



Modernization of Water Supply and Sanitation Services (P157043)

LATIN AMERICA AND CARIBBEAN | Peru | Water Global Practice |
IBRD/IDA | Investment Project Financing | FY 2019 | Seq No: 6 | ARCHIVED on 22-Dec-2020 | ISR44879 |

Implementing Agencies: Republic of Peru, Technical Organization for the Administration of WSS Services (OTASS)

Key Dates

Key Project Dates

Bank Approval Date: 26-Jul-2018

Effectiveness Date: 16-May-2019

Planned Mid Term Review Date: 31-May-2021

Actual Mid-Term Review Date:

Original Closing Date: 31-Dec-2023

Revised Closing Date: 31-Dec-2023

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The proposed Development Objective is to increase access to, and quality of, water and sanitation services in selected areas, and develop the Borrower's sectoral institutions and participating EPS management capacity to provide efficient water and sanitation services.

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

No

Components Table

Name

Improving Governance of Water Supply and Sanitation Service Providers:(Cost \$38.73 M)

Improving and Expanding Water Supply and Sanitation Services in the Participating EPS:(Cost \$151.52 M)

General Project Administration:(Cost \$9.75 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Implementation Progress (IP)	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Risk Rating	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial

Implementation Status and Key Decisions

Despite the current COVID-19 pandemic and political crises which erupted in November 2020, the Project has made important progress in all Project components. The World Bank team recognizes the dedication and hard work of the Project PIU teams towards project implementation despite the complex country circumstances. Going forward, the Bank team will continue to work closely with the PIUs to review the implementation processes to ensure results. There is a need to (i) strengthen the leadership role of PIU1 (OTASS) and that of the Program Director, (2) review the communication and coordination procedures among the multiple actors: OTASS, PNSU, SUNASS, EPS, etc. and, (3) in view of initiating infrastructure works in 2021, the Bank team and the PIUs will establish a monitoring mechanism to capture all results in the Project Results Indicators. The next implementation support will be held in May/June 2021, and a midterm review is scheduled in May 2021.



Risks

Systematic Operations Risk-rating Tool

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

Results

PDO Indicators by Objectives / Outcomes

Improve access to, and quality of, water and sanitation services in selected areas				
▶ People provided with access to improved water sources (Number, Corporate)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	161,000.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
☐ A.2. Of which female (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	80,661.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
▶ People provided with access to improved sanitation services (Number, Corporate)				
	Baseline	Actual (Previous)	Actual (Current)	End Target



Value	0.00	0.00	0.00	93,000.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□B.2. Of which female (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	46,593.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023

Develop Borrower's sectoral institutions and EPS's mngmt capacity to provide efficient WSS services				
▶C. Working ratio reduced in selected utilities (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	6.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□C.1. Working ratio reduced in SEDAPAR (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	77.49	77.49	77.49	62.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2022
□C.2. Working ratio reduced in SEDACUSCO (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	75.09	75.09	75.09	65.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2022
□C.3. Working ratio reduced in EMAPACOP (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	83.13	83.13	83.13	65.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2022
□C.4. Working ratio reduced in SEMAPA Barranca (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	127.16	127.16	127.16	75.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2022



<input type="checkbox"/> C.5. Working ratio reduced in EMAPA Huaral (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	103.89	103.89	103.89	75.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2022
<input type="checkbox"/> C.6. Working ratio reduced in EMAPA Huacho (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	96.09	96.09	96.09	70.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2022
► D. Nonrevenue water reduction achieved in selected utilities (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	6.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
<input type="checkbox"/> D.1. Nonrevenue water reduction achieved in SEDAPAR (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	34.13	34.13	34.13	27.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2022
<input type="checkbox"/> D.2. Nonrevenue water reduction achieved in SEDACUSCO (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	37.81	37.81	37.81	32.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2022
<input type="checkbox"/> D.3. Nonrevenue water reduction achieved in EMAPACOP (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	45.98	45.98	45.98	35.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2022
<input type="checkbox"/> D.4. Nonrevenue water reduction achieved in SEMAPA Barranca (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	60.04	60.04	60.04	40.00



Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2022
□D.5. Nonrevenue water reduction achieved in EMAPA Huaral (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	38.60	38.60	38.60	32.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2022
□D.6. Nonrevenue water reduction achieved in EMAPA Huacho (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	34.02	34.02	34.02	29.00
Date	15-Feb-2018	22-Jun-2020	17-Dec-2020	30-Jun-2022
▶E. Percentage of population served by service provider regulated by SUNASS (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	63.00	63.00	63.00	80.00
Date	30-Mar-2017	22-Jun-2020	17-Dec-2020	30-Jun-2023

Intermediate Results Indicators by Components

Improving Governance of Water Supply and Sanitation Service Providers				
▶3. Development and integration of a performance-based mechanism in utilities' planning tools (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	6.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
▶4. Comprehensive budgeting, planning and monitoring MIS established and operationalized (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
▶6. Number of utilities (EPS) supported by the Project that use gender-sensitive messages in their sanitary education activities (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target



Value	0.00	0.00	0.00	6.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023

Improving and Expanding Water Supply and Sanitation Services in the participating EPS

► 1.1. New piped household water connections that are resulting from the Project intervention (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	23,239.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023

► 1.2. New household sewerage connections that are resulting from the Project intervention (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	19,418.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023

► 2.1. Piped household water connections that are benefiting from rehabilitation works undertaken by the Project (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	14,791.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023

► 2.2. Household sewerage connections that are benefiting from rehabilitation works undertaken by the Project (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	7,364.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023

► 5. Customer satisfaction increased in selected utilities (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	8.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023

□ 5.1. Customer satisfaction in SEDAPAR (Number, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
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Value	68.00	68.00	68.00	85.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□5.2. Customer satisfaction in SEDACUSCO (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	78.00	78.00	78.00	85.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□5.3. Customer satisfaction in EMAPACOP (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	66.00	66.00	66.00	75.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□5.4. Customer satisfaction in SEMAPA BARRANCA (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	64.00	64.00	64.00	75.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□5.5. Customer satisfaction in EMAPA HUARAL (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	67.00	67.00	67.00	75.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□5.6. Customer satisfaction in EMAPA HUACHO (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	61.00	61.00	61.00	75.00
Date	13-Mar-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
▶7. Operating margin increased in selected utilities. (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	5.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□7.1 Operating margin reduced in SEDAPAR (Percentage, Custom Breakdown)				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	2.80	2.80	2.80	10.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□7.2 Operating margin reduced in SEDACUSCO (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	16.50	16.50	16.50	21.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□7.3 Operating margin reduced in EMAPACOP (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	8.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□7.4 Operating margin reduced in SEMAPA BARRANCA (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	4.40	4.40	4.40	10.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□7.5 Operating margin reduced in EMAPA Huaral (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.60	0.60	0.60	8.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□7.6 Operating margin reduced in EMAPA Huacho (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	5.70	5.70	5.70	12.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
►8. Return on Assets (ROA) increased in selected utilities (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	3.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023



<input type="checkbox"/> 8.1 ROA increased in SEDAPAR (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	1.30	1.30	1.30	3.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
<input type="checkbox"/> 8.2 ROA increased in SEDACUSCO (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	2.20	2.20	2.20	7.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
<input type="checkbox"/> 8.3 ROA increased in EMAPACOP (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	3.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
<input type="checkbox"/> 8.4 ROA increased in SEMAPA Barranca (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.20	0.20	0.20	3.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
<input type="checkbox"/> 8.5 ROA increased in EMAPA Huaral (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	3.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
<input type="checkbox"/> 8.6 ROA increased in EMAPA Huacho (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.60	0.60	0.60	4.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
► 9. Return on Equity (ROE) increased in selected utilities. (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	2.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023



□9.1 ROE increased in SEDAPAR (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	1.60	1.60	1.60	4.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□9.2 ROE increased in SEDACUSCO (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	7.10	7.10	7.10	8.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□9.3 ROE increased in EMAPACOP (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.10	0.10	0.10	4.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□9.4 ROE increased in SEMAPA Barranca (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	-2.70	2.70	2.70	2.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□9.5 ROE increased in EMAPA Huaral (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	4.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
□9.6 ROE increased in EMAPA Huacho (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.90	0.90	0.90	5.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
▶ 10. Metering increased in selected utilities (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	5.00



Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
<input type="checkbox"/> 10.1 Metering increased in SEDAPAR (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	80.00	80.00	80.00	90.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
<input type="checkbox"/> 10.2 Metering increased in SEDACUSCO (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	89.00	89.00	89.00	94.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
<input type="checkbox"/> 10.3 Metering increased in SEMAPA Barranca (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	15.00	15.00	15.00	70.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
<input type="checkbox"/> 10.4 Metering increased in EMAPA Huaral (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	26.00	26.00	26.00	70.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023
<input type="checkbox"/> 10.5 Metering increased in EMAPA Huacho (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	80.00	80.00	80.00	90.00
Date	13-Jun-2018	22-Jun-2020	17-Dec-2020	30-Jun-2023

Overall Comments

The project has not yet started its activities in the field, so these indicators are not being collected yet. The team will employ a performance-based approach (based on these indicators) throughout project implementation.

Performance-Based Conditions

Data on Financial Performance



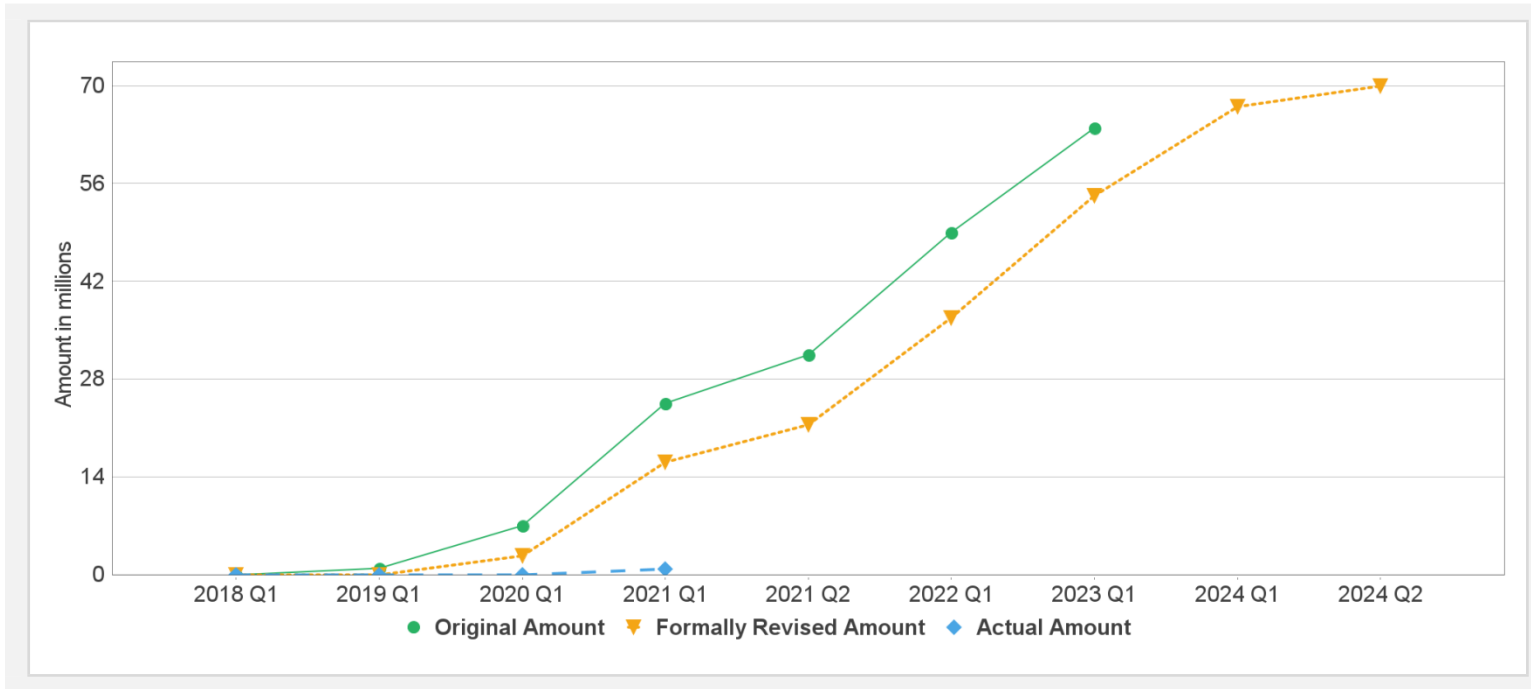
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P157043	IBRD-88990	Effective	USD	70.00	70.00	0.00	0.78	69.22	1.1%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P157043	IBRD-88990	Effective	26-Jul-2018	28-Jan-2019	16-May-2019	31-Dec-2023	31-Dec-2023

Cumulative Disbursements



PBC Disbursement

PBC ID	PBC Type	Description	Coc	PBC Amount	Achievement Status	Disbursed amount in Coc	Disbursement % for PBC
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Restructuring History

There has been no restructuring to date.

Related Project(s)

There are no related projects.
