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Operationalizing Growth: Client's Perspective

Lessons from Himachal Pradesh on delivering ADB-financed infrastructure for public value

Country Case Studies and Stories • BOF 2026



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ADB Headquarters, Manila | 23 September 2026



ADB

ASIAN DEVELOPMENT BANK
BUSINESS OPPORTUNITIES FAIR 2026
21-24 SEPTEMBER 2026 | ADB HEADQUARTERS, MANILA
VALUE FOR MONEY: DRIVING QUALITY INFRASTRUCTURE

PARTNERSHIP

Himachal Pradesh–ADB Partnership: Current Project

Himachal Pradesh Rural Drinking Water Improvement and Livelihood Project



186

Schemes



59

Grids



10

Districts



2,471

Habitations



1,018

Villages



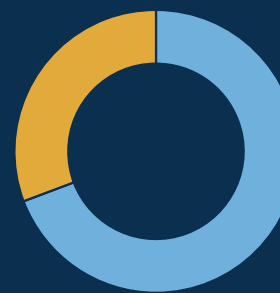
370 k

Population

FINANCING

USD 139.1 million

Total project



● ADB loan
USD 96.3 M
69.2%

● GoHP share
USD 42.8 M
30.8%



16 Aug 2022

Loan signed



10 Nov 2022

Loan effective



Dec 2027

Expected completion

Project Objectives:

Safe, reliable and sustainable rural water and sanitation services in 10 Project Districts.

Impact

Water and sanitation services in Himachal Pradesh sustainably managed

Outcome

Safe and sustainable drinking water and sanitation services improved in project districts

1

Improve Access to Portable Drinking Water

Safe, reliable and sustainable rural drinking water and sanitation services.

2

Upgrade systems

Climate resilience, Smart Water Management and Sustainable O&M built into Delivery.

3

Strengthen capacity

JSV, Gram Panchayats and Communities equipped for Asset Management, Financial Sustainability and Community Participation.

“The objective is to convert infrastructure investment into reliable services that last.”

OUTPUTS

Project Outputs:

The project combines infrastructure investments with the systems and people needed to operate them sustainably.

Output 1 · System Improvement

- Upgrade rural water-supply systems in project districts
- Provide 70 LPCD potable, uninterrupted supply
- Household connections with metering
- Smart monitoring through GIS/SCADA
- Climate-resilient design and O&M provisions
- Pilot inclusive sanitation / FSM in Sirmaur

Output 2 · Institutions Strengthening

- Strengthen JSV and gram panchayat capacity
- Introduce smart water management systems
- Asset-management system and district plans
- Tariff and financial sustainability measures
- Community, SHG and women's participation
- FSM guidelines and WASH awareness activities

HIMACHAL CONTEXT

Challenges: Delivering water services in Mountain Conditions

A hilly state changes the project logic: fewer people per location, higher service cost and greater field risk.

Scattered habitations

Small, far-spread settlements — many at high altitudes — require longer networks and more field coordination.

Seasonal sources

Water sources are not equally reliable in all seasons; source sustainability had to be addressed from planning stage.

Terrain and access

Difficult slopes, narrow roads, head-load movement and limited working windows raise delivery complexity.

Climate & disasters

Landslides, cloudbursts, heavy rainfall and road disruptions affect works as well as service continuity.

Forest, environment & society

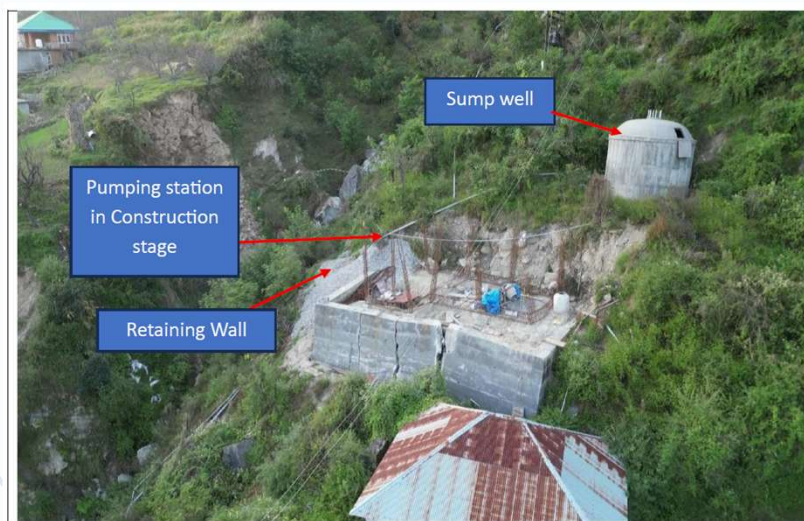
Forest land, environmental safeguards, social sensitivities and “Dev Bhoomi” religious context require careful engagement.

ADB support helped JSV take on the toughest legacy schemes where pre-2000 systems required rehabilitation to meet modern service standards.

HIMACHAL CONTEXT

Challenges: Delivering water services in Mountain Conditions

A hilly state changes the project logic: fewer people per location, higher service cost and greater field risk.



Package CW-MZ-01 Kullu Package (Mandi Zone)
Location-Pump House & Sump Well-2nd Stage-Jhamer
Cause- Intense Rainfall & massive landslide



Package CW- MZ-02 Mandi Package (Mandi Zone)
Location- 0.6 MLD WTP at Aut
Damaged components- Flocculator and Flash Mixer &
Secondary Settling tank
Cause- landslide of hill

HIMACHAL CONTEXT

Challenges: Delivering water services in Mountain Conditions

A hilly state changes the project logic: fewer people per location, higher service cost and greater field risk.

Location- 2.8 MLD WTP at Metti

Observed Damage

- The WTP is located between Guj Khand and a nallah.
- Heavy monsoon flows resulted in erosion along the WTP boundary and near the nallah.

Erosion around WTP toward GAJ KHAD



Package CW- DZ-02 Kangra Package (Kangra Zone)

Location- 1.1 MLD WTP at Jandrah

Observed Damage

- The WTP is located along the bank of River Naker Khad.
- Heavy monsoon flows caused severe riverbank erosion along the WTP boundary.
- Erosion was also observed around the percolation well, posing a threat to structural stability.



PROJECT CONSTRAINTS

Constraints: what had to be Managed, not merely Engineered

The project required administrative capability, coordination and public-service discipline — not only Technical Construction.

Administrative Coordination

10 districts, 1,018 villages and 2,471 habitations demand clear ownership, PMU/PIU coordination and timely decisions.

Permissions and Safeguards

Forest land, environmental clearances, community expectations and local sensitivities had to be handled carefully.

Construction Logistics

Material transport, labour availability, road access and weather windows affect field execution.

Sustainability after Handover

O&M with community involvement must be built into implementation.

The Himachal lesson: difficult geography makes government ownership, partner coordination and local adaptation even more important.

Implementation Model: Clear Ownership and Coordination



For firms and project partners, clear roles reduce friction: problems can be raised early and solved through the right channel.

Value for money: whole-life Service, not only Construction

The project logic connects Procurement, Construction, Operation and Citizen Service.

Select

Eligible subprojects and
least-cost options

Build

Quality Assets in difficult
locations

Monitor

GIS/SCADA, Metering
and Performance data

Operate

O&M Responsibilities
and Asset Management

Serve

Reliable Water and
Sanitation Outcomes

*“The real procurement outcome is not the awarded contract;
it is durable service at a fair whole-life cost.”*

Lesson 1: Government Willingness converts Finance into Outcomes

Ownership

Financing and Expertise may come from many partners. Responsibility for Public Outcomes, remains with Government.



“An ADB-supported project must become a Community owned State Government project with ADB as a development partner.”

Lesson 2: Value for Money is Public Value over Time

BOF theme

Not simply the lowest initial cost. The real question is whether the investment delivers durable, sustainable and useful public service.



“Government is not interested merely in completing procurement. We are interested in quality outcomes from procurement.”

Lesson 3: What Government expects from Delivery Partners

Consultants and contractors

For firms, the strongest differentiator is not only price or credentials — it is dependable delivery behaviour.

Competent teams

Strong people on the ground — not only strong proposals.

Practical solutions

Advice that can be implemented, operated and maintained.

Early candour

Raise risks early; avoid surprises late in delivery.

Local understanding

Adapt global experience to terrain and institutions.

Continuity

Keep key personnel and project memory intact.

One-team attitude

Work with the executing agency around the public outcome.

“The strongest firms do more than deliver a contract — they help the client achieve the development objective.”

Lesson 4: Global experience must be adapted to Local Reality

Himachal can learn from International Practice — but solutions must fit mountain terrain, dispersed communities and government systems.



SERVICE DELIVERY CONTEXT

Dispersed settlements	<i>Service over wide geography</i>
Difficult terrain	<i>Access and logistics matter</i>
Climate & disaster risk	<i>Resilience from the beginning</i>
Remote infrastructure	<i>Maintenance must be realistic</i>

“Bring Global Experience — but adapt it to local geography, institutions and communities.”

Lesson 5: Implementation is a Partnership, not a Transaction

Coordination

Large projects succeed when roles are clear, issues are raised early and all parties stay focused on the public outcome.



- Avoid a “contractor versus consultant versus government” mindset.
- Every discussion should return to the service outcome for citizens.
- Resolve practical issues early; delay in decision-making is costly.
- Partnership behaviour is part of value for money.

Lesson 6: A project should leave the Institution Stronger

Capacity and knowledge transfer

Physical assets are visible. Institutional capacity is equally important — and often more durable.

PEOPLE

Trained officers and field teams

SYSTEMS

Better management routines

TOOLS

Usable data, templates and methods

JUDGEMENT

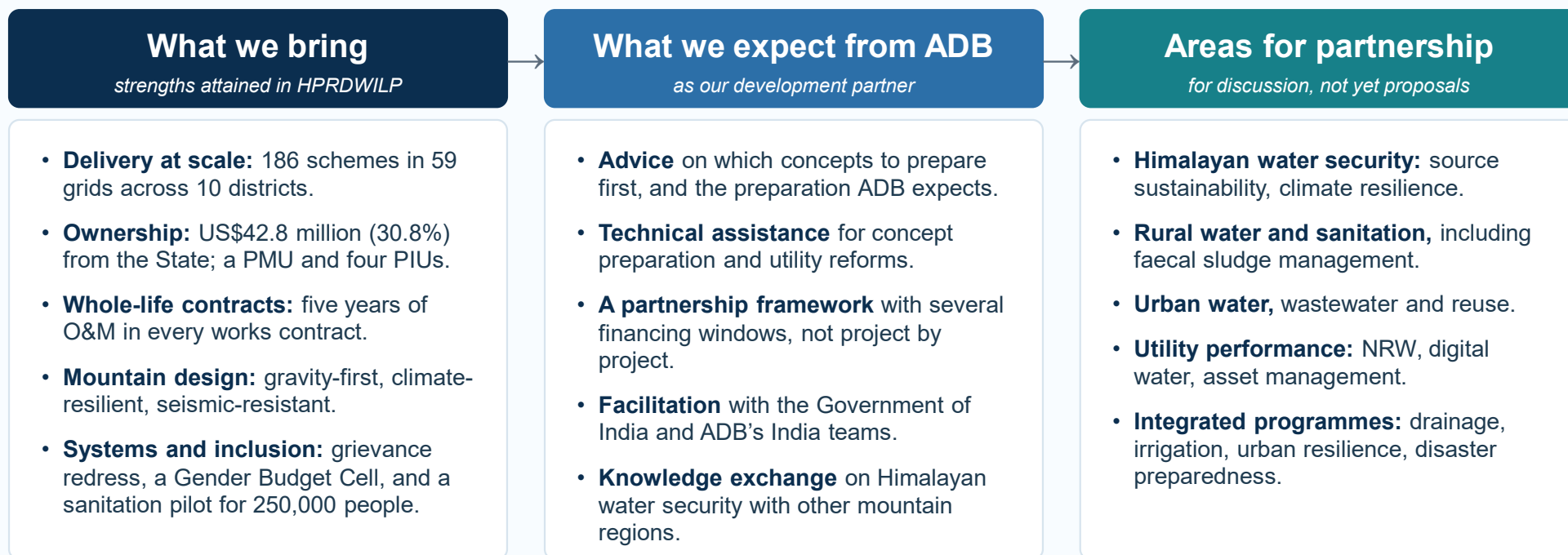
Ability to solve the next problem

“The best consultant is one whose knowledge remains with the department after the assignment is over.”

A project ends. Capability should remain.

Way forward: what we expect from ADB

Built on the strengths of HPRDWILP, and taken forward through the Government of India



“The State is ready to take greater responsibility and deepen its partnership with ADB.”

From one project to a future-ready partnership

Strong leadership - Government ownership - Effective partnership - Lasting public value.

The Himachal model shows that even in difficult mountain conditions, well-led and well-coordinated projects can deliver sustainable outcomes. Building on this experience, the State is ready to take greater responsibility and deepen its partnership with ADB in future programmes for public welfare

- 1 Own the outcome
- 2 Seek value over time
- 3 Adapt to local reality
- 4 Work as one team
- 5 Build lasting capacity

*“Financing + institutional capacity +
government ownership = lasting public value.”*



Government of India
Ministry of Finance
Department of Economic Affairs



Thank you

Government of Himachal Pradesh | Jal Shakti Vibhag