



The World Bank

Baghdad Water Supply and Sewerage Improvement Project (P162094)

REPORT NO.: RES50166

RESTRUCTURING PAPER
ON A
PROPOSED PROJECT RESTRUCTURING
OF THE
BAGHDAD WATER SUPPLY AND SEWERAGE IMPROVEMENT PROJECT
APPROVED ON JANUARY 31, 2018
TO THE
REPUBLIC OF IRAQ

WATER
MIDDLE EAST AND NORTH AFRICA

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ABBREVIATIONS AND ACRONYMS

BSA	Baghdad Sewerage Authority
BWA	Baghdad Water Authority
CE	Citizen Engagement
CRM	Customer Relation Management
ESMP	Environment and Social Management Plan
GoI	Government of Iraq
GRM	Grievance Redress Mechanism
M&E	Monitoring and Evaluation
MOB	Mayoralty of Baghdad
MoF	Ministry of Finance
MOP	Ministry of Planning
MTR	Mid-Term Review
PDO	Project Development Objective
PM	Prime Minister
PMT	Project Management Team
PMU	Project Management Unit
RFB	Request for Bids
RFP	Request for Proposals
PS	Pumping Station



BASIC DATA

Product Information

Project ID P162094	Financing Instrument Investment Project Financing
Original EA Category Partial Assessment (B)	Current EA Category Partial Assessment (B)
Approval Date 31-Jan-2018	Current Closing Date 30-May-2023

Organizations

Borrower REPUBLIC OF IRAQ	Responsible Agency
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Project Development Objective (PDO)

Original PDO

The Project Development Objective (PDO) is to improve the quality of drinking water supply and wastewater services in Baghdad.

Summary Status of Financing (US\$, Millions)

Ln/Cr/Tf	Approval	Signing	Effectiveness	Closing	Net Commitment	Disbursed	Undisbursed
IBRD-87960	31-Jan-2018	29-Apr-2018	16-Jul-2018	30-May-2023	210.00	39.90	170.10

Policy Waiver(s)

Does this restructuring trigger the need for any policy waiver(s)?

No



I. PROJECT STATUS AND RATIONALE FOR RESTRUCTURING

Status

- The US\$210 million loan for the Baghdad Water Supply and Sewerage Improvement Project (P162094, Loan no. IBRD-87960)** was approved on January 31, 2018, with a closing date of May 30, 2023. The loan agreement was signed on April 29, 2018 and became effective on July 16, 2018. The project aims to *improve the quality of drinking water supply and wastewater services in Baghdad* through its three components: (i) Institutional strengthening for integrated urban water management, utility management and creating an enabling environment for private sector engagement; (ii) investment in drinking water supply and wastewater infrastructure; and (iii) project management, monitoring and evaluation. The Mayoralty of Baghdad (MOB) is the implementing agency. The Project has been under implementation for five years and has experienced various implementation difficulties : (i) delays in decision-making and insufficient delegation of authority; (ii) significant delays in all aspects of the procurement process (e.g., three major tenders with a combined estimate of US\$95 million required rebidding); (iii) low capacity of the Project Management Team (PMT), as only part-time MOB staff were assigned to work on the Project; (iv) inability of the PMT staff to access MOB offices during the disturbances and demonstrations in 2019; (v) the protracted tenure of a caretaker government that led to many decisions (including on the project budget) being postponed; (vi) many full or partial lockdowns with limitations on working days due to the COVID-19 pandemic related restrictions; and (vii) significant delays in implementation due to the complex procedures for registration of the project's activities at MOP and MOF.
- Project progress is far below expectations at Appraisal.** Project results to date have been limited to the water supply distribution networks, with 134 km of the targeted 380 km completed, benefiting an estimated 222,700 people (17 percent of the target). The other contracts are ongoing and require more time for completion and to achieve results. Progress towards the achievement of the PDO and overall Implementation Progress (IP) are both rated Moderately Unsatisfactory. Financial Management is rated Satisfactory, with no overdue audit reports (or outstanding audit issues). Project Management, Procurement and Monitoring & Evaluation ratings are rated Moderately Satisfactory.
- The Project has made good progress recently** in increasing commitments to US\$82 million (39 percent of the loan) as well as disbursements from US\$12.9 million (6 percent of the loan) in September 2021 to US\$39.9 million (19 percent) in April 2023. The combined impact of further implementation progress and the proposed partial cancellation of \$60 million will be to increase commitments and disbursements to US\$94 million (63 percent) and US\$40 million (27 percent) (based on the revised loan amount of \$150 million), respectively, by June 30, 2023. The recent progress is the result of the remedial actions agreed at the May 2022 mid-term review (MTR) and undertaken subsequently. These included considerable strengthening of project management capacity as follows: (i) appointment of a new PMU Director with relevant experience; (ii) hiring of new qualified engineers; (iii) allocation of qualified staff from MOB to work on the Project on a full-time basis; (iv) hiring of a procurement consultant to support the procurement team at the PMU; (v) training of four PMT engineers in November 2022 in the two-week course on procurement and contract management provided by the International Labor Organization; and (vi) formation of a dedicated evaluation committee to evaluate bids received under the Project, instead of the central evaluation committee which was overloaded, limited in capacity, and one of the sources of



implementation delays. The client has also been responsive to the agreed actions to improve Project implementation.

4. The Project was restructured on April 12, 2021 (Restructuring Paper No. RES42812), to replace some activities that could no longer be implemented under the Project due to their lack of readiness (incomplete designs, specifications, safeguards report and bid documents), and to reallocate savings to a set of other activities that were prioritized and deemed ready for implementation at that time. However, these additional activities were not approved by the Ministry of Planning (MOP) and the Ministry of Finance (MOF) during the MTR mission, as detailed below, and will be dropped as part of this restructuring. The activities that will be dropped do not impact the Project's ability to achieve the PDO.
5. **Component 1: Institutional strengthening for integrated urban water management, utility management and creating an enabling environment for private sector participation (US\$8.475 million).** This component supports the MOB in operational and strategic decision-making on Baghdad's water security and water conservation, with a focus on improving institutional knowledge and preparedness on all aspects of water security and urban water management, including resilience (climate change adaptation measures), sustainability of water use, the potential use of groundwater, the reuse of wastewater, and storm water management. It considers different private financing models and strengthens capacity in (i) the Baghdad Water Authority's and the Baghdad Sewerage Authority's administration of their revenues, and (ii) structuring bankable projects and managing contracts. This component comprises three sub-components: (i) Baghdad water security plan (US\$1.475 million); (ii) financial management, billing and accounting systems, and client relations management (CRM) (US\$6 million); and (iii) development of a regulatory framework for private sector participation (US\$1 million). These activities are under different stages of procurement and are expected to be completed by January 2026.
6. **Component 2: Investment in drinking water supply and wastewater infrastructure (US\$199.5 million).** This component supports the MOB with infrastructure investments and covers:
 - a. Construction of the R2 concrete reservoir with a total capacity of 135,000 cubic meters to serve approximately one million people, making it an important element of Baghdad's water security plan (US\$54.99 million). The works started in February 2022 with a contract duration of 1,000 days. Physical progress is at 30 percent and financial progress is at 24 percent, which are in line with the implementation schedule; the expected completion date is September 2025.
 - b. Rehabilitation of the water supply distribution network (US\$8.94 million) - 134 km of pipe rehabilitation has been completed. Procurement of the remaining 250 km was not approved by MOP, which stated that these investments should be financed by the MOB budget. Therefore, these investments will be cancelled from the Project as part of this restructuring.
 - c. Rehabilitation of pumping stations, including the main sewerage transmission trunk lines (US\$59 million) at Doura, Habibya, the Ghazaliya sewer trunk, the four Ghazaliya sewerage stations, Ghazaliya /Khadra'a sewerage station, and Rassafa 2. Two contracts for a total value of US\$16 million have been signed and are under implementation, while the third contract with an estimated value of US\$11.4 million is at the bid evaluation stage. The remaining three contracts with an estimated total value of US\$32 million are planned to be advertised in May and June 2023. The expected completion dates for the ongoing works (Ghazaliya sewer trunk and Rasafa 2) and the planned contracts (Ghazaliya/Khadra, Ghazaliya four stations and Dora) are December 2025 and February 2026, respectively.
 - d. Rehabilitation of water and sewerage networks and pumping stations (US\$60 million) were not approved by MOP due to the change in the priorities of the MOP program. However, the Government has informed the



Bank that these activities will be financed by the MOB annual budget and will accordingly be dropped from the Project procurement plan.

7. **Component 3: Project management and monitoring and evaluation (US\$1.5 million).** This component supports the operation of the PMT at the MOB and covers (i) citizen engagement (CE) and water conservation awareness, (ii) implementation of the environmental and social management plan (ESMP), and (iii) M&E. The ESMP and M&E are being implemented appropriately, while CE and the public awareness campaign are being carried out as part of Project implementation. As noted above, the PMT was strengthened by additional staff and is providing adequate support to project implementation.

Rationale for Restructuring

8. **The pace of implementation has improved recently, however, more time is needed to complete the procured activities and to allow the Project to achieve its development objective.** The implementation of the Project has improved considerably compared to the initial years of implementation. The Government has demonstrated strong commitment to advancing project implementation, better implementation and project management arrangements are in place than at the beginning of implementation, the levels of project commitments and disbursement are increasing, and some contracts are well into implementation.
9. **Improvement of service delivery is seen as a high priority by the Government of Iraq (GOI) and the Project enjoys a high level of support in GOI.** Following the White Paper for the reform of all sectors (including water supply and sanitation) that was issued by the previous Prime Minister (PM) and endorsed in 2021 by the Cabinet of Ministers, and with the commitment of the current PM to improve the delivery of services to all Iraqis, the PM has established a special high-level committee to oversee implementation of the MOB programs. MOB management has been reorganized to align to these priorities. The Mayor of Baghdad is closely monitoring implementation of the R2 reservoir and has requested monthly updates, which have contributed to the good physical and financial progress of implementation.
10. **Mitigation of the environmental and safety risks of the unfinished works, particularly at the R2 reservoir, is important.** Due to the significant volume of excavations at the site of R2, there are considerable potential environmental and social risks if the works are adequately monitored and completed.
11. **Restructuring is needed to mitigate the financial risk for the client, as the MOB does not have the financial resources to complete the remaining works of the R2 reservoir and other ongoing sub-projects.** The closing of the Project at its current loan Closing Date of May 30, 2023, would create a significant financial problem for the MOB, as well as for the MOF.
12. **Closing the Project on May 30, 2023 could pose reputational risks for the Bank, as it may be perceived as the Bank “walking away at a time of need”.** An extension of the loan Closing Date by 36 months to allow the Project to complete its key contractual obligations and achieve the PDO using loan funds would also address this concern.
13. **Adjustments will be needed to the Project scope and costs to reflect the revised priorities of the GOI and the feasibility of implementation.** This will include adjustments to the scopes of Components 1 and 2. Under Component 2, several activities that are no longer feasible to be implemented under the Project (or those that will be financed by public funding) will be cancelled.
14. **Changes in project scope and costing, and the extension of the loan Closing Date, will necessitate changes in the results framework and other appurtenant areas,** as described in more detail below.



II. DESCRIPTION OF PROPOSED CHANGES

- 15. The proposed changes include:
 - a. *Cancellation of US\$60 million* from the loan due to the cancellation of some activities under Components 1 and 2. The cancellation will right-size the loan amount to the level needed for the implementation of the remaining project activities. The individual disbursement categories will be amended accordingly.
 - b. *Extension of the loan closing date by 36 months*, from May 30, 2023, to May 31, 2026. This will be the first extension of the loan closing date.
 - c. *Change in the Scope of Components*, as detailed below.
- 16. **Component 1: Institutional strengthening for integrated urban water management, utility management and creating an enabling environment for private sector participation.** The cost of this component will be revised to US\$6.25 million, as the estimated costs of the various activities have been adjusted. It will include the following activities: (i) Baghdad water Security plan; (ii) Financial management, billing and accounting systems (Client relations management system); and (iii) Development of a regulatory framework for private sector.
- 17. **Component 2: Investment in drinking water supply and wastewater (total cost US\$1.42.25 million).** Four activities under this component will be cancelled (Construction of the Karara - Albuaita sewer trunk and sewerage lift station, Supply and installation of odor systems in Al Kadhimiya , Dora 1, Dora 2, Kadisiya-1, Kadisiya- 2 and Kudos sewerage Pumping Stations, Renewal of Sewerage and stormwater networks in districts 305, 332, 338, 657, 679, and 885, Extension of Kadisiya - 1 Sewerage Pumping Station and transmission sewer trunk, and customer meters). The following activities will be implemented: Construction and supervision of the R2 reservoir; Dora, Habibiya, and Rasafa 1 and 2 sewerage pumping stations; Rehabilitation and supervision of Ghazalya sewerage main trunk line and pumping stations; and Renewal of five water distribution networks (321, 801, 821, 815, and 337).
- 18. **The Results Framework** will be revised to reflect some of the project scope changes and changes in indicator measurement approaches. In the case of some indicators, the targets will remain unchanged, but the end dates will be changed to the revised completion date. The revised indicators are as shown in Table 1.

Table 1: Revised Results Indicators

Original/Per Previous Restructuring	Revised Indicator	Explanation/Comments
<i>PDO Results Indicator Level</i>		
People benefiting from access to improved drinking water supply (Number, Custom).	Beneficiaries with increased number of hours of supply to 24 hr/day and with disinfection efficiency up to 99% in the project area. (hrs/day).	The definition of the indicator shall reflect that those people (1,328,000) who are already connected will benefit from an improved service of the rehabilitation of network and the construction of the R2 reservoir. Improved service (in terms of quality and quantity) is defined as increased number of hours of water supply to the people from intermediary supply of 8 hours a day to continuous supply of 24/7. In addition, this will improve the water quality by improving the disinfection ratio from 88% to 99% (the ratio of the



		number of samples with positive chemical and physical residual out of total number of samples in the locations distributed over the networks in the project area).
<i>People benefiting from access to improved sanitation (Number, Custom).</i>	Improved efficiency of wastewater flow and reduced sewage flooding in the winter season (Yes/No).	The definition of the indicator shall reflect that those people (4,754,000) who are already connected or served with wastewater services will benefit from an improved service of the rehabilitation of Ghazaliya, Doura, Habibiya and Russafa 1&2 contracts. (Existing pumps are working below design capacity). An improved service is defined as improving the efficiency of the mentioned sewerage pumping stations (head from 14m to 22m in Dora, 8m-12m in Habibiya) and reduce the possibility of sewerage flooding in winter season.
Intermediary Results Indicator Level		
Collected amount post-COVID19 (Number (Thousand), Custom).	Collected amount post-COVID19 (Number (Thousand), Custom)	Dropped
Length of water distribution networks replaced (Kilometers, Custom). Target 380 km.	Length of water distribution networks replaced (Kilometers, Custom). The revised target is 137 km.	Revised target. MOP did not approve the implementation of additional 21 water networks projects that were added during the first restructuring because according to MOP these projects shall be financed by the MOB budget.
Length of pipes of sewerage and storm water networks installed (Kilometers, Custom). The target is 22 km.	Length of pipes of sewerage and storm water networks installed (Kilometers, Custom). The revised target is 1.6 km.	Revised target. MOP did not approve the implementation of additional sewer networks projects that were added during the first restructuring because according to MOP these projects shall be financed by MOB budget.
Share of female staff in managerial positions (Percentage, Custom). Target is 50% are promoted to managerial positions	Share of female staff in managerial positions (Percentage, Custom). Target is 25% are promoted to managerial positions	BWA to improve the capacity of the female staff through training and more exposure to managerial work to enhance their skills and promote them to managerial positions.
Users satisfied by quality of water and wastewater services (Percentage, Custom)	Revised	Target and completion date were revised. From the satisfaction survey, 90% of the surveyed customers express satisfaction with the level of services in terms of quality and quantity.
Female users satisfied by quality of water and wastewater services (Percentage, Custom Breakdown)	Revised	Target and completion date were revised. From the satisfaction survey, 90% of the surveyed customers (of whom 50% are females) express satisfaction with the level of services in terms of quality and quantity.



19. **Disbursement Estimates and the Implementation Schedule** are proposed to be revised to account for the delays and to reflect the updated project costs, implementation schedule, and expected disbursements.
20. **The Financial and Economic Analyses carried out at appraisal were revised to reflect the changes in project benefits.** The results of the base case financial and economic analysis at appraisal and at restructuring are shown in the table below.

Results of the Base-case Financial and Economic Analysis at Appraisal			
Financial		Economic	
FIRR (%)	NPV (IQD M)	EIRR (%)	NPV (IQD M)
14	33,054	15	43,202
Results of the Base-case Financial and Economic Analysis at Restructuring			
FIRR (%)	NPV (IQD M)	EIRR (%)	NPV (IQD M)
9	-6,679*	11	7,201*

- Following the devaluation of the Iraqi Dinar in 2021, the exchange rate became US\$1 = IQD 1450

The reduced financial returns are a result of the GoI decision to suspend the billing for WSS services since March 2020 in response to the COVID-19 pandemic.

21. **Implementation Arrangements.** To ensure that Project implementation stays on track, progress will be monitored against the achievement of key milestones, as indicated in the Action Plan below.

Action Plan

No	Contract/Action	Indicative Completion Date/ 2023	Indicative Completion Date/2024	Indicative Completion Date/2025	Indicative Completion Date/2026
3	Al Ghazaliya sewerage four pumping stations	RFB is ready by June 15, 2023	Contract signature: Jan 15, 2024	Implementation ongoing	Completion Jan 15, 2026
4	Al Doura sewerage pumping station	RFB is ready by June 30, 2023	Contract signature: Jan 30, 2024	Implementation ongoing	Completion Jan 20, 2026
5	Commitments based on the revised loan amount after cancellation	Have reached 62% by June 30, 2023	Have reached 82% by June 30, 2024	Have reached 90% by June 30, 2024	Have reached approx. 95% by May 30, 2026
6	Disbursements based on the revised loan	27% disbursed by June 30, 2023	55% disbursed by June 30, 2024	75% disbursed by June 30, 2025	90% disbursed by May 30, 2026



		amount after cancellation				
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22. **Technical, Environmental and Social Analyses will remain unchanged.** The proposed cancellation of some of the activities and the addition of time to implement the remaining project activities will enable the Project to achieve its PDO. The project remains safeguard Category B and the environmental and social aspects will continue to be reported on the activities under Component 2 as is, with no changes required. All safeguard instruments for the original sub-projects had been prepared, consulted upon, cleared, and disclosed in country and on the Bank’s external website in an accessible form and language.

III. SUMMARY OF CHANGES

	Changed	Not Changed
Results Framework	✓	
Components and Cost	✓	
Loan Closing Date(s)	✓	
Cancellations Proposed	✓	
Reallocation between Disbursement Categories	✓	
Implementation Schedule	✓	
Economic and Financial Analysis	✓	
Implementing Agency		✓
DDO Status		✓
Project's Development Objectives		✓
PBCs		✓
Disbursements Arrangements		✓
Disbursement Estimates		✓
Overall Risk Rating		✓
Safeguard Policies Triggered		✓
EA category		✓
Legal Covenants		✓
Institutional Arrangements		✓



Financial Management		✓
Procurement		✓
Other Change(s)		✓
Technical Analysis		✓
Social Analysis		✓
Environmental Analysis		✓

IV. DETAILED CHANGE(S)

COMPONENTS

Current Component Name	Current Cost (US\$M)	Action	Proposed Component Name	Proposed Cost (US\$M)
Institutional strengthening for integrated urban water management and utility management, and creating an enabling environment for private sector engagement	8.47	Revised	Institutional strengthening for integrated urban water management and utility management, and creating an enabling environment for private sector engagement	6.25
Investment in drinking water supply and wastewater infrastructure	199.50	Revised	Investment in drinking water supply and wastewater infrastructure	142.25
Project management and M&E	1.50	No Change	Project management and M&E	1.50
TOTAL	209.47			150.00

LOAN CLOSING DATE(S)

Ln/Cr/Tf	Status	Original Closing	Revised Closing(s)	Proposed Closing	Proposed Deadline for Withdrawal Applications
IBRD-87960	Effective	30-May-2023		31-May-2026	30-Sep-2026



CANCELLATIONS

Ln/Cr/Tf	Status	Currency	Current Amount	Cancellation Amount	Value Date of Cancellation	New Amount	Reason for Cancellation
IBRD-87960-001	Disbursing&Repaying	USD	210,000,000.00	60,000,000.00	02-Apr-2023	150,000,000.00	BORROWER'S REQUEST FOR COUNTRY REASONS

REALLOCATION BETWEEN DISBURSEMENT CATEGORIES

	Current Allocation	Actuals + Committed	Proposed Allocation	Financing % (Type Total)	
				Current	Proposed
IBRD-87960-001 Currency: USD					
iLap Category Sequence No: 1				Current Expenditure Category: G CW NCS CS T IOC	
	209,475,000.00	34,374,109.28	149,475,000.00	100.00	100.00
iLap Category Sequence No: FEF				Current Expenditure Category: FRONT END FEE	
	525,000.00	525,000.00	525,000.00		
Total	210,000,000.00	34,899,109.28	150,000,000.00		



Results framework

COUNTRY: Iraq

Baghdad Water Supply and Sewerage Improvement Project

Project Development Objectives(s)

The Project Development Objective (PDO) is to improve the quality of drinking water supply and wastewater services in Baghdad.

Project Development Objective Indicators by Objectives/ Outcomes

Indicator Name	PBC	Baseline	Intermediate Targets								End Target
			1	2	3	4	5	6	7	8	
Improve the quality of drinking water supply in Baghdad (Action: This Objective has been Revised)											
Beneficiaries with increased number of hours of supply to 24 hr/day and with disinfection efficiency up to 99% in the project area. (Hours)		8.00	8.00	8.00	8.00	8.00	12.00	12.00	20.00	24.00	24.00
<i>Rationale:</i>											
<i>Action: This indicator has been Revised</i> The benefited people are 1,328,000. No additional people will benefit from the new improvement, but the same people will have better services quality due to increasing of services hours and the reduction of the disinfection rate.											
Improve the wastewater services in Baghdad (Action: This Objective has been Revised)											
Improved efficiency of wastewater flow and reduced sewage flooding in the winter season (Yes/No)		No	No	No	No	No	No	No	No	Yes	Yes



Indicator Name	PBC	Baseline	Intermediate Targets								End Target
			1	2	3	4	5	6	7	8	
<p>Rationale: <i>Action: This indicator has been Revised</i> The benefited people are 4,754,000. No additional people will benefit from the new improvement, but the same people will have better services due to the improvement of the efficiency of the wastewater flow.</p>											

Intermediate Results Indicators by Components

Indicator Name	PBC	Baseline	Intermediate Targets								End Target	
			1	2	3	4	5	6	7	8		
<p>Institutional strengthening for integrated urban water management and utility management, and creating an enabling environment for private sector engagement (<i>Action: This Component has been Revised</i>)</p>												
Water security plan including groundwater management plan for the city of Baghdad prepared and approved (Yes/No)	No	No	No	No	No	No	No	No	No	Yes	Yes	Yes
<p>Rationale: <i>Action: This indicator has been Revised</i> Remains the same, however, revised completion date.</p>												
Framework for private sector participation developed (Yes/No)	No	No	No	No	No	No	No	No	No	Yes	Yes	Yes



Indicator Name	PBC	Baseline	Intermediate Targets								End Target
			1	2	3	4	5	6	7	8	
Action: This indicator has been Revised	Rationale: <i>Remains the same, however, revised completion date.</i>										
Customer relations management system installed and operational (Yes/No)	No	No	No	No	No	No	No	No	Yes	Yes	Yes
Action: This indicator has been Revised	Rationale: <i>Remains the same, however, revised completion date</i>										
Investment in drinking water supply and wastewater infrastructure (Action: This Component has been Revised)											
Capacity of the reservoir constructed (Cubic Meter(m3))	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	135,000.00	135,000.00
Action: This indicator has been Revised	Rationale: <i>Remains the same, however, revised completion date.</i>										
Volume of wastewater collected (MCM/year) (Cubic meters/year)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	40.00	80.00	162.00	162.00
Action: This indicator has been Revised	Rationale: <i>Remains the same, however, revised completion date.</i>										



Indicator Name	PBC	Baseline	Intermediate Targets								End Target	
			1	2	3	4	5	6	7	8		
Collected amount post-COVID19 (Number (Thousand))		0.00	3,000,000.00	6,000,000.00	9,000,000.00	12,000,000.00	15,000,000.00					20,000,000.00
Action: This indicator has been Marked for Deletion												
Length of distribution networks replaced (Kilometers)		0.00	0.00	0.00	26.00	52.00	137.00	137.00	137.00	137.00	137.00	137.00
Action: This indicator has been Revised <i>Rationale:</i> <i>The end target will be <u>lowered from 380 km to 137 km</u> as a result of GOI's decision to finance these contracts from the budget.</i>												
Length of pipes of sewerage and storm water networks installed (Kilometers)		0.00	0.00	0.00	0.00	0.00	0.00	0.32	0.50	1.60	1.60	1.60
Action: This indicator has been Revised <i>Rationale:</i> <i>The end target will be changed from 22 km to 1.6km as a result of GOI's decision to finance these contracts from the budget</i>												
Project management, studies and M&E (Action: This Component has been Revised)												
Number of female technical and managerial staff who have attended training (Number)		0.00	5.00	15.00	15.00	15.00	15.00	35.00	50.00	50.00	50.00	50.00
Action: This indicator has been Revised <i>Rationale:</i> <i>Remains the same, however, revised completion date.</i>												



Indicator Name	PBC	Baseline	Intermediate Targets								End Target	
			1	2	3	4	5	6	7	8		
Share of female staff in managerial positions (Percentage)		15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	20.00	25.00	25.00
Action: This indicator has been Revised	Rationale: <i>The original target is too ambitious with respect to the MOB and BWA institutional framework and HR plans.</i>											
Grievance Redress Mechanism established and operational (Yes/No)		No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Action: This indicator has been Revised	Rationale: <i>Remains the same, however, revised completion date.</i>											
Users satisfied by quality of water and wastewater services (Percentage)		0.00	0.00	0.00	40.00	60.00	70.00	70.00	70.00	70.00	90.00	90.00
Action: This indicator has been Revised	Rationale: <i>Target and completion date were revised. From the satisfaction survey, 90% of the surveyed customers express satisfaction with the level of services in terms of quality and quantity.</i>											
Female users satisfied by quality of water and wastewater		0.00	0.00	0.00	40.00	60.00	70.00	70.00	70.00	70.00	90.00	90.00



Indicator Name	PBC	Baseline	Intermediate Targets								End Target
			1	2	3	4	5	6	7	8	
services (Percentage)											
Action: This indicator has been Revised	Rationale: <i>Target and completion date were revised. From the satisfaction survey, 90% of the surveyed customers (of whom 50% are females) express satisfaction with the level of services in terms of quality and quantity.</i>										



The World Bank

Baghdad Water Supply and Sewerage Improvement Project (P162094)
