects such as worksite safety, debris disposal, labour accommodation and amenities on two upgrading contracts (UG1 and 2). More details have been provided in Annex 3.

16. **Social Safeguard Management:** Compliance with social safeguards is **Satisfactory** as the project has made noteworthy achievement viz., (i) substantial acquisition (95%) of private land through private negotiation and in 18 months (from a joint measurement survey to disbursement of check across 34 villages) balance 5% is under acquisition through the LA Act 1894. (ii) disbursement of R&R assistance to all the PAPs barring those whose land is being acquired under the LA Act. (iii) all micro plans have been approved; (iv) joint accounts have been opened for all except for those whose land is to be acquired under the LA Act; (v) distribution of identity cards; (vi) disbursement of severance allowance; (vii) disbursement of crop compensation; (viii) reimbursement of land registration fee to all the PAPs those who have purchased land; and (ix) livelihood training for income restoration has also been imparted. However, relocation of common property resources (CPRs) needs immediate attention of PRBDB. Out of the total 48 priority I CPRs, 8 are yet to be relocated. The mission was informed that though the land has been handed over to the contractor, the construction is yet to start. The mission found the quality of tubular bus shelters extremely poor. Even the kiosk provided along with the bus shelter is too small. It was agreed that kiosk will be handed over to the village panchayat which in turn can give that on lease to an eligible person. Regarding hand pumps, the NGO contracted for implementation of the RAP has been given a variation order for relocation of the hand pumps on the UG 2 corridor. PRBDB has to take an immediate decision on other project corridors as well on shifting of the hand pumps.

17. PRBDB has hired a consultancy firm for the mid-term evaluation of RAP implementation. The consultants recently completed the survey, and have submitted an interim report. The mission discussed the interim report with the consultant. The draft final report will be submitted by June 15, 2009.

18. The mission also visited UG 3, RH 2, 3, 5 and 6 packages. On RH 2 PRBDB plans to widen the road from km 13.4 to km 15.6. The section is quite narrow and it was agreed NGO / PRBDB would conduct an assessment prior to the start of construction to identify impacts. In case any adverse impact is identified, the loss will be mitigated as per the agreed R&R policy. The mission also noticed that in RH 3 at km 25.700 there is a dispute in the land ownership of about 100m. As a result, the contractor is not able to complete the construction of the drain. It was agreed that the NGO would verify the ROW with the revenue records and would submit its report to PRBDB/Bank by June 10, 2009. In case ROW is not available, PRBDB will acquire the stretch.

19. The mission was informed that in UG 2, PRBDB is unable to acquire the land in village Dehlon due to unclear title of the land. Similarly, in village Sarinh, land acquisition will affect 6 residential cum commercial structures and also the livelihood sources. Consultations were held with the owners of the structures, but they refused to shift, fearing loss of income. In both the cases, it was agreed that widening will be carried out within the available clear space to minimize the adverse social impact as well as to avoid further delays in completion of the project.

20. **The Drainage Issue:** The mission noted with concerns that the drains constructed in urban areas are above the plinth level of the adjoining buildings. This has blocked the entrances of a number of residential and commercial buildings, thereby have infringed upon the right of easement of the local habitants. It was agreed that the NGO would conduct an assessment on all the project corridors to identify adverse impact and would submit its report by July 15, 2009. It was also agreed that PRBDB and PWD would explore engineering solution on completed and ongoing drainage works to ensure mitigation of the adverse impacts on livelihood, health, safety and access. A post assessment action plan will be developed to address the adverse impact reported by the community. Since NGO's contract is coming to an end by May 31, 2009, it was agreed that a variation order will be issued to the NGO for the additional activities.

21. **HIV/AIDS Prevention:** Most of the agreements from the previous mission have been completed. The position of Communication Expert has been replaced, as the earlier recruited Communication Expert resigned from the project. It was noticed that the Behavioral Science Expert recruited on this project was engaged in different capacities on multiple road sector project's, and hence was not providing the needed time to the project, so a replacement was suggested. The NGO has identified the new Behavioral Science Expert, whose CV has been submitted for approval. Awareness raising programs are being conducted for the PWD workforce. The HIV prevention activities are being implemented and the project has gained momentum. The detailed discussions for the mid-term review are presented in Annex 4.

22. **Financial Management and Disbursement Aspects:** The *disbursement* from the Bank as of May 2009 stands at USD 106.18 Million which represents 42.5% of the total loan of USD 250.00 Million². Expenditure till December 2008 is Rs. 420.17 crores. *Internal Auditors* for FY 09-10 onwards need to be hired on a competitive basis. On *staffing*, the Chartered Accountant (CA) working on the project has left around March 2009; the project is looking for a replacement to fill in this vacancy. *Financial Monitoring Reports (FMRs)* for March 2009 due on May 15,

² The disbursement from this loan is a report based disbursement.

2009 have not been received by the Bank as yet; these need to be submitted at the earliest. The disclosure of financial information continues to be adequate.

Disbursement Status

FY/QTR	Date	Amount Disbursed (US\$ million)	Cumulative Disbursed (US\$ million)	Cumulative Disbursed (%)
FY2009				
Q3	03/25/2009	17.9	106.2	42.5%
FY2008				
Q3	03/28/2008	28.9	88.3	35.3%
Q1	09/20/2007	38.5	59.4	23.8%
FY2007				
Q4	06/06/2007	4.8	20.9	8.4%
	05/31/2007	0.1	16.2	6.5%
	05/29/2007	16.1	16.1	6.4%

23. **Status of Governance and Accountability Actions:** In order to strengthen and improve the fiduciary performance of the Project Implementing Entity (PRBDB and PWD), specific mitigation measures were agreed upon during the loan negotiation. The FM and procurement related measures are listed in Annex 7A, 8A of the Project Appraisal Document (PAD), and an agreed cross-cutting disclosure framework to enhance transparency and accountability in implementation of the project is listed in Annex 11 of the PAD, which are comprehensively recognized as the Project's Governance and Accountability Action Plan (GAAP). Broadly, these issues and their mitigation measures can be categorized into Cash Management, Budget Management, Accounting and Financial Reporting, Accountability and Procurement. Despite these being much larger issues which are tackled at different levels in the Government, PRBDB has made significant progress in applying the risk mitigation measures in overall project FM systems and procedures. The MTR status of the GAAP implementation is shown in Annex 8. The main achievements are summarized as follows.

- a) ***Cash Management:*** As agreed, GoP has consistently transferred the funds to Project authorities upon receipt from GoI promptly. The counterpart funding has also been provided to match the project requirements upon request by PRBDB. A structured mechanism has been devised and a single file system is used internally to process the fund release. No diversion of project funding has taken place.
- b) ***Accounting and Financial Reporting:*** Computerized accounting software is being used to maintain accounts both at PRBDB as well as the field divisions executing the works. The use of FAS (Financial Accounting Software) has been scaled up in PRBDB. Furthermore, accrual based accounting has been introduced in all operations undertaken by PRBDB.

- c) **Internal Audits:** A system of internal audit has been introduced which is continuously working well. Besides producing audit reports, the auditors have been advised to issue immediate advisories to all units as soon as some major omission has been detected in any location. This has helped to undertake immediate corrective action by the field units. Copies of these internal audit reports are being routinely shared with the Bank.
- d) **Procurement:** Employees are being exposed to reputed public procurement training programs including those run at NIFM. Three rounds of training in contract management have been held so far. These trainings were conducted by national as well as international experts in this field. The bid documents used in GoP by different agencies for routine engineering works have been standardized. Separately, efforts are afoot to scale up trainings on public procurement and contract management through Punjab State Institute for Public Administration.
- e) **Disclosure Policy:** The project specific disclosure policy has been largely implemented successfully. All project related information is kept available on the PRBDB website and is updated in real time. The Project has also introduced setting up of Information Kiosks at all project sites, so that the information is available to local populace in vernacular. These information kiosks work helpful to register the complaints and suggestions by the public.

24. **Compliance with Legal Covenants.** The pending Road Fund and required disbursement to the Fund has been continuously discussed within GoP. The Borrower's MTR Report has confirmed the following expected compliance with the legal covenants. The mission will confirm the compliance upon the expected date with PRBDB.

- (i) **Road Fund and its Secretariat:** GoP needed to establish and fully operationalize, satisfactory to the Bank, the Road Maintenance Fund and its Secretariat by January 31, 2008; refer to Section I-A-6, Schedule of Project Agreement. The Finance Department has accorded the approval of the creation of the Fund on May 20, 2009; hence the mission considers it is mostly complied with subject to further monitoring of operationalization.
- (ii) **Funding for Plan Roads Maintenance:** GoP needed to disburse to the Road Maintenance Fund, at least US\$25 million by December 31, 2007; refer to Section I-A-7, Schedule of Project Agreement. This covenant is expected to be met by July 31, 2009.

The Next Mission: The next full mission is scheduled for around November 2009.

Annex-1

Agreed New/Updated Key Actions

No.	Key Actions	By whom	Target Date	Present Status/Revised Target Date
Upgrading Works, Rehabilitation & Maintenance (Phase I & II)				
1	Review and finalize the entire drainage design on RH and UG packages	PRBDB/PWD/T AC/CSC	Continuous	
2	Finalize the proposal to implement the findings of road safety audit carried out by PM (Safety)	PRBDB/PWD/T AC/CSC	June 15, 2009	
3	Organize a meeting with DEA for implementation of audit for Custom/ Excise Exemption	WB	July 31, 2009	
4	OPRC Preparation Consultancy Interim Report-2 to be shared with the Bank for review	PRBDB/ Consultant	July 31, 2009	
5	Compliance report on quality of works related observations in Annex 2 to be submitted	PRBDB/PWD	July 31, 2009	
Institutional Strengthening Component				
6	Draft contract for Integrated Transport Policy & Strategy submitted to the Bank for review	PRBDB	June 30, 2009	
7	Amount provided to Road Maintenance Fund amounts to US\$25 million	GoP	July 31, 2009	(Overdue Legal Covenant)
8	Individual advisor for Road Fund Secretariat to be appointed	PRBDB	Sept 30, 2009	(Overdue Legal Covenant)
Environmental Management and Safeguards				
9	Improve EMP implementation on UG1 and UG2	PRBDB/ Contractor/CSC	Immediately	
10	Complete closure (rehabilitation/ restoration/enhancement works) activities on Rehabilitation Roads and on UG3	PRBDB/ Contractor/TAC /CSC	July 30, 2009	
Social Safeguard				
11	CPR Relocation	NGO/PRBDB	June 30, 2009	
12	Draft final report of Mid-Term Evaluation of RAP implementation to be completed	PRBDB/ Consultant	June 15, 2009	
13	Impact assessment of drains in the habitat to be completed	PRBDB/NGO	July 15, 2009	
Financial Management				
14	Hiring of Internal Auditors for FY 09-10 to be initiated	PRBDB	Immediate	
15	March 2009 FMR to be submitted	PRBDB	Immediate	
Project Management				
16	Vacant positions ¹⁾ in PRBDB to be appointed	PRBDB	Aug 31, 2009	
17	Approved performance based incentives to be paid to PIU staff ²⁾	GoP	July 31, 2009	

1) Legal Advisor, Chartered Accountant, PM (Procurement), PM (Contract)

2) SLEC has principally approved Performance based incentives to PIU staff

Implementation Progress by Component

Road Upgradation, Rehabilitation and Maintenance Component

Phase I Civil Works Progress: The mission visited selected completed periodic maintenance work; and all Rehabilitation as well as Upgrading contracts. Discussions were held with contractors, consultants, PIUs and PRBDB on various implementation issues affecting the progress. Observations on each contract visited have been explained in the following paragraphs.

The review confirmed that there has been considerable progress on rehabilitation contracts since last mission and it is expected that all 5 ongoing contracts (one has already been completed), would be completed by July 2009. The mission noted with concern that the two major upgrading contracts UG1 and UG2 continue to progress at a much slower rate than desired. This situation poses a major risk to project implementation and need close attention by senior Punjab government officials.

Quality of Works: The mission noted with concerns the poor quality of works and material installed in the construction of Bus Bays and structure works on UG3, which needs to be rectified on urgent basis. It was agreed that the modular type of bus bays with long platform would be discontinued in the project and instructions in this regards will be issued to all PIUs. The quality of roadwork was found generally satisfactory but the quality of structure works needs close attention by supervision consultants, PIUs and TAC.

Extension of Time (EOT): The mission noted that EOTs are being granted for minor works, which could also be undertaken in the defect liability period. The mission urged the Chief Engineer to issue instructions to all PIUs that they must carry out a detailed analysis of the circumstances and impact on the price escalation before issuing EOTs. Contractor's work program also needs to be updated and approved during this process.

Drainage Design: The mission noted with serious concern that on many contracts including RH2, RH3 and UG3, the access to many roadside properties have been adversely affected due to high drains. There is an urgent need of reviewing the proposed drainage design on all ongoing contracts and rectify this situation on completed contracts to avoid any adverse impact.

Road Safety Enhancement Works: The mission noted that on completed and ongoing works there is an ample scope of road safety enhancement works, which may include installation of cat eyes along centerline, metal beam crash barrier at hazardous locations and rumble strips on approaches to urban settlements. The mission was concerned to note that no action has been taken in this regard. Since the road safety audit has been completed, it was agreed that the Chief Engineer will review road safety audit proposals on all roads, prepare a proposal and would issue instructions to PIUs accordingly at the earliest.

Technical Audit Consultant (TAC) for Phase I NCB Works: The mission noted that the quality of TAC services have not been up to the mark and needs improvement. Considering that works on many sites are now about to be completed it was agreed that PRBDB would review the staff requirements of TAC consultant to keep a minimum required provision.

Construction Supervision Consultants (CSC) for Phase I ICB Works: The quality of services provided by the consultants was found to be generally satisfactory, except on the Environment Management and quality assurance front, which needs further strengthening.

Site Visit Observations

Package RH/1: (Zira-Ferozepur) and Package RH/ 5: (Dharamkot-Zira)

- The physical progress achieved is 92.48%. The date of completion as per contract was 12.2.2009. The EOT has been granted up to 10.5.2009.
- The quality of work in progress on slab culvert @ ch: 25.700 was found to be far from satisfactory. The bearings for the slab were not proper. There was no mortar between the bricks & the quality of bricks was hopeless. There were quite a few workmanship issues also.

- The bus shelters under construction had quite a few quality issues. Quite a few interlocking tiles had damaged edges. The quality of brickwork was not up to the mark. The entire work including the kiosk was far from satisfactory. Surprisingly, the platforms had a long length, particularly at places where there is small population.
- There is a secured advance of Rs. 4,527,426 yet to be recovered. Total secured advance paid is Rs. 147,735,714 against a contract value of Rs. 347,408,084 & expected revised value of Rs. 317,342,768. That works out to a very high % age of 42.5% of contract value & 46.55% of the expected revised contract value.

RH/2: (Chandigarh-Landran-Sirhind):

- The progress has reached to about 97% of the revised target. The balance work includes construction of Laknaur Bridge, where the construction is in progress but need expediting.
- The quality of Bus Bay construction was found very poor on this contract, which needs to be rectified on urgent basis. The mission found that the thickness of the Road Marking is not as per the specifications and needs rectification.
- It is likely that the works will not be completed by revised completion date of May 31, 2009 and overall this contract would be completed with a delay of more than 6 months.

RH/3: (Phillaur- Nagar-Rahon):

- The mission noted a good progress since last mission on this contract. The physical progress has now reached to 95% as per the revised target. It is expected that the works would be completed by the end of July.
- The mission also found that the thickness of the Road Marking is not as per the specifications and needs rectification.
- The mission found that due to drain constriction, access of many properties has been affected. The mission was informed that the Employer has issued variation to increase the drain quality. It is urged that the drain design should be reviewed to avoid any adverse impact on roadside properties.

RH/4: (Tarn Taran-Kapurthala):

- Physical progress achieved is 89.96% against scheduled 90.03%
- The quality of concrete pavement in Fatehabad is not satisfactory. There were cracks in a quite a few panels. The construction joints have also not been done properly. This needs to be rectified on urgent basis.

RH/5: (Zira -Dharamkot):

- The work was generally found to be satisfactory except that the drains are constructed at a higher level than the road level.
- The shoulder work needs to be improved.

UG/1: (Tepla-Banur-Kharar) & UG/2: (Ludhiana – Malerkotla – Sangrur)

- The mission could not undertake the site visit of these two packages due to cancellation of mission on account of unrest in Punjab during the week. The CSC presented the status of these works at a meeting in Delhi.
- The mission noted with concern that the progress on UG1 and UG2 has merely reached to about 30% and 26%, while the time already elapsed has been 75% and 58% respectively.
- The critical issues on both of these works are slow progress on structures and earthwork. It is very critical that both contractors increase their resources and improve planning to expedite the progress rate. The PRBDB, PWD and CSC needs close monitoring on these contracts and issue appropriate notices to contractors.
- It was agreed that the mission would undertake an interim mission on a later date to review these two contracts.

UG/3: (Tarn Taran-Chabal-Attari):

- The physical progress achieved is 98.72% against 97% of contract period elapsed.
- The certificate for substantial completion has been issued on 22.11.09, while the work on two bridges(ch: 35.990 & 30.150) is still being executed. Since the substantial completion certificate has already been issued, list of defects should have been given to the contractor.
- The quality of Hume pipe bridge @ ch: 35.990 was found not good and needs rectification.

- Bridge @ ch: 30.150 - The quality of concrete work was found far from satisfactory. There was muck lying around, grills in the rain water down take spouts were missing, aprons were not completed, stone protection works were not complete, approach slabs were not treated properly, there were patches observed in the concrete work, the parapets were wavy, in short the work was a completely shoddy. The expansion joints have not been provided properly and the road diversion still exist. The mission request PRBDB/PWD to rectify these defects and submit a report to the Bank by June 15, 2009 with photographs.
- Bridge @ ch:18750 - The gratings in the rain water down take spouts were missing. The expansion joints were not treated properly.
- The shoulders were still found to be higher than the road level. The shoulders were also not being maintained properly.

Institutional Strengthening Component
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The status of institutional strengthening activities planned under the project is summarized below:

Integrated Transport Policy and Strategy, and Strategic Investment Plan (Transport Sector Master Plan): PRBDB issued RFP to the shortlisted consultants on July 22, 2008, and three proposals were submitted by October 6, 2008. The review process has been taking time, but the negotiation with the first ranked firm is being concluded.

Computerization of PWD: It was decided at the level of the Chief Secretary, GoP that PRBDB would undertake the computerization of PWD under a turn-key project at its own level. The engagement of the project consultant is under way. Six consultants have been short-listed after evaluation of the Expression of Interest (EOI). RFP is currently under discussion between the Bank and PRBDB. The commencement of the consultancy services is expected in November 2009, and the submission of bidding documents for system integrator is expected by March 2010.

GIS-Based Road Information System (RIS): The Punjab Engineering College (PEC) has been engaged to prepare the GIS maps for the road network in Punjab. Originally it was scheduled to be completed by July 2008, but the services are delayed due to non-receipt of digitized toposheets from Survey of India, and slow progress on ground truthing. PRBDB informed that it has received a proposal, amounting to approx. 12 lacs INR, from the Consultant to carry out the ground truthing. It was agreed that the PRBDB shall issue VO to the consultant after reviewing this proposal. The completion of this activity will be followed by Asset Management Software development and training (package 9).

Road Safety: GoP approved the Punjab Road Safety Strategy in the 9th meeting of the State level empowered committee in August 2008. As a part of the Road Safety Strategy, an Independent Road Safety Audit on the project roads has been conducted for all project roads. The proposal for improvement of safety aspects of the project roads will be finalized by middle of June 2009, and it is planned to be implemented by a consolidated contract for completed road sections, and by variation orders for ongoing road works sections. To establish rational road safety management system, tie-up with Punjab Police (Traffic), establishment of R&D center on road safety at one of the premier engineering/medical institute is being explored, and the dedicated Road Safety Database Management System (IDEAS) is being developed.

Annex-3

Environmental Management and Safeguards

1. The mission visited one contract package (UG/03) under the upgrading component, two periodic maintenance roads (PM/4 and 5) and all six rehabilitation packages (RH/1 to 6) under Phase I of the project. Discussions were held with the contractors, consultants and officials of PRBDB and PWD to review the status and progress on EMP implementation and assess the quality of outputs from various on-going consultancy assignments.
2. The mission focused on: (a) EMP implementation on upgrading, rehabilitation and periodic maintenance contracts; (b) Regulatory Clearances; (c) Disclosure of information (per the agreed plan) and; (d) Documentation and Reporting on environmental aspects. The mission discussed and reviewed the interim outputs from the various consultancy assignments in detail, which include: (a) Pollution Monitoring; (b) Capacity Building of PRBDB/PWD on environment management and; (c) Output and Performance Based Road Contracts (OPRC).
3. The over-all rating with regard to implementation of Environmental Management Plan (EMP) in the project is being upgraded to 'Satisfactory'. On the whole, improvement in camp and plant site management, borrow area rehabilitation, pollution monitoring, waste management and site restoration/clean-up has been noted in the various sub-projects. The satisfactory progress and quality of outputs from consultancy assignments has also been considered while revising the rating. However, in order to maintain this rating, PRBDB/PWD need to ensure substantial improvement on aspects such as worksite safety, debris disposal, labor accommodation and amenities on two upgrading contracts (UG1 and 2).
4. **Implementation of EMPs:** To review the adequacy and quality of EMP implementation in the project, the mission focused on aspects such as camp and plant site management, work site safety, pollution monitoring, waste management, operation and rehabilitation of borrow areas and documentation on various EMP components/aspects. Other aspects such as availability of Environmental Officers; consents/permissions from SPCB, Irrigation Department and other departments; drainage works; protection of slopes against erosion; top soil management and; mitigation and enhancement works were also reviewed during the mission. Table A3-1 in this annex provides a summary of key actions required for improving environmental management in the various contract packages under the project.
5. **Periodic Maintenance Works:** All ten periodic maintenance works covering about 354 km under Phase I of the project have been completed. A generic EMP integrated in the bidding/contract document has particularly guided the integration of environmental management aspects during the construction phase. Restoration activities including road side clean-up; borrow area rehabilitation; disposal of spoils and other construction waste and; camp and plant site rehabilitation (in case of temporary sites) have been completed on all ten contract packages.
6. **Rehabilitation Works:** Out of the six rehabilitation packages under Phase I of the project, one contract (RH/6) has been completed while the remaining five are scheduled for completion during June 2009. While substantial progress and improvement with respect to over-all road side clean-up and borrow area rehabilitation was noted in most contracts, there is a need to expedite and follow-up certain activities such as waste disposal and camp/plant site closure (more details in Table 1). The mission reiterated that PRBDB and PWD need to closely monitor and ensure satisfactory and timely completion that all rehabilitation activities prior to closure of contracts. The Nodal Environmental Officer along with designated division-level EO need to verify/approve such works prior to taking-over of the site from the contractor.
7. **Upgrading Component:** The civil works are on-going on two upgrading contracts (UG/1 and UG/2) which could not be visited during the mission due to suspension of the mission in mid-course owing to unrest in the state of Punjab. However, issues and the required corrective actions have been identified from the various monthly/quarterly reports and from the discussion with officials from PRBDB/PWD and the consultants. **The over-all EMP implementation in both these packages needs to be substantially improved.**
8. In UG/1 and 2, poor worksite safety management (including traffic and worker's safety); improper labour accommodation and lack of provision of basic amenities (at various sites where drainage works are being undertaken); inappropriate disposal of spoils and other construction waste; inaction on borrow area rehabilitation and; weak documentation are the key issues with regard to EMP implementation. Many of these were pointed out during the last mission as well. The weak performance and inadequate action by the CSC has acted as a deterrent in improving the quality of environmental management associated with construction stage in these two contracts. The mission emphasized that CSC, PWD and PRBDB need to take strong corrective actions (including regular/focused supervision

and use of appropriate contractual remedies) to ensure that the contractors don't get away with repeated non-compliances.

9. In case of UG/03, primarily all civil works including three bridge sites have been completed (except a fourth site has been recently opened) and various closure activities are under-way. While the rehabilitation of borrow areas and roadside clean-up activity has been satisfactorily completed in this contract, removal of spoils and restoration/clearing of waterway, particularly at the bridge sites, needs to be completed prior to the monsoons. Also, the rehabilitation of camp and plant site (which is now being used for RH/4 works) needs to be planned and completed in a time bound manner.
10. **Regulatory Clearances and Compensatory Afforestation:** All forest clearances and tree cutting permissions for the project were obtained in time and the relevant documents have been uploaded on the PRBDB's website. On RH/2, additional widening is proposed for the section between km 13.6 to km15.7. This requires cutting of trees on one side of the existing road and a prior clearance from the Forest Department. The mission was informed that the clearance from the Forest Department has already been obtained by PRBDB. It was agreed that the details will be shared with the Bank. The mission agreed with PRBDB that a follow-up with the State Forest Department on compensatory afforestation activities will be initiated after the MTR mission. The status and progress in this regard will be reviewed during the next mission.
11. **Disclosure of Information:** Besides the establishment of information kiosks on each contract package and disclosure of project documents/ information to public as per the agreed plan, the PRBDB informed the mission about 'Project Implementation Information Meetings' that have been organized by the Contractors in line with the requirements of EMP. Such meetings have been organized on all contracts except RH/2 and RH/6 and on the whole have been well received by the public.
12. **Pollution Monitoring and Capacity Building Consultancy Assignment:** The mission met the Team Leader from Idma Foundation (on May 19, 2009) along with Nodal EO from PRBDB to review the status and progress made with regard to the consultancy assignments on (a) pollution monitoring and (b) capacity building of PRBDB and PWD on environmental management. The mission noted that the most of the suggestions provided by the Bank during the last mission (on both components of the consultancy services) for improving/ strengthening the over-all approach and proposed methodology have been incorporated by the consultant.
13. As part of the first assignment, three rounds of pollution monitoring have been completed covering all roads. Also, a draft version of the 'Pollution Monitoring Manual' has been shared with the Bank on May 19, 2009, on which comments/suggestions were provided during the meeting course of the meeting itself. Experts from the concerned field (air, water and noise) have been consulted and their inputs have been incorporated in the draft version. The mission appreciated the over-all quality of output on this component of the consultancy assignment. A launching-cum-dissemination workshop for the final version is being planned for July 2009.
14. For the second assignment, after completing the training needs assessment, ten (10) rounds of training have been provided to the various officials and staff involved in the project. This includes Executive Engineers, Sub-Divisional Engineers, Junior Engineers, staff from CSC and the contractors. Also, the consultant has initiated work on inclusion of EMP within standard bidding document (SDB) used in regular PWD works. This exercise will use good practices and lessons learnt from the project (PSRSP) to ensure improved compliance in future works. The approach, outline and schedule to complete this exercise will be discussed in a specific meeting with the consultant and PRBDB, which is being planned in second week of June 2009.
15. **Output and Performance Based Road Contracts:** As part of the consultancy services, a report on 'Review of Environmental and Social Management Systems of Phase I, PSRSP for OPRC component' was shared with the Bank in January 2009, for which comments were provided. The report provides the next steps including the need for screening and EA for three links (covering about 75 kms), which were not a part of the PSRSP's initial (feasibility and screening) studies. The preparatory work on environmental aspects will move parallel to the engineering studies and would be finally integrated into the bidding documents.
16. **Reporting and Documentation:** The over-all reporting and documentation on EMP implementation has progressively improved since the initiation of the project. The mission particularly appreciated the efforts made by the Nodal Environmental Officer, PRBDB and that of PWD officials such as those of Amritsar Division. A mid-term

report covering status, some key achievements and lessons learnt has been prepared and shared with the Bank by PRBDB.

Table A3-1: Status on EMP Compliance

Note: Action on issues raised during previous mission/s, other than those mentioned in the table below (in the pending actions column), has been taken and confirmed by the Nodal EO, PRBDB. The actions identified for improving compliance (listed in the table below) have been discussed in detail and agreed with PRBDB, PWD and the CSC/TAC. The list of actions mentioned here would help in maintaining a focus on key activities that need to be pursued in each of the on-going contracts. The last row in the table summarizes some 'key good practices' from the Phase I project implementation

Contract Package	Name of the Road	Actions Identified for Improving Compliance During This Mission	Pending Actions (from previous mission)	Remarks
RH-1 & RH-5	Firozpur Zira Dharamkot	<ul style="list-style-type: none"> ⊙ PRBDB/PWD to take steps to prevent dumping of wastes on/next to the shoulders of the completed highways in village areas to ensure better safety and highway aesthetics and to prevent damage to pavement – the existing dumps also need to be cleared. ⊙ Cleaning-up of earth dumps at the edge of the completed shoulders is required to ensure proper drainage of rain water. ⊙ Clean-up and site dressing is required behind all bus-bays. ⊙ The <i>kutch</i>a drains along the road need to be cleared. ⊙ Activities such as provision of slabs in the kiosk, replacement of broken concrete blocks, plastering on the back side, painting and ensuring quality roofing material need to be checked and completed prior to closure at all bus stops/bays. ⊙ Ensure proper dressing-up of embankment slopes and complete protection works. ⊙ Complete restoration of plant site (including disposal of empty drums wastes). ⊙ Closer monitoring and site supervision, both by the PWD Division/PRBDB and the TAC is required to ensure proper completion of all above stated activities. 	<ul style="list-style-type: none"> ⊙ Documentation on waste disposal remains weak, which needs to be finalized at the earliest. In case contractor fails to comply with waste management requirements, particularly that related to hazardous wastes, contractual remedies should be applied by the PWD/PRBDB. 	<ul style="list-style-type: none"> ⊙ Lots of trees have been saved along this corridor primarily through design interventions. Despite this, clear shoulder width has been maintained. ⊙ Borrow areas have been rehabilitated satisfactorily. ⊙ Plant site clean-up and restoration has been initiated by the contractor. ⊙ The provision of concrete blocks in the shoulders in the urban section has helped in reducing dust nuisance and in improving highway aesthetics.
RH-2	Chandigarh - Landran - Chunni- Sirhind	<ul style="list-style-type: none"> ⊙ The mission was informed that the contractor has opened two borrow areas without the approval of the engineer - material extraction from the unapproved sites should be immediately stopped and corrective actions should be taken by the Engineer in both these cases. ⊙ The contractor is required to obtain 'borrow area' handing over certificate (stating handing over of the site upon rehabilitation and his satisfaction to the land owner) for all rehabilitated borrow areas. 	<ul style="list-style-type: none"> ⊙ A comprehensive waste management plan (including quantification of various types of wastes) needs to be prepared. Disposal area/s has/have to be identified and prior approval of EO to be obtained for the selected site/s – pending since last mission. 	<ul style="list-style-type: none"> ⊙ Additional widening is proposed for section between km 13.6 to 15.7. This will require cutting of trees on one side of the road. Mission was informed that the clearance from the Forest Dept. has already been obtained. The clearance certificates should be shared with the Bank for information.
RH-3	Phillaur- Nagar- Rahon	<ul style="list-style-type: none"> ⊙ It was observed that the contractor has undertaken the construction of the side drains at km 2.400. PWD/PRBDB need to ensure that utility poles (1 telephone pole and 1 electric pole) at this location are shifted immediately. ⊙ Scarified bitumen was observed lying scattered along the completed stretches of the road corridor. All work sites along the road need to be cleaned-up and waste disposed in pre-approved 	<ul style="list-style-type: none"> ⊙ The contractor is yet to submit a disposal plan for wastes in camp and work sites ⊙ PRBDB/PWD need to take effective action (including application of contractual remedies) to ensure 	<ul style="list-style-type: none"> ⊙ At km 25.700, the side drain has been constructed leaving a gap of approximately 100 meters and without any outfall for water. The mission was informed that there is a dispute regarding the RoW limit at this location - the matter needs to be looked into and resolved prior to closure of

Contract Package	Name of the Road	Actions Identified for Improving Compliance During This Mission	Pending Actions (from previous mission)	Remarks
		<p>locations with EO's consent.</p> <ul style="list-style-type: none"> ⊙ Provide protection measures at the pond located right next to the shoulder along the road (km 24.800). 	that the Contractor doesn't get away with non-compliances.	works.
RH-4	Kapurthala - Taran Taran	<ul style="list-style-type: none"> ⊙ Ensure proper traffic safety on the bridge over Beas river, where work on expansion joints is on-going.. ⊙ Resolve Nawrangabad drainage issue – site conditions need to be evaluated properly. ⊙ The issue regarding stagnation of water near km 0.900 needs to be resolved through provision of a proper outfall. ⊙ Complete all slope protection, enhancement and environmental mitigation works. ⊙ Prepare and execute a camp and plant site rehabilitation plan – EO's prior approval for waste disposal sites is necessary. 	⊙ Resolve drainage issues, which are quite critical on this package and have been outstanding for a while now.	<ul style="list-style-type: none"> ⊙ Avenue plantation along the road has been initiated by <i>Gurudwara</i> Committee of <i>Khandur Sahib</i>. In some stretches, appropriate distance from the road needs to be maintained to ensure safety. ⊙ Enhancement works have been initiated and are almost 70 percent complete. ⊙ Slope protection works too have been initiated and are likely to be completed before end of June 2009. ⊙ The campsite buildings will be handed over to the local <i>panchayat</i> for opening a school. ⊙ Borrow areas have been rehabilitated.
RH-6	Patiala – Sirhind	<ul style="list-style-type: none"> ⊙ It was observed during site visits that workmanship of the bus shelters was of poor quality. ⊙ Considering the height of the bus shelter platform, a ramp on both sides could be provided for ensuring easy access, particularly for elderly and physically challenged people. ⊙ The contractor intends to retain the camp site for use in other road projects. In such cases, all wastes (including the hazardous waste) generated during the project need to be disposed properly after taking due approval from the EO. A 'no liability' certificate should be taken by the Project Authority from the contractor. 	-	-
UG-1	Kharar - Banur - Tepla	<ul style="list-style-type: none"> ⊙ Proper maintenance of camp site is required – issues related to septic tanks and kitchen waste water have not been properly addressed by the Contractor and need corrective measures. ⊙ Bitumen spillage at HMP needs to be cleaned and properly disposed off ⊙ Records of waste oil and debris need to be updated and shared with PRBDB. ⊙ Improve fire safety arrangements in the camp and plant site. ⊙ Clean-up roadside drains and culverts that got blocked during earthwork or other construction operations – must be completed before onset of monsoons. ⊙ Lack of borrow area rehabilitation till date – needs to be taken-up immediately. ⊙ Ensure enforcement of PPE use. ⊙ Identification of adequate number and capacity of waste disposal sites is required – needs to be done in a timely manner. ⊙ Deficiencies in documentation and reporting needs to be rectified. ⊙ The Supervision Consultant and the PWD Division need to take corrective actions including 	<ul style="list-style-type: none"> ⊙ No proper accommodation and basic amenities for labour engaged in structure construction/drain works –workers are living in plastic tents without access to sanitation, bathing and first aid facilities. This needs to be rectified immediately. ⊙ Poor worksite safety measures, affecting traffic, pedestrians and road side residents need immediate attention – signage provision, delineation, diversion management, dust control, use and proper transition ramps, maintaining of accident records are 	<ul style="list-style-type: none"> ⊙ Over-all, enforcement and work planning needs attention - many of the issues listed here are arising due to it. ⊙ Take contractual action for failure to adhere to labour laws and other contractual requirements on worksite safety and environment. ⊙ PRBDB to maintain close and regular monitoring to ensure that EMP requirements, including those on worksite safety are not neglected by the PWD Division, CSC and the Contractor. ⊙ Biodegradable waste from the campsite is being managed properly.

Contract Package	Name of the Road	Actions Identified for Improving Compliance During This Mission	Pending Actions (from previous mission)	Remarks
		application of contractual remedies to improve the over-all unsatisfactory situation on this contract.	required.	
UG-2	Ludhiana - Malerkotla - Sangrur	<ul style="list-style-type: none"> ⊙ Issues on worksite safety management including traffic and worker's safety need to be immediately rectified. All points listed for UG/01 apply here also. ⊙ Clean-up of worksites, particularly roadside drains and culvert construction sites is required before monsoons. ⊙ Borrow area rehabilitation has not been taken-up so far – needs action without any further delay. ⊙ Ensure proper plant site maintenance. ⊙ Ensure enforcement of PPE use. ⊙ Documentation and reporting remain weak – needs to be improved both in terms of quality and timeliness of submissions. ⊙ Follow-up with PPCB on the 'Consent to Operate' for plant sites (has been applied earlier). 	<ul style="list-style-type: none"> ⊙ Accommodation and basic amenities for labour engaged in drain works with proper sanitation, water supply and first aid facilities needs to be arranged immediately – an outstanding issue. 	<ul style="list-style-type: none"> ⊙ PRBDB to maintain close and regular monitoring to ensure that EMP requirements, including those on worksite safety are not neglected by the PWD Division, CSC and the Contractor. ⊙ Take contractual action for failure to adhere to labour laws and other contractual requirements on worksite safety and environment. ⊙ Over-all, waste disposal requirements (including prior identification and approval of disposal sites) are being adhered to.
UG/01 and UG/02		Bank will closely monitor the compliance of these two package – subsequent QPRs should provide the status and corrective actions taken to meet EMP requirements.		
UG-3	Taran – Chhabal – Atari	<ul style="list-style-type: none"> ⊙ Site clean-up and restoration, including disposal of spoils/earth dumps from all three completed and one on-going bridge construction site, at designated disposal locations approved by the EO. ⊙ Dismantling of diversion/old road and clean-up of the canal (waterway blocked as of now) required prior to monsoon at bridge site on km 30.105. ⊙ Ensure proper work quality and finishing of the bus stops/bus bays, (including corrective action to replace broken seats) and drain works. ⊙ Identify location and take EO's approval for disposing debris and wastes from the camp and plant site (currently being used for RH/4 works as well) ⊙ Complete all enhancement/mitigation works as required per the contract. ⊙ PRBDB/PWD to take steps to prevent dumping of wastes on/next to the shoulders of the completed highways in village areas (noticed in two villages along the highway) to ensure better safety and highway aesthetics and to prevent damage to pavement – existing dumps also need to be cleared. 	<ul style="list-style-type: none"> ⊙ Proper outfall position to be ensured for the storm water drains planned along the habitation areas – an issue pointed out in previous missions as well, which still remains outstanding. ⊙ Plan and undertake rehabilitation / restoration of all work sites – completed except for 4 bridge sites and the camp/plant area. 	<ul style="list-style-type: none"> ⊙ Over-all the contractor needs to be proactive and needs to undertake environmental activities in a time bound manner. ⊙ Borrow areas have been rehabilitated satisfactorily and farming by the land owner has initiated. ⊙ Clean-up and restoration of work sites along the road has been completed and found to be satisfactory. ⊙ Protection and enhancement work at Kos Minar has been completed. ⊙ Over-all monitoring and follow-up by the PWD's Amritsar Division is satisfactory.
Drainage Works (Critical)	All Rehabilitation and Upgrading Works of Phase I	<ul style="list-style-type: none"> ⊙ Proper outfall for drains constructed in all roads needs to be checked and provided. ⊙ Drain inlets in some cases (such as in RH/1, 2, 4 and 5) where found to higher than the required level, which could lead to water logging, unhygienic conditions and damage to pavement – this needs to be checked and rectified. ⊙ Culvert and longitudinal drain level/surrounding ground level do not match in some cases (as observed in RH/1). This would lead to stagnation of water and increases the risk of mosquito borne disease incidence. ⊙ Completed drains in many locations were found completely choked (such as in Fatehabad in RH/3 and 4) – contractors have failed to provide covers 	<ul style="list-style-type: none"> ⊙ Drainage related issues were identified and pointed out during the previous missions as well. The issue has become critical and needs execution of time bound corrective actions (as well as preventive actions in cases, where drain works are yet to be executed). 	<ul style="list-style-type: none"> ⊙ PWD/PRBDB/Contractor and Consultant/TAC need to ensure that drainage works along each project road, are physically inspected and corrective actions in a time bound manner. These issues could have been avoided through proper design and supervision stage interventions. ⊙ Encroachments on the newly constructed side drains by shopkeepers was observed in some cases (such as in RH/1, 3, 4 and 5), PRBDB/ PWD should take adequate steps to prevent

Contract Package	Name of the Road	Actions Identified for Improving Compliance During This Mission	Pending Actions (from previous mission)	Remarks
		<p>in time, leading to dumping of plastic and other wastes by the people. Covers need to be provided in all cases where gaps have been left – such gaps pose a safety hazard as well..</p> <ul style="list-style-type: none"> ⊙ Cleaning-up of all choked drains (including inlet points) will be required prior to monsoons to ensure that wastewater overflows do not create health problems in habitations. ⊙ Provide/ maintain proper gradient to ensure discharge of water from the drains. ⊙ Ensure that the level of the man-hole/cleaning cover and the rest of the drain are same (as noticed in drains of Chhabal in UG/03) – level differences create a safety issue as the covered drain will also be used as footpath. ⊙ The hook to lift man-hole/cleaning covers protrudes above the drain level in some cases (such as in RH/1 and 5), which creates a safety issue. 		<p>and clear such encroachments since they block footpaths – creating a risk for both pedestrians as well as other road users.</p> <ul style="list-style-type: none"> ⊙ As agreed, the plan and compliance needs to be shared with the Bank.
Good Practices - All Phase I Contracts				<ul style="list-style-type: none"> ⊙ Timely obtaining of Forestry Clearances, through rigorous follow-up at the PRBDB level. ⊙ Disclosure of all Forestry Clearances on the PRBDB's website. ⊙ Creation of Information Kiosks in each contract package. ⊙ Organization of 'Project Implementation Meetings' in each contract except RH/2 and RH/ 6. ⊙ Delivery of quality training to Contractors, Consultants and PWD staff to facilitate EMP implementation and create environmental awareness. ⊙ Proper and regular pollution monitoring being carried out through an 'independent agency' hired by PRBDB. ⊙ Preparation of Environmental Manual to guide monitoring (air, water, noise and soil) for Road Projects (will be launched in July 2009) ⊙ Good documentation maintained at nodal level (PRBDB) on environmental aspects. Some key information is reflected in the MTR report as well. ⊙ In UG/02, an existing industrial facility is being used as a campsite, thereby minimizing the damage to fertile agricultural land. ⊙ In RH/2, borrowing has been minimized (thereby impacts on farm land and haul roads) by using spoils/excavated earth from a Fashion Technology Park.

Annex-4**Social Safeguards**

Land Acquisition: The project will now acquire 49.605 acres as against 50 acres (70 acres was the original estimate and was revised to 50 acres through design modifications) estimated earlier. The PRBDB has already acquired 46.823 acres (95% of the total land to be acquired) through private negotiation and balance 2.782 acres of land is under acquisition through LA Act 1894. The notice under section 9 has already been issued for the land parcels to be acquired under LA Act. The balance land had to be acquired under LA Act as (i) some of the land parcels are disputed; (ii) land owners have taken loan against the land which is more than the compensation amount; and (iii) land owners are not traceable. The total number of project affected titleholders is now 996 and non titleholders are 323. The steps followed for acquisition of land includes:

- Issuing notice under section 4 and 6
- Joint measurement survey and information dissemination for negotiation
- Negotiation meetings
- Approval of the land rates from the State Government
- Updation of land records
- Collection of individual revenue records (*fard* – the plot and sub plot numbers and *barasala*- ownership and usage details of last 12 years)
- Information to PAPs regarding verification
- Verification of plots and land owners by RRO – including actual location of possession
- Preparation of registration papers
- Signing of conveyance deed
- Disbursement of compensation
- Collection of Registration papers from *Tehasildar* – Revenue head at block level
 - Registration papers collected from *Tehasildar* to be deposited with revenue department
 - NGO gives the paper to *Patwari* – revenue official at village level
 - *Patwari* forwards the same to *Naib Tehasildar*-Deputy revenue head at block level
 - *Naib Tehasildar* verifies and gets the paper signed by SDM
 - SDM office sends it back to *Patwari* for updation of local records
- Collection of mutation papers

Implementation of Resettlement Action Plan: All the micro plans except for the land parcel under LA Act has been completed and approved by the competent authority. The micro plans now apart from having details of loss and entitlements, also carries the photograph of the PAP, supporting documents for entitlements and prototype drawing of the structure affected as certified by the approved valuer. The joint bank accounts of all the PAPs have been opened. NGO has completed the skill enhancement training for income restoration. PRBDB has also paid the severance allowance to all the eligible 119 PAPs as per the direction of Grievance Redress Committee (GRC). PRBDB has also disbursed the crop compensation to all the eligible PAPs. The project has so far disbursed INR 811.185 million towards land compensation and various assistances across packages as per the details given below:

Sl. No	Head	Amount in million INR
1	Land compensation	621.65
2	R&R assistance	95.20
3	Severance Allowance	89.3
4	Compensation for crop damages	0.835
5	Registration Fee	4.23

The relocation of common property resources (CPRs) is taking much more time than agreed for. The mission was informed that contractor relocates the CPR as and when required. However, it was agreed during the last mission also that the priority I CPRs will be relocated immediately after the community's consent is received by PRBDB.

Drains: The mission noted that drains constructed in rehabilitation packages, are not only higher than the plinth level of structures along side of the drains, there also exists gap between the drain and the structure. As a result there is a possibility of water logging during monsoon and even water may flow into the houses. This has also blocked the entrances of number of residential and commercial buildings, thereby have infringed upon the right of easement of the local habitants. It was agreed that NGO would conduct an assessment on all the project corridors to identify adverse impact and would submit its report by July 15, 2009. Post assessment an action plan will be developed to address any adverse impact on case to case basis.

Resettlement of Project Displaced Families (PDFs) of village Dehlon (UG-II): In UG- II (Ludhiana-Malerkotla-Sangrur road corridor), the section between km 15.548 to 19.695 passes through a very congested stretch of village Dehlon. As per geometric design and road safety aspects, the road needs to be widened on left side which requires approx. 0.69375 acre of land. The land required for widening is occupied by the Gurudwara Committee (0.456 acre), the Temple Committee (0.181 acre) and two private owners (0.057 acre). However, the title of the land occupied by Gurudwara and Temple Committees remains unclear. The private land has been acquired through negotiation. Both the Committees have built commercial establishments on the outer edge facing the road. These shops are being operated by 57 tenants (non titleholders) for the last 40 years, who will be displaced due to the acquisition and will also affect their livelihood sources. Due to non availability of updated revenue record, the land could not be acquired till date and same is in the process of acquisition under the LA Act of 1984.

As per the Resettlement and Rehabilitation Policy (R&R Policy) adopted by the project, if a minimum of 20 project displaced families (PDFs) in a continuous stretch of 5 Km opts for assisted resettlement, project will developed resettlement site (under clause 15(b)). It was agreed by tenants and the Gurudwara as well as the Temple committee that the tenants will be accommodated in newly constructed shops within the premises and on this proposal a tripartite agreement was also signed by the PRBDB, Gurudwara and Temple committees on 22/08/07. However both the committees refused to honour the agreement claiming that more than 75% of the tenants are defaulter and are not paying rent for the last 15 years. PRBDB also explored the option of resettling them on a common village land/ Deh Abadi on the other side of the road. However, this also could not be implemented as the proposed resettlement site comes under the *No Construction Zone* as per the *Punjab Regional and Town Planning & Development Act, 1995 of schedule roads*. During the mission it was agreed that widening will be restricted to the available clear space to minimize the adverse social impact as well as to avoid further delay in completion of the project.

Resettlement of Project Displaced Families (PDFs) of village Sarinh (UG-II): In village Sarinh, the road between km 13.440 to km 13.580 passes through a blind curve for which improvement was suggested in the design. The improvement will lead to acquisition of 0.298 acres of private land out of which 0.208 acres has already been acquired through private negotiation. The rest 0.090 acre of land will affect 6 residential cum commercial structures and their source of income. These 6 structures consist of 21 families (as per the R&R family) out of which 19 are titleholders and 2 are tenants. Series of consultations were held with the owners of the structures. The affected owners and tenants are willing to shift provided they are resettled on the land opposite to existing structure which is a vacant PWD land. The said PWD land is in Khasara # 65 and comprises of 130 kanal and 4 marla but the proposed land comes under the *No Construction Zone* as per the *Punjab Regional and Town Planning & Development Act, 1995 of schedule roads*. During the mission it was agreed upon that widening will be carried out within the available clear space to minimize the adverse social impact. It was also decided that the land already acquired will be utilized for the constructing bus shelter and other public utilities.

HIV Prevention Programme: The PRBDB through the contracted NGO has been implementing the HIV/AIDS awareness campaign. The program is intended to prevent the spread of HIV among people engaged in road construction; communities residing close to the highways; and road users. Achievements on the PRBDB initiated HIV/AIDS program include: the needs assessment and the campaign implementation plan (CIP) have been developed and approved and the CIP is being followed attentively. The key professional/ staff recruitment and retaining process has been smooth and the full team of key professional's is in place .The contracted NGO has mobilized their core team of professionals and 20 Outreach workers who are deployed to work along road stretches. The project has been able to get a buy-in from two construction companies (contractors) and has been able to train the contractor's staff to play the role of peer educators. Separate orientation programs have been conducted for PWD and PRBDB staff. There is an appreciative response from the village communities. The project has been able to harness the support from the existing structures of Panachayati Raj Institution's, Gurdwara Management Committees, Youth Groups and the network of Anganwadi workers, helpers and

ASHA workers has led to the smooth working in the villages. Schools in the project areas have been inviting the project staff to reach-out with prevention education messages for the adolescent children. The ASHA and Anganwadi workers on their own initiative participate and even volunteer to conduct adolescent trainings and youth trainings. Magic Shows, Film Shows and condom demonstration sessions are appreciated in the communities. The off-take of condoms is found to be increasing both at the construction companies and at the village communities. People now open-up and share about their risk behaviours with the project team, this shows that rapport among the project staff and the audiences being reached have been built and the project has moved from the stage of imparting knowledge to skill building and influencing attitudes on HIV / AIDS. The supervisory support from the PRBDB has surely contributed to the above achievements.

The areas which need further improvement are: there is some amount of shortfall in achievements against the mentioned targets in the CIP. This is because the project activities mentioned in the contract were initially planned without knowing the actual field situations. An exercise to review these activities and then re-adjust them to the realities could be taken up with PRBDB in June 09. At present the project focus is on multiple audiences, which is seen to dilute the focus on the construction workers. A formal workplace intervention approach needs to be developed and followed for the construction companies which are attracting large number of migrant workers from Bihar and Uttar Pradesh. To bring-in optimum level of involvement from the contractors PRBDB intervention is key. A half day meeting with the top management including the Health and safety officers of the construction companies could be called for by PRBDB, where they could be oriented on the HIV/AIDS standard clause and the importance of their support for the cause, both from the business perspective and under their corporate social responsibility related activities. The referral systems for treatment of sexually transmitted infections (STI) and voluntary counseling and testing (VCTC) needs to be further strengthened. When re-aligning the activities some of the activities could be focused to facilitate improving the referral system. The staff turn-over at the field level especially among the Outreach Team is found to be high in Punjab, hence the NGO needs to assess the training needs of the field team on a quarterly basis and address the identified training gaps. There is apparently a time lag in initiating the development of project roads under package 3, Phase II, PSRSP. On this it was agreed that the NGO can initiate work among the existing road users and adjacent village communities and start-up work with the construction contractors when their road work starts.

Agreements

- Review of achievement against initially proposed activities to realign them based on field situations and program effectiveness.
- Focus to shift more on the migrant construction workers engaged in the road works.
- With support of PRBDB, organize a meeting for the contractor's top management to orient them and mobilize their support for the cause.
- Develop strategies to strengthen the referral systems for STI services and VCTC.
- Strengthen linkages with Punjab State AIDS Control Society (PSACS) for improved access to condoms and IEC materials and other support services.

Annex-5

Financial Management Aspects

External/ Statutory Audit (EA): The external audit report was initially received from PRBDB in December 08 but was not considered acceptable since the same was not as per the agreed Terms of Reference (ToR). However this report was revised by the C&AG to adhere to the ToR and the report dated February 09 was considered acceptable. Based on the audit findings PRBDB has been in communication with various divisions for clarifications and the same have also been discussed with the Bank. Therefore due processes are underway to consider and respond to the audit findings.

Internal Audit (IA): This process has worked satisfactorily for the past year. Further, it has been agreed between the Bank and PRBDB that the Internal Auditors for FY 09-10 onwards will be hired on a competitive basis. The PRBDB is expected to commence this hiring process shortly.

Disbursements: Disbursement from the Bank as on May 28, 2009 stands at USD 106.18 Million which represents 42.5% of the total loan of USD 250.00 Million. The expenditure information as presented by the Project is given below:

Punjab State Road Sector Project - Expenditure Status

Particulars	(Amount in Rs)		
	Project till 31 Dec 2008	For the quarter Jan- Mar 2009	Project till 31 Mar 2009
	I	II	III=I+II
Expenditures by Component			
Road Upgrading	1,684,492,802	319,862,875	2,004,355,677
Rehabilitation	1,553,700,008	577,558,841	2,131,258,849
Periodic Maintenance	633,657,699	100,000	633,757,699
Institutional Strengthening	24,187,035	52,400	24,239,435
Incremental Operating Costs	32,020,808	2,829,153	34,849,961
Total Expenditures (D)	3,928,058,352	900,403,269	4,828,461,621
Advance to Suppliers/Others			
Net Advances (G= E-F)	409,517,343	-71,296,034	338,221,309
Total Uses (H=D+G)	4,337,575,695	829,107,235	5,166,682,930
Current Liabilities	135,780,628	229,246,084	365,026,712
Net Uses (I)	4,201,795,067	599,861,151	4,801,656,218

Financial Monitoring Reports (FMRs) for March 2009 due on May 15, 2009 have not been received by the Bank as yet. This is because of the vacancy as discussed earlier but the project is making its best effort to ensure its submission at the earliest.

Staffing: The Chartered Accountant (CA) working on the project has left around March 2009. The project is looking for a replacement for the position. It is important to fill in this vacancy at the earliest since the CA is/ will be responsible for FM supervision of divisions, consolidation of financial information and reporting, assisting Internal Audit etc.

Disclosure of Information: This continues to be comprehensive and relevant. The PRBDB website includes (a) financial Management Manual (b) quarterly progress reports which includes quarterly project financial information (c) implementation support mission aide memoires (d) progress of work at each division (e) photographs of disbursement of R&R assistance etc.

Action Points: All the prior action points have been complied with. However the actions in Annex 1 are required to be followed.

Annex-6

Results Monitoring Indicators

Project Outcome Indicators	Baseline (Nov 2006)	MTR Target Value (YR3)	Current Value (May 2009)	Remarks
Average network speed (kmph)	33.5	39	---	To be measured at MTR* and EOP by survey
Reduction in VOC (%)	0%	6%	---	To be measured at MTR* and EOP by survey
Maintain number of fatal accidents	2,655	2,655	---	To be measured at MTR* and EOP by data collection
User Satisfaction	To be undertaken YR1	To be undertaken	---	Road User Satisfaction Survey to be conducted at MTR* and EOP
Efficiency of Road Agency (PWD, PRBDB)	To be collected in YR1	Not yet due	---	Road User Satisfaction Survey to be conducted at MTR* and EOP
Results Indicators for Each Component				
Component 1: About 1,050 km of roads rehabilitated, resurfaced and maintained (km)	-	550 km	602 km	Phase I (except UG1&UG2) substantially completed by MTR mission
Reduction in IRI	6.9	5.3	---	To be measured at MTR* and EOP by survey
Reduction of network in poor and bad condition	52%	25%	---	To be measured at MTR* and EOP by survey
Component 2: Routine and periodic maintenance fully funded during the project period; training program	INR 750 Million	INR 2200 Million	INR 1000 Million	
About 250 km of roads maintained through performance based contracts	0	100	0	Under preparation
Department wide computerization and use of integrated systems for planning, management, financial accounting, monitoring	partial	Full computerization	Not yet done	Consultancy under procurement

*MTR values will be confirmed by measurement survey and RUSS by the next mission.

Governance and Anti-corruption Action Plan: MTR Implementation Status**Disclosure of information**

Topics	Documents to be disclosed	Status
Procurement	The overall project Procurement Plan	Uploaded on PRBDB website and updated regularly
	All bid invitations and related documents (SPN, Expression of Interest, Letter of Interest)	Uploaded on PRBDB website as well as on UNDB online / dg market
	All Contracts awarded for consultancy services and for Rehabilitation, Up-gradation and Maintenance of Roads awarded on ICB/NCB or any other method of procurement.	Uploaded on PRBDB website as well as on UNDB online / dg market
Financial Management	Project Financing Plans	Uploaded on PRBDB website
	Budgetary allocation for the project	Uploaded on PRBDB website
	Expenditure Statement	Uploaded on PRBDB website by the way of QPR & the Audited Financial Statements of PSRSP
Safeguards	R & R Policy translated in Punjabi and Hindi	Uploaded on PRBDB website and World Bank's infoshop, kept in DC's Office, Gram Panchayat Offices, PWD field divisions and distributed among PAPs.
	Corridor specific RAPs.	Uploaded on PRBDB website and World Bank's infoshop, kept in DC's Office, State & District Libraries, Block Development Office, Tehsil & Panchayat office and PWD field divisions.
	Information regarding impacts and entitlements	Uploaded on PRBDB website. List of PAPs with impacts and entitlements pasted in the village panchayat offices and also at public info kiosks at sites.
	NGO's monthly progress report. This report should contain. Extent of land and other immovable properties acquired. ID cards distributed to number of PAPs. ID cards distributed to number of PAPs. Number of joint accounts opened. Compensation disbursed to number of title holder PAPs. Assistance disbursed to number of titleholder and non-titleholder PAPs. Training imparted to number of PAPs for income restoration. Number of cases registered with Grievance Redressal Committee and cases redressed. Number of awareness generation camps held for HIV/AIDS and road safety.	EEs have been asked to submit report to village panchayats. Reports uploaded on PRBDB web site.
	Disclosures of grievance redress process	Grievance Redressal Process forms a part of the R&R Policy and thus stands disclosed.

	Advance intimation of planned consultation	Intimated to the PAPs only
	Details of consultation carried out (listing of date/venue/participants in generic name e.g. panchayat representatives, photographs, and brief summary of suggestions accepted/adopted.)	Disclosed in Public Information Kiosks, Field PWD divisions, to individuals and Panchayats
Environment Management	EA Summary	Uploaded on PRBDB website and World Bank's infoshop, kept in State & District Libraries, Construction sites/campus, PWD field divisions and information kiosks.
	Environment Screening & Scoping Report	
	Corridor specific EMPs	
	Quarterly Status Report	Not yet disclosed
Engineering	List of roads proposed to be undertaken clearly indicating start and end points of the contract.	Uploaded on PRBDB website and available with PWD field divisions.
	Proposed works/treatment giving details of widening, bypasses, junction improvement, drainage, traffic safety feature including proposed cross section and strip plan depicting major features etc.	Available in Public Information Kiosks
	Physical and Financial progress of each contract to be updated quarterly.	Uploaded on PRBDB website by the way of QPRs. However this is not being printed in any print media.
	Contract details of the concerned division, PRBDB, contractors and consultants.	Uploaded on PRBDB website and displayed on the display boards at the sites.
	Construction program with milestones and completion dates	Being submitted by the Contractor and relevant information being put in the information kiosks at work sites.
Institutional Development Strategy	Long Term Strategy for Road Sector by MTR	Draft Final Report uploaded on the website.
	RMF Report	Pending
	State of the network report	Baseline survey data uploaded on the website.
	User satisfaction surveys	Consultants hired
	Project outcome & output indicators.	Procurement being made for the cited services

Action Plan to Increase Oversight

Transparency/ Disclosure Aspect	Action to be taken	Status
To facilitate CSO	Oversight, of procurement process and the implementation, shall be encouraged and facilitated, by inviting independent observers from local universities or other independent institutions.	Attempted but not succeeded fully due to poor response from educational institutes.
	The project will pilot use of CSO during the construction of roads.	Planned in Phase II

Action Plan to Manage Conflicts, Suggestions and Grievances

Transparency/ Disclosure Aspect	Action to be taken	Status
A system needs to be developed to handle comments, suggestions and grievances with clearly defined responsibilities and procedures.	A comments, suggestions and grievances handling system, which includes maintaining a project log and filing to monitor status of follow up of each received comments, suggestions and grievances, will be established by the PRBDB and the Bank. The mechanisms will include provision for follow up investigations of substantial complaints by the internal Auditors, or third party audit to ensure independency and reliability of the system.	PRBDB has a link on its website wherein all the complaints / suggestions / grievances can be logged. These are monitored regularly. In addition, all the information on comments, suggestions and grievances is also made available through Monthly & Quarterly Progress Reports.
	A comments, suggestions and grievances handling component will be included at the PRBDB web site; http://prbdb.gov.in/ .	The PRBDB has a complaints link on its website which logs the comments, suggestions and grievances as and when received concerning the project. However, there is no provision to lodge a complaint or a grievance directly from the website.
	A policy describing incentives and sanctions will be developed and publicized.	Not done yet
	Tracking of the status of investigations and measures taken will be reported in monthly reports to management and the Bank. Complaints deemed possible serious infringements may be further investigated by the Bank.	The current status of investigations and measures taken are routinely reflected in Monthly & Quarterly Progress Reports.

Procurement - Risk Management Action Plan

Observation Head	Agreed Action	Status
Lack of clarity on Public Procurement Processes	GOP will arrange for adequate training on regular basis through dedicated structured modules for the state agencies.	PRBDB has been sending its officers as well as the officers from PWD for training with reputed organizations/institutes like NICMAR, NIFM, CRRI, IIT, Administrative Staff College of India and NITHIE on a yearly basis to strengthen the expertise of its officers on implementation aspects related to the project. Some of these institutes also provide structured modules of training as requested by PRBDB. Further, PRBDB is also in the process of developing a long term plan for training of its officers wherein the year long training schedule for each of the officers would be decided well in advance and it would be mandatory for each of the officers to attend these trainings.
Deficient Planning, Monitoring, Evaluation and Reporting with respect to Projects.	Provide structured training to the officials through reputed Institutions and improve the monitoring and reporting of the projects for stricter and proper coordination of project related procurement.	

Weak Implementation	Provide structured training to strengthen the departmental expertise on implementation aspects and develop procedures and formats for pre-audit by the supervising officials to obviate slippages on contractual matters.	PRBDB regularly invites eminent speakers from across the nation to deliver lectures on Contract Management, World Bank guidelines and Procedures, OPRC etc. This helps the officers to strengthen the contractual expertise and iron out any deficiencies in the understanding of the contractual clauses.
Non transparency in decision making since the decision making is generally individual centric	To develop systems and procurement procedures consistent with international best practices, engaging renowned experts. Ensure oversight of independent observers during bid evaluation process and civil society during implementation phase of the projects as confidence building measures, in addition to an elaborate disclosure policy and compliance to RTI Act, 2005.	A Tender Evaluation Committee (consisting of 5 members) and a Tender Acceptance Committee (Consisting of 2 members) has been formed to streamline the procurement. All the information regarding the procurement is uploaded on the PRBDB website and dgMarket as soon as it is available.
Weak Implementation Audit and Vigilance follow up	The pending audit and vigilance cases to be pursued to conclusion and future cases to be closely monitored and followed-up with a time-frame for response and compliance.	Every audit observation by the AG/other audit agencies is attended to and disposed of promptly in PRBDB.
Inadequate Record keeping	PRBDB will maintain all records duly catalogued and indexed in a manner and the form which facilitates the Right to Information under the RTI Act, 2005 and ensure that all records that are appropriate to be computerized are, within a reasonable time and subject to availability of resources, computerized and connected through a network all over the state on different systems so that access to such records is facilitated.	An endeavour is being made by PRBDB to properly catalogue and index all the records related to the project so that these are available as and when required by any agency or under RTI.

List of Key Persons Met

Government of Punjab

Public Works Department

1. Mr. R.P. Singh, Chief Engineer, PWD
2. Mr. SS Sindhu, Executive Engineer, Central Works Division No. 2, Amritsar
3. Mr. Harvinder Kalia, Executive Engineer, Construction Division No. 1, Kapurthala
4. Mr. Prem Kumar, Executive Engineer, Construction Division No. 3, Ferozepur
5. Mr. J. L. Garg, Executive Engineer, Construction Division, Sangrur
6. Mr. A. P. S. Brar, Executive Engineer, Central Works Division, Mohali
7. Mr. Yuvraj Bindra Singh, Executive Engineer, Ludhiana

Punjab Roads & Bridges Development Board (PRBDB)

8. Mr. M.S. Nijjar, Project Director
9. Mr. Gursharan S. Gill, Deputy Project Director
10. Ms. Aparna Gupta, Project Manager, Social
11. Mr. Ripdaman Singh Seth, Project Manager
12. Mr. Davinder Bajaj, Project Manager
13. Mr. Rajeev Arora, Project Manager
14. Mr. K. Kabilongtshup, Project Manager – Environment
15. Mr. P. N. Roy, Project Manager – Social
16. Mr. Navdap Aseeja, Project Manager – Road Safety
17. Mr. Harpreet Singh, Project Manager – Design

Consultants and Contractors of all upgrading and rehabilitation packages