



GZ-Water Sector Capacity Building (P117443)

MIDDLE EAST AND NORTH AFRICA | West Bank and Gaza | Water Global Practice |
Special Financing | Technical Assistance Loan | FY 2011 | Seq No: 13 | ARCHIVED on 01-Jun-2017 | ISR27986 |

Implementing Agencies: Ministry of Finance, Palestinian Water Authority

Key Dates

Key Project Dates

Bank Approval Date:31-Mar-2011

Effectiveness Date:29-Jul-2011

Planned Mid Term Review Date:28-Jan-2013

Actual Mid-Term Review Date:22-Apr-2013

Original Closing Date:31-Dec-2015

Revised Closing Date:31-Dec-2017

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The Project's development objective is to strengthen the capacity of the PWA to more effectively plan, monitor, and regulate water sector development in the West Bank and Gaza.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

Components

Name

Technical Planning and Advisory Team (TPAT):(Cost \$4.90 M)

Supplementary Studies and Training:(Cost \$0.30 M)

Project Management:(Cost \$0.80 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	● Moderately Satisfactory	● Moderately Satisfactory
Overall Implementation Progress (IP)	● Moderately Satisfactory	● Moderately Satisfactory
Overall Risk Rating	● Substantial	● High



Implementation Status and Key Decisions

The new water law, which was the main result under the Project, stated new water sector structure, at the national level: (i) Palestinian Water Authority will be responsible for policy making, planning and follow the sector restructuring, (ii) the Water Sector Regulatory Council (WSRC) to monitor and regulate the service provider performance, (iii) the Water National Company to be established to provide bulk water supply, while at the local (service delivery) level, (iv) viable water utilities to provide water for domestic use and (v) the water users associations to provide water for irrigation purposes.

Many outputs (policies, strategies, plans, bylaws, regulations, working procedures, etc.) have been developed in drafts or final versions under the project, which are very important for the water sector development and for the PWA institutional capacity. The capacity of PWA as the policymaking and general planning body has been improving because the PWA staff are leading the development and implementation of these policies and plans and training was conducted in this regards. However, the PWA need to redeploy its staff on the new organization structure that should be approved by the Cabinet of Ministers, so the staff would be more proactive and responsive to the sector needs. Furthermore, by completing the water sector structuring at different institutional level, PWA would delegate further the project implementation for these levels to improve their infrastructure and the service delivery.

On the other hand, the WSRC is progressing toward being the regulator, where it has recruited most needed staff, developed internal bylaws and regulations, conducted several workshops with the service providers to inform about its mandate and the expected relationship between them and the service providers. It also collected data from main service providers and developed three monitoring reports on their performance for years 2013, 2014 and 2015. The financial sustainability of the WSRC hinges on the approval of the licensing bylaw, which is drafted and need to be approved by the CoM. Lately, PWA, WSRC and the office of the Prime Minister met and agreed to expedite the finalization and approval of the licensing bylaw before the end of 2017.

To complete the water sector restructuring process, the PWA shall establish the National Water Company (NWC), they have completed the road map that suggested the way forward. PWA started approaching donors to support the action plan, which starts by improving the ongoing the West bank Water department, which is the bulk water supply institution and then integrated with the NWC that would be established along the way.

At the Local level, a road map to establish the water Regional Utilities (WRUs) is being developed and the final draft has been discussed in a workshop attended by stakeholders. The World Bank next operation would support the establishment of viable water utilities at the local level.

Following the development of the road maps, PWA shall develop two bylaws for the establishment of the NWC and the WRUs, while the latter is in draft already.



Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	--	● High	● High
Macroeconomic	--	● High	● High
Sector Strategies and Policies	--	● Moderate	● Substantial
Technical Design of Project or Program	--	● Moderate	● Moderate
Institutional Capacity for Implementation and Sustainability	--	● Substantial	● Substantial
Fiduciary	--	● Moderate	● Substantial
Environment and Social	--	● Low	● Low
Stakeholders	--	● Substantial	● Substantial
Other	--	--	--
Overall	--	● Substantial	● High

Results

Project Development Objective Indicators

▶ Sector Reform Planning Document developed, Updated yearly approved yearly by PWA and COMSC (Yes/No, Custom)

Baseline	Actual (Previous)	Actual (Current)	End Target



Value	N	Y	Y	Y
Date	01-Jan-2011	01-Nov-2016	28-Apr-2017	31-Dec-2017

► Water law is updated and consulted with stakeholders and approved by responsible Authorities (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	Y	Y	Y
Date	01-Jan-2011	01-Nov-2016	28-Apr-2017	31-Dec-2017

► Water Sector Policy and Strategy approved by PWA (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	Y	Y	Y
Date	01-Jan-2011	01-Nov-2016	28-Apr-2017	31-Dec-2017

► WSRC is strengthened and Functional (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Not available	--	WSRC has been established, staffed, strategy underdevelopment.	WSRC established, staffed, strategies, and bylaws approved and under implementation
Date	24-Jun-2015	01-Nov-2016	28-Apr-2017	31-Dec-2017

Comments

- BoD appointed. CEO , procurement and financial staff recruited and other needed staff were appointed, office rented, equipped and furnished.
- Organizational Structure and job description developed and submitted to the CoM and approved, strategy is under preparation, communication plan prepared and is under implementation.
- No licensing fee from service providers collected so far as the licensing bylaw is not approved by the Cabinet of Ministers yet, therefore



the institutional sustainability still not achieved.

► Monitoring Reports on Service Providers performance are developed and published annually (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	None	TWO Report finalized for 2013 AND 2014	Three Reports were finalized for 2013, 2014 and 2015	Annual report is developed and disclosed
Date	03-Mar-2011	01-Nov-2016	28-Apr-2017	31-Dec-2017

Comments

- Service Providers Performance Report for years 2013 was done jointly with the PWA, while the WSRC published the reports for the 2014 and 2015.
- Comparative reports of 2013-2014 and 2014-2015 were developed and published.
- Key indicators description manual was prepared and distributed to service providers.

Overall Comments

Intermediate Results Indicators

► Quarterly Status Memoranda on Sector Reform produced (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	Y	Y	Y
Date	01-Jan-2011	01-Nov-2016	28-Apr-2017	31-Dec-2017



► New PWA organizational structured established and the redeployed staff implement its functions based on the developed job descriptions (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Done, but still needs the Cabinet of Ministers endorsement.	Done, but still needs the Cabinet of Ministers endorsement.	Yes
Date	01-May-2011	01-Nov-2016	28-Apr-2017	31-Dec-2016

Comments

The Organizational structure approval shall pass through long approval process by different government agencies (i.e. PWA as the subject institution, the General Employees Council Committee, The cabinet of minister specialized committee, then the approval from the Cabinet of Ministers). The PWA organizational structure now is at the cabinet of ministers specialized committee.

► Technical regulations, guidelines, standards, are reviewed/ updated/, developed (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	12.00	12.00	14.00
Date	01-May-2011	31-Aug-2015	02-May-2017	31-Dec-2017

Comments

The list of technical regulations, guidelines, and standards:

1. Water Resources (WR) drilling, abstraction.
2. WR and facilities protection.
3. House connection regulations (endorsed)
- 4-Technical Guidelines for the Project Management Unit (PMU)
- 5-PMU Financial Guidelines
- 6-Drinking water quality standards
- 7-PWA regulation on water tariff
- 8-PWA guidelines produced on Planning & Design
- 9-PWA guidelines produced on Fin & Adm.
- 10- Standard Operation Procedure to PWA completed
- 11- Licensing of services providers Regulation
- 12-Unified Water & Wastewater Tariff & Connection Services Fees
- In progress
- 13-Updated Water & WW Sector Specifications & Design Guidelines
- 14- Tariff Guideline will be developed as soon as WSRC initiative of this topic is verified



► Water Regulatory Council establishment action Plan and Bylaw developed (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes (partially)	Yes (partially)	Yes
Date	01-Jan-2011	01-Nov-2016	28-Apr-2017	31-Dec-2017

Comments

Strategy and Action plan were completed and bylaws were submitted for the Cabinet of Ministers (CoM) approval. Staff started working on the mandate and issued 3 monitoring reports for years 2013, 2014, and 2015. The WSRC didn't yet act in licensing the service providers as the bylaw still needs the approval of the CoM.

► National Water Company Bylaw developed (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No, still in draft	Yes
Date	01-Jan-2011	05-Oct-2015	28-Apr-2016	31-Dec-2017

Comments

The PWA has almost finalized a road map for the establishment of the National Water Company (NWC). Bylaw is in draft and need to be consulted with stakeholders before it goes to the CoM for approval.

► Regional Water Utilities Bylaw developed (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No, still in draft	Yes
Date	01-Jan-2011	01-Nov-2016	28-Apr-2017	31-Dec-2017

Comments

The road map study and report were finalized and the bylaw is in draft. The bylaw needs to be consulted with the stakeholders before it goes to the CoM for approval.



► Strategies produced and consulted (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	7.00	10.00	9.00
Date	01-Apr-2011	01-Nov-2016	28-Apr-2017	31-Dec-2017

Comments

- 1-Strategy of sustainable financing for the water facilities
- 2-Non Revenue Water Strategy
- 3-Communication Strategy
- 4-Sludge disposal Strategy
- 5-Cappacity development Strategy
- 6- PWA Strategic Plan (2015 -2017)
- 7-General Policy for Water Demand Management Concepts and Principals
- 8-Strategies covering-Public Awareness and civil engagement
- 9-WSRC Strategic plan was completed
10. Trans boundary water strategy.

► Plans and planning support tools developed (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	9.00	13.00	16.00
Date	01-May-2011	01-Nov-2016	28-Apr-2017	31-Dec-2015

Comments

Plans and planning tools were developed (more than target)

- 1 . WSRC communication plan was completed**
- 2 . Surface water and groundwater models produced**
- 3 . Assessment of Hydro monitoring equipment, and specifications produced**
- 4 . Methodology for Planning and Standard Formats produced**
- 5 . Master Plan N-NE West Bank produced**
- 6 . Communication plan produced**
- 7 . PWA Implementation (business) Plan for 2015**
- 8 . PWA Human Resource System**
- 9 . PWA Implementation (business) Plan for 2016**
- 10 . Complains strategy and system is developed at national level**
- 11 . National Water Safety Plan (2012-2032)**
- 12 . PWA implementation (business) plan for 2017.**
- 13 . Climate change mitigation measures**

In Progress:

14. Water Information System developed and under implementation: There are 2 MIS systems (LIMIS and WDIS) system will be tendered



very soon.

15. Public Awareness Action Plan in preparation phase

16. Licensing for drilling and abstraction data base system in development phase (internal development by PWA)

► Relevant Studies conducted (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	3.00	3.00	3.00
Date	01-May-2011	01-Nov-2016	01-Nov-2016	31-Dec-2015

Comments

List of Studies:

- **Assessment of Acquired Regional Experience on Wastewater Treatment, Reuse and Sludge Management Study**
- **A legal study was completed by the WSRC,**
- **Wastewater and desalination study was completed WSRC**

► WSRC strategy and implementation plan developed and implemented (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	N	Y	Y
Date	03-Mar-2011	01-Nov-2016	28-Apr-2017	30-Jun-2017

Comments

Strategic plan and other technical regulations and tools were completed by the WSRC.



► WSRC Information system created and maintained (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	N	N	Y
Date	03-Mar-2011	01-Nov-2016	28-Apr-2017	30-Jun-2017

Comments

It's in the final stages. It would be operational by June 2017

► WSRC Technical regulations, guidelines, standards, and systems are reviewed/ updated/, developed (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	11.00	11.00	11.00
Date	03-Mar-2011	01-Nov-2016	28-Apr-2017	30-Jun-2017

Comments

WSRC has developed several Technical regulations, guidelines, standards, and systems as listed below:

Four systems and regulations were produced on (i) administration, (ii) finance, (ii) procurement, (iii) Human Resources (HR), and (iv) internal regulations.

Technical regulations and standards were established for: (i) Wastewater monitoring procedures completed, (ii) Water monitoring modules, (iii) Licensing procedures and (iv) individual service providers targets, (v) licensing procedure and (vi) comprehensive reporting toward benchmarking

Three activities are under development: (i) incentives, (ii) inspection procedures and (iii) Complaints system

► PWA's improved capacities are effectively applied as measured by (i) 85 Staff Trained; Among which 18 females, and (ii) 14 TrainingCourses conducted (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	95.00	85.00
Date	01-Jan-2011	--	28-Apr-2017	31-Dec-2017

Comments

19 training course (technical, management, financial, etc.) were provided where 95 staff members were trained among those 30 females.



Overall Comments

PWA and the WSRC have developed many of the needed strategies, plans, procedures, systems and tools for the water sector and for their institutions as have been highlighted under the indicators. However, the reform in the water sector still need some important elements to complete, which are:

1. The establishment of the national water company, which this project can produce the bases (bylaw) for next operation to complete.
2. The establishment of water utilities, which of course may take several years, but this project will help in develop the essential tools (the bylaw) for to start the process.
3. The licensing bylaw for the service providers, which will help in the sustainability of the WSRC.
4. More capacity building still needed for the PWA and the WSRC to help them apply the new mandate as described in the new water law.

Data on Financial Performance

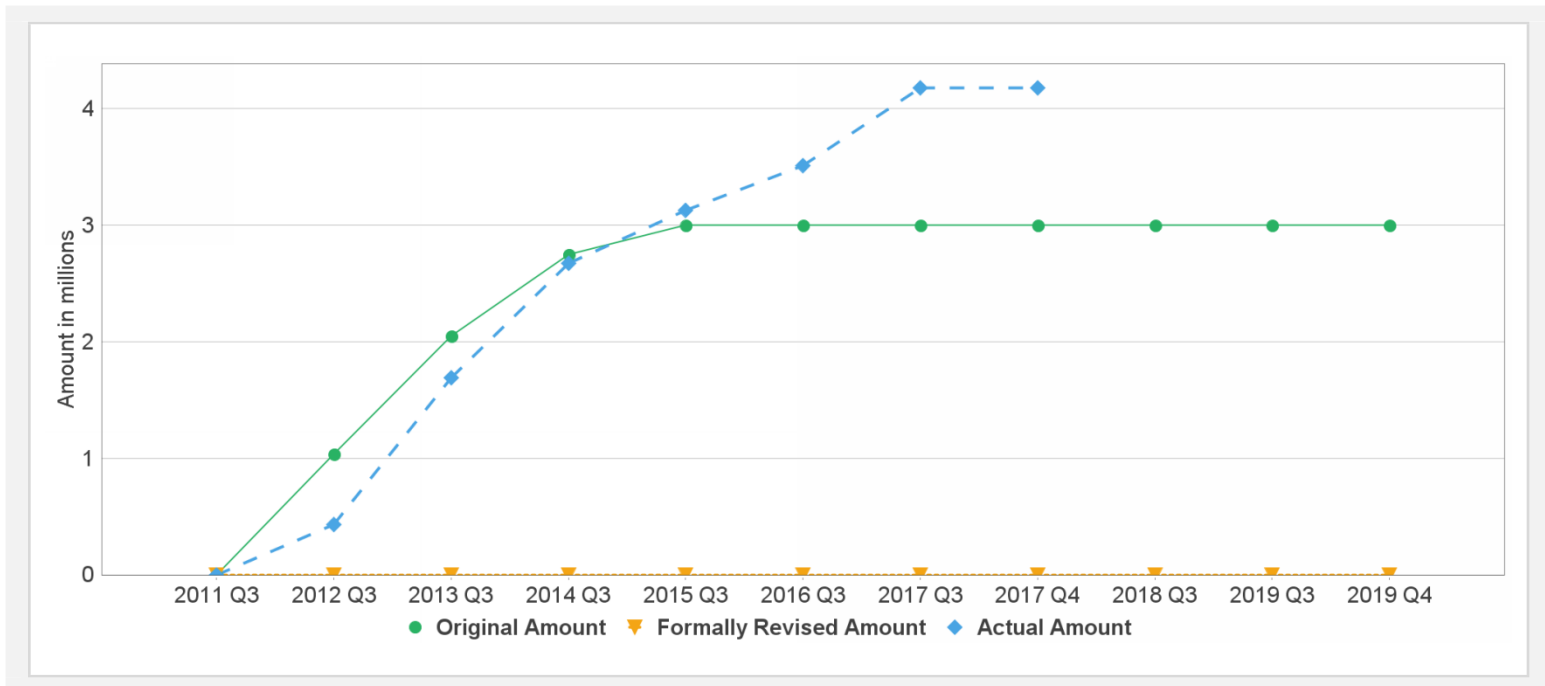
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P117443	TF-15756	Effective	USD	3.00	3.00	0.00	1.18	1.82	 39%
P153889	TF-19350	Closed	USD	2.00	0.00	2.00	0.00	0.00	 100%
P117443	TF-99491	Effective	USD	3.00	3.00	0.00	3.00	0.00	 100%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P117443	TF-15756	Effective	05-Feb-2014	18-Feb-2014	02-Jun-2014	31-Dec-2015	31-Dec-2017
P153889	TF-19350	Closed	02-Jul-2015	02-Jul-2015	08-Jul-2015	31-Dec-2017	30-Oct-2015
P117443	TF-99491	Effective	03-May-2011	03-May-2011	29-Jul-2011	31-Jul-2014	31-Dec-2017

Cumulative Disbursements



Restructuring History

There has been no restructuring to date.

Related Project(s)

P153889- Water Sector Capacity Building Project Additional Financing