



MX Oaxaca WSS Sector Modernization (P145578)

LATIN AMERICA AND CARIBBEAN | Mexico | Water Global Practice | Requesting Unit: LCC1C | Responsible Unit: SLCWA
IBRD/IDA | Program-for-Results Financing | FY 2014 | Team Leader(s): Diego Juan Rodriguez

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Program Development Objectives

Program Development Objective (from Program Appraisal Document)

The Program Development Objective is to support the improvement of the institutional framework of the water supply and sanitation sector of the State of Oaxaca, and to improve the quality and sustainability of water supply service in selected urban areas.

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	☐ Moderately Satisfactory	☐ Moderately Unsatisfactory
Overall Implementation Progress (IP)	☐ Moderately Satisfactory	☐ Moderately Unsatisfactory

Implementation Status and Key Decisions

The Project will close on January 31, 2021. A final verification cycle is being prepared and a disbursement is being processed.

Data on Financial Performance

Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P145578	IBRD-83860	Effective	USD	55.00	55.00	0.00	15.05	39.95	27%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P145578	IBRD-83860	Effective	06-Jun-2014	13-Jun-2014	02-Oct-2014	31-Dec-2019	31-Jan-2021

DLI Disbursement

DLI ID	DLI Type	Description	Coc	DLI Amount	Achievement Status	Disbursed amount in Coc	Disbursement % for DLI
Loan: IBRD83860-001							



1a	Regular	DLR 1(a)	USD	2,000,000.00	Partially Achieved	1,059,891.57		53 %
1bi	Regular	DLR 1(b)(i)	USD	500,000.00	Not Achieved	0.00		
1bii	Regular	DLR 1(b)(ii)	USD	500,000.00	Not Achieved	0.00		
1biii	Regular	DLR 1(b)(iii)	USD	500,000.00	Not Achieved	0.00		
1biv	Regular	DLR 1(b)(iv)	USD	500,000.00	Not Achieved	0.00		
1bv	Regular	DLR 1(b)(v)	USD	500,000.00	Not Achieved	0.00		
21i	Regular	DLR 2.1 (i)	USD	1,000,000.00	Fully Achieved	1,000,000.00		100 %
21iiA	Regular	DLR 2.1(ii)A	USD	1,500,000.00	Partially Achieved	1,275,000.00		85 %
21iiB	Regular	DLR 2.1(ii)B	USD	1,500,000.00	Partially Achieved	914,142.42		61 %
21iiC	Regular	DLR 2.1(II)C	USD	1,500,000.00	Partially Achieved	1,275,000.00		85 %
Loan: IBRD83860-002								
21.3a	Regular	DLR 2.1 (iii) a	USD	2,000,000.00	Not Achieved	0.00		
21.3b	Regular	DLR 2.1 (iii) b	USD	2,000,000.00	Not Achieved	0.00		
2.2i	Regular	DLR 2.2 (i)	USD	1,000,000.00	Not Achieved	0.00		
2.2ii	Regular	DLR 2.2 (ii)	USD	1,000,000.00	Not Achieved	0.00		
22iii	Regular	DLR 2.2 (iii)	USD	1,000,000.00	Not Achieved	0.00		
3.1	Regular	DLR 3.1	USD	2,000,000.00	Fully Achieved	2,000,000.00		100 %
3.2i	Regular	DLR 3.2 (i)	USD	5,000,000.00	Not Achieved	0.00		
3.2ii	Regular	DLR 3.2 (ii)	USD	15,000,000.00	Not Achieved	0.00		
3.3i	Regular	DLR 3.3 (i)	USD	3,500,000.00	Partially Achieved	2,333,333.33		67 %
3.3ii	Regular	DLR 3.3 (ii)	USD	10,500,000.00	Not Achieved	0.00		
4	Regular	DLR 4	USD	2,000,000.00	Partially Achieved	235,398.00		12 %

Program Action Plan

Action Description	Ensure that SAPAO has the necessary institutional capacity to implement the Program in accordance with its fiduciary arrangements				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		Client	Recurrent	Continuous	Completed



Completion Measurement	Performed during project design
Comments	

Action Description	Ensure that SAPAO has the necessary institutional capacity to implement the Program in accordance with its fiduciary arrangements				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		Client	Recurrent	Continuous	Completed
Completion Measurement	Performed during project design				
Comments					

Action Description	Ensure that there is a social and environmental management unit (with at least 2 social and 1 environmental specialist in SAPAO and 4 social and 2 environmental specialists in CEA, all full-time), and that sufficient resources are allocated				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		Client	Recurrent	Continuous	Completed
Completion Measurement	Necessary staff are in place.				
Comments					

Action Description	Prepare and adopt an Environmental and Social Management Manual, and ensure that CEA and SAPAO implement a training program on environmental and social management, using the ESMM's guidelines				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		Client	Recurrent	Continuous	Completed
Completion Measurement	Training was done internally CEA and CEA Operators, and SAPAO; and externally to: Municipal authorities and teams, Supervisors, Contractors, Works Committees and neighborhood representatives, and Comvives (the latter in Oaxaca City); in 2018 and 201				
Comments					

Action Description	Ensure that the SCTG's internal control Delegations in SEFIN, CEA and SAPAO, in accordance with the recent modification of the State of Oaxaca's Executive Authority, are operating				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		Client	Recurrent	Continuous	Completed



Completion Measurement	The internal control framework put in place by the Ministry of Government Control and Transparency ('Secretaria de la Contraloria y Transparencia Gubernamental', SCTG) in the State of Oaxaca, is applied to this Project.
Comments	

Action Description	Ensure the efficient management of the initiation of contracting procedures under the CONAGUA programs				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		Client	Recurrent	Continuous	Completed
Completion Measurement	The new package of investments that is now in implementation considers different sources of financing. The State works very closely with the regional office of Conagua to ensure the proper design and implementation.				
Comments	This was done by revisions made by Procurement during supervision missions				

Action Description	Promote competition, efficiency, transparency and economy in the procurement procedures (contracting of goods, services, works and works-related services) of CEA and SAPAO				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		Client	Recurrent	Continuous	Completed
Completion Measurement	In the last full supervision mission the Bank team confirmed that the totality of the procedures were done following competitive methods.				
Comments					

Action Description	Ensure that CEA and SAPAO coordinate annually with SEMAEDESO, SEMARNAT, the municipalities and INAH, if required, with the objective of complying with applicable environmental legislation, as stipulated in the ESMM.				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		Client	Recurrent	Yearly	Completed
Completion Measurement	The State continues to organize meetings with Conagua, Semarnat and municipalities. A meeting with INAH took place in the early implementation stage and others will be organized as needed.				
Comments					

Action Description	Ensure that CEA and SAPAO keep their Internet portals updated (including financial information) on a quarterly basis, in accordance with the regulation of the National Council for the Harmonization of Accounting Standards, in terms of transparency.				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		Client	Recurrent	Continuous	Completed



Completion Measurement	The Secretary of Finance has developed an internet page for the program and also mainstreamed the program into the Secretary's financial system.
Comments	

Risks

Systematic Operations Risk-rating Tool

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

Results

PDO Indicators by Objectives / Outcomes

Improvement of the institutional framework of the water supply and sanitation sector				
▶ Modernized institutional framework of the WSS sector (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	1 water utility decentralized, no tools prepared or in place	1 water utility decentralized, no tools prepared or in place	7 water utilities decentralized, all equal tools prepared, and all monitoring tools in place and being used
Date	06-Jun-2014	27-Apr-2020	26-Jan-2021	31-Jan-2021
Comments				
Improvement of the quality and sustainability of water supply service in selected urban areas				
▶ People in urban areas provided with sustainable and improved water service quality under the Program (Number, Custom)				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	331,564.00	650,000.00
Date	06-Jun-2014	27-Apr-2020	26-Jan-2021	31-Jan-2021
Comments				
► Direct Program beneficiaries (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	331,564.00	650,000.00
Date	06-Jun-2014	27-Apr-2020	26-Jan-2021	31-Jan-2021
Comments				
<input type="checkbox"/> Of whom are female (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	52.86	52.00
► Water utilities that the Program is supporting (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	19.00	19.00	19.00
Date	06-Jun-2014	27-Apr-2020	26-Jan-2021	31-Jan-2021
Comments				

Intermediate Results Indicators by Results Areas

1. Modernization of the legal and regulatory framework of the WSS sector in the State				
► New State Water and Sanitation Law submitted to Congress (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	06-Jun-2014	27-Apr-2020	26-Jan-2021	31-Jan-2021
Comments				
► Rural and Urban Strategy and Public Expenditure Review for the WSS sector successfully completed (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes



Date	06-Jun-2014	27-Apr-2020	26-Jan-2021	31-Jan-2021
Comments				

2. Improvement of water services in Oaxaca Metropolitan Area

► Percentage of active users with continuous service in the selected sector (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	30.00	100.00
Date	06-Jun-2014	27-Apr-2020	26-Jan-2021	31-Jan-2021
Comments				

► Commercial efficiency in the selected sector (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	49.00	49.00	49.00	90.00
Date	06-Jun-2014	27-Apr-2020	26-Jan-2021	31-Jan-2021
Comments				

► Percentage of samples tested complying with bacteriological, residual chlorine, iron, manganese, color parameters of the drinking water norm in the selected sector (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	100.00
Date	06-Jun-2014	27-Apr-2020	26-Jan-2021	31-Jan-2021
Comments				

3. Improvement of water services in secondary towns

► Number of selected water utilities with an approved program of interventions of immediate impact (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	18.00	18.00	18.00
Date	06-Jun-2014	27-Apr-2020	26-Jan-2021	31-Jan-2021
Comments				

► Number of selected water utilities with improved service continuity (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	1.00	18.00



Date	06-Jun-2014	27-Apr-2020	26-Jan-2021	31-Jan-2021
Comments				
► Number of selected water utilities whose service revenue is greater than their operating expenses (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	2.00	2.00	18.00
Date	06-Jun-2014	27-Apr-2020	26-Jan-2021	31-Jan-2021
Comments				

4. Improvement of WSS information in rural areas				
► Percentage of localities in priority segment with information integrated in Rural Water and Sanitation Information System (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	11.79	11.79	100.00
Date	06-Jun-2014	27-Apr-2020	26-Jan-2021	31-Jan-2021
Comments				
► Pilot approaches to providing sustainable rural WSS implementation and support services designed (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	06-Jun-2014	27-Apr-2020	26-Jan-2021	31-Jan-2021
Comments				

Disbursement Linked Indicators

► DLI 1 DLI 1.1: New State Water and Sanitation Law submitted to Congress (Intermediate Outcome, 2,000,000.00, 100%)				
	Baseline	Actual (Previous)	Actual (Current)	Year 4
Value	No	Yes	Yes	Yes
Date	06-Jun-2014	25-Jun-2019	26-Jan-2021	--
Comments				

► DLI 2 DLI 1.2: Regulation of State Water and Sanitation Law prepared and published in the Official Gazette of the State - Standard regulation for prov (Intermediate Outcome, 2,500,000.00, 0%)				
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	Baseline	Actual (Previous)	Actual (Current)	Year 4
Value	No	Yes	No	Yes
Date	06-Jun-2014	25-Jun-2019	26-Jan-2021	--
Comments				

► DLI 3 DLI 2.1.1: Preparation of the Expedientes Tecnicos for the rehabilitation and/or construction of the selected sector's macro and micro distribution sy (Output, 1,000,000.00, 100%)

	Baseline	Actual (Previous)	Actual (Current)	Year 4
Value	No	Yes	Yes	Yes
Date	06-Jun-2014	25-Jun-2019	26-Jan-2021	--
Comments SAPAO completed the preparation of the <i>Expedientes Técnicos</i> for the rehabilitation and/ or construction of the Micro Distribution System and Macro Distribution System of the San Juan Chapultepec Sector.				

► DLI 4 DLI 2.1.2: Construction of the selected sector's macro distribution (Output, 4,500,000.00, 100%)

	Baseline	Actual (Previous)	Actual (Current)	Year 4
Value	No	Yes	Yes	Yes
Date	06-Jun-2014	25-Jun-2019	26-Jan-2021	--
Comments				

► DLI 5 DLI 2.1.3: Percentage of active users with continuous service in the selected sector (Outcome, 4,000,000.00, 30%)

	Baseline	Actual (Previous)	Actual (Current)	Year 4
Value	0.00	0.00	30.00	100.00
Date	06-Jun-2014	25-Jun-2019	26-Jan-2021	--
Comments				

► DLI 6 DLI 2.2 Commercial efficiency in the selected sector (Intermediate Outcome, 3,000,000.00, 0%)

	Baseline	Actual (Previous)	Actual (Current)	Year 4
Value	49.00	49.00	49.00	90.00
Date	06-Jun-2014	25-Jun-2019	26-Jan-2021	--
Comments				



► DLI 7 DLI 3.1: Number of selected water utilities with an approved program of interventions of immediate impact (Output, 2,000,000.00, 100%)				
	Baseline	Actual (Previous)	Actual (Current)	Year 4
Value	0.00	18.00	18.00	18.00
Date	06-Jun-2014	25-Jun-2019	26-Jan-2021	--
Comments	The 18 programs of interventions were completed.			

► DLI 8 DLI 3.2: Number of selected water utilities with improved service continuity (Outcome, 20,000,000.00, 12%)				
	Baseline	Actual (Previous)	Actual (Current)	Year 4
Value	0.00	0.00	1.00	18.00
Date	06-Jun-2014	25-Jun-2019	26-Jan-2021	--
Comments				

► DLI 9 DLI 3.3: Number of selected water utilities whose service revenue is greater than their operating expenses (Intermediate Outcome, 14,000,000.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	Year 4
Value	0.00	2.00	2.00	18.00
Date	06-Jun-2014	25-Jun-2019	26-Jan-2021	--
Comments	2 water utilities have revenues greater than their operating expenses.			

► DLI 10 DLI 4.1: Percentage of localities in selected segment with information integrated in Rural Water and Sanitation Information System (Process, 2,000,000.00, 12%)				
	Baseline	Actual (Previous)	Actual (Current)	Year 4
Value	0.00	30.00	11.77	100.00
Date	06-Jun-2014	25-Jun-2019	26-Jan-2021	--
Comments				