

United Nations Development Group Iraq Trust Fund
Project #:E4-18
Date and Quarter Updated: 30 September 2010 (3rd Quarter 2010)

Participating UN Organisation: UN-HABITAT and UNDP **Sector:** Shelter
Government of Iraq – Responsible Line Ministry: Ministry of Municipalities and Public Works –KRG

Title	Improving the Housing Delivery System in Erbil				
Geographic Location	Erbil				
Project Cost	\$2,987,115 (UN-HABITAT \$ 1,645,547; UNDP \$ 1,341,568)				
Duration	24 Months				
Approval Date	4 Dec 2008	Starting Date	9 Dec 2010	Completion Date	9 Dec 2010
Project Description	In Erbil City the housing delivery system suffers from various shortfalls according to Erbil Housing Strategy. Although land is distributed, lack of housing finance, unaffordable costs of building materials, insufficient private sector involvement in delivery, and poor regulatory capacities constrain efficient housing delivery. Unless urgent measures are taken, there will be a breakdown in urban services coupled with large scale proliferation of slums and illegal land and housing development. A strategy for addressing these challenges has already been formulated by the relevant KRG authorities with UN-HABITAT support. This project aims to support the implementation of that strategy by helping to strengthen local capacities through institutional reform measures. The project will also demonstrate environment friendly and cost effective approaches to housing design and area upgrading.				

Development Goal and Immediate Objectives

1. To improve Governorate capacity in implementing the Erbil Housing Strategy.
2. To enhance slum upgrading and energy efficient housing practices.
3. To widely disseminate “decentralized housing strategy implementation experience” for replication and further policy and legislative reform.

Outputs, Key activities and Procurement

Outputs	<p>1.1. Erbil governorate supported to undertake a gender sensitive organizational development and capacity building needs assessment study of Erbil</p> <p style="padding-left: 20px;">1.1.1. Erbil governorate supported to undertake a gender sensitive organizational development and capacity building needs assessment study of Erbil (UN-HABITAT)</p> <p>1.2. A multi-year Capacity Development Plan (CDP) for institutions in place.</p> <p style="padding-left: 20px;">1.2.1. A multi-year Capacity Development Plan (CDP) for institutions in place. (UN-HABITAT)</p> <p>1.3. Improved skills of key personnel (men and women) in identified priority areas housing delivery, land management, slum upgrading, participatory budgeting and management of change.</p> <p style="padding-left: 20px;">1.3.1. Increased knowledge of municipal staff on housing delivery, land management and slum upgrading. (UN-HABITAT)</p> <p style="padding-left: 20px;">1.3.2. Increased knowledge of municipal Staff on participatory budgeting and management of change. (UNDP)</p> <p>1.4. Erbil Governorate has a functional Electronic Data Processing (EDP) infrastructure</p> <p style="padding-left: 20px;">1.4.1 Erbil governorate supported to identify specifications for supplies in support of EDP. (UN-HABITAT)</p> <p style="padding-left: 20px;">1.4.2 Erbil governorate supported in the institutionalization of EDP. (UNDP)</p> <p>1.5. A framework for Public Private Partnerships in the delivery of low-cost housing developed</p> <p style="padding-left: 20px;">1.5.1 A framework for Public Private Partnerships in the delivery of low-cost housing developed. (UN-HABITAT)</p> <p>2.1 Erbil Governorate supported in development and implementation of undertaking slum improvement schemes in Erbil.</p> <p style="padding-left: 20px;">2.1.1 Capacity of Erbil Governorate enhanced to develop and implement slum area improvement designs and frameworks. (UN-HABITAT)</p> <p style="padding-left: 20px;">2.1.2 Implementation of microfinance strategies and small loan scheme communities in</p>
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	<p>selected areas of Erbil. (UN-HABITAT)</p> <p>2.2 Low-income housing models incorporating energy efficient and environment friendly construction and design features</p> <p>2.2.1 Erbil Governorate supported to incorporate energy efficient and environmental friendly construction and design features in low-cost housing. (UN-HABITAT)</p> <p>2.2.2 Erbil Governorate supported for the construction of low-cost energy efficient housing models. (UNDP)</p> <p>2.3 An inclusive and integrated pilot neighbourhood improvement plan available.</p> <p>2.3.1 An inclusive and integrated pilot neighbourhood improvement plan developed. (UN-HABITAT)</p> <p>3.1 Documentation of experience and learning from Erbil Housing produced and disseminated for learning and scaling up in other governorates</p> <p>3.1.1 Six UN-HABITAT published reports on the experience of implementing the Erbil Housing Strategy and plans. (UN-HABITAT)</p> <p>3.1.2 Two UN-HABITAT conference papers on slum upgrading and capacity building lessons learnt produced. (UN-HABITAT)</p> <p>3.1.3 Raising awareness of Erbil governorate and municipality on energy efficient housing. (UNDP)</p>
Activities	<p>1.1 Undertake detailed interviews and consultations with stakeholders.</p> <p>1.2 Undertake a series of consultations on organization development and link to it formulation of the CDP to develop the plan</p> <p>1.3</p> <p>1.3.1 Develop national training courses and seminars</p> <p>1.3.2 Develop Training of Trainers</p> <p>1.3.3 Prepare training courses and study tours outside Iraq</p> <p>1.4 Procure and install Land management equipment and software</p> <p>1.5 Review current practices and develop a framework for revised partnership approach</p> <p>2.1</p> <p>2.1.1 Prepare designs and plans of improvement and avail them for municipality to implement</p> <p>2.1.2 Formation of community structures and capacity building for asset management and service delivery</p> <p>2.2</p> <p>2.2.1 Energy efficient demonstration housing with private sector participation.</p> <p>2.2.2 Prepare designs and manuals for energy efficient housing</p> <p>2.2.3 Construction of energy efficient housing</p> <p>2.3 Provide technical assistance for Municipality to prepare the plan</p> <p>3.1</p> <p>3.1.1 Engage academia and research professional in project activities to prepare specific research and policy papers</p> <p>3.1.2 Assist Ministry of Municipality in Erbil and Governorate to prepare the conference</p>
Procurement	Construction of energy efficient housing.

UN-HABITAT situation as of 30/9/2010)

Funds Committed	755,957.49	% of approved	46%
Funds Disbursed	666,152.68	% of approved	40%
Forecast final date	9 December 2010	Delay (months)	NA

UNDP situation as of 31/7/2010)

Funds Committed	275,955.65	% of approved	20.6%
Funds Disbursed	279,301.40	% of approved	20.8%
Forecast final date	9 December 2010	Delay (months)	0

Direct Beneficiaries	Number of Beneficiaries	% of planned (current status)
Men	The project will help to build capacity of local institutions for accelerated supply of housing especially for the poor and vulnerable. Therefore potentially benefits the entire governorate population.	
Women		
Children		
IDPs		
Others		
Indirect beneficiaries		
Employment generation (men/women)		

Quantitative achievements against objectives and results			
Undertake detailed interviews and consultations with stakeholders	<p>A joint UNDP, UN-HABITAT team visited Erbil from 28 – 30 March 2009 to initiate start-up activities.</p> <p>Second visit was conducted to Erbil (end June 09) to further explain the project scope and work plan implementation with budget implications to the counterparts. The team also carried out site visits to neighbourhoods that could potentially be targeted for upgrading.</p> <p>A third visit was undertaken to Erbil to present upgrading options and agree on pilot demonstration house design in the two selected neighbourhoods at the end of September.</p> <p>A fourth project team meeting was carried out in mid Nov. 2009 in Erbil to follow up on project implementation activities with local consultants as well as a coordination meeting with the local authorities.</p> <p>A fifth consultation meeting took place in Erbil at the end of March 2010 to discuss results of surveys in the selected neighbourhoods for upgrading and required support from the Governorate.</p> <p>In mid May 2010, a meeting took place in Erbil with stakeholders to discuss micro finance schemes; in addition to reviewing steps and available options for project implementation according to different cases in each pilot location. An action plan was prepared accordingly.</p> <p>Further consultations with the Governor, Deputy Governor and other stakeholders took place in July 2010, August 2010 (with the SC) and in September with MoCH, MMT, Investment Board and Governor to agree on next steps and a change of scope due to lessons learned through the implementation of the pilot neighbourhood upgrading.</p> <p>All the consultations are conducted by a joint project team of UN-HABITAT and UNDP.</p>	% of planned	60%
Undertake a series of consultations on organizational development and link it to the formulation of the CDP	<p>Institutional Mapping completed</p> <p>Findings of the institutional assessment will be presented in a meeting with housing sector stakeholders to agree upon a short, medium and long term action plan of reform. This meeting is scheduled to take place in the beginning of November.</p>	% of planned	30%
<p>Develop national training courses and seminars</p> <p>Develop Training of Trainers</p> <p>Prepare training courses and study tours outside Iraq.</p>	<p>A study tour was conducted to Istanbul visiting similar cases of upgrading neighbourhoods in slum like situations. (16-20 August 09), number of participants from the governorate side 8 (7 male 1 female).</p> <p>Further training courses will take place once the CDP is formulated</p>	% of planned	20%
Procure and install Land management equipment and software	Awaiting results of the capacity assessment	% of planned	0%
Review current practices and develop	Municipality Services Coordination Group is set up and have met weekly since June 2010. However, membership and attendance has been	% of planned	30%

a framework for revised partnership approach	fluctuating.		
Prepare designs and plans of improvement and avail them for municipality to implement Formation of community structures and capacity building for asset management and service delivery	<p>Detailed surveys are complete in the two pilot neighbourhoods to determine size and ownership of housing units, in preparation for slum upgrading and reallocation of inhabitants.</p> <p>Physical survey of one of the neighbourhoods is ongoing to establish a certified map required for the implementation of infrastructure improvement in one of the selected neighbourhoods.</p> <p>Local consultants supported by assistant architects and social workers (who provided supporting data for the work) have finalised 2 master plans for settlement upgrading and 1 master plan for a resettlement site in consultation with local community and in coordination with local project steering committee.</p> <p>A Housing Facilitation Unit (HFU) has been formed in the concerned communities consisting of technical persons and community workers in order to engage and explain to the community the development process.</p> <p>The HFU team led by national consultants have finalised vital data gathered from the site regarding household plots in order to calculate compensations during the upgrading process. HFU manual completed.</p> <p>1 HFU base has been provided by the governorate</p>	% of planned	65%
Energy efficient demonstration housing with private sector participation. Prepare designs and manuals for energy efficient housing Construction of energy efficient housing	<p>Energy efficient housing analysis and designs compiled in reports.</p> <p>Ongoing consultations among the project team as well as the Governor and Deputy Governor on what could be the most beneficial scheme in implementing this component of the project taking into consideration the needs and the progress of the project.</p>	% of planned	40%
Provide technical assistance for Municipality to prepare the neighbourhood improvement plan	<p>Periodic meetings organized with the technical staff of Municipal Departments on the neighbourhood improvement preparations.</p> <p>Local technical consultants recruited to coordinate the process and overcome obstacles.</p> <p>The neighbourhood upgrading plan is completed; some changes have been recently introduced awaiting final endorsement by counterparts.</p>	% of planned	80%
Engage academia and research professional in project activities to prepare specific research and policy papers Assist Ministry of Municipality in Erbil and Governorate to prepare the conference	The first review meeting, involving stakeholders and academia is planned for Nov 2010.	% of planned	0%

Qualitative achievements against objectives and results

A number of preparatory activities primarily related to the establishment of project management structures along with the terms of reference have been carried out. These pertain to the:

- 1- Project Steering Committee
- 2- Project Executive Team (PET)
- 3- Housing Facilitation Units established in the two pilot neighbourhoods

Specific cumulative achievements of the project include:

- 4- Study tour with the Project Steering Committee conducted to Istanbul to learn about slum-like neighbourhoods upgrading experiences in its vicinity.
- 5- A master plan has been prepared for the two selected neighbourhoods which present a learning exercise on the development process.
- 6- Social surveys conducted in the pilot neighbourhoods to determine the compensation scheme in view of implementing the neighbourhood upgrading plans. Physical survey is underway.
- 7- Analysis for introducing energy efficient housing in the pilot neighbourhoods and energy efficient housing designs compiled in reports.
- 8- A close communication is being established with the community through the work of the Housing Facilitation Unit. The numerous meetings with the steering committee members in Erbil and elsewhere will ensure smooth implementation and acceptance of beneficiaries and counterparts.
- 9- The HFU team led by UN-HABITAT local staff was able to enforce coordination and raise awareness on the importance of the process amongst government stakeholders responsible for implementation of the infrastructure in the pilot neighbourhood for the first time in the Erbil. The project supports upgrading of impoverished neighbourhoods involving community surveys and consultations where total transformation through demolition has been the usual practice.

Main implementation constraints & challenges (2-3 sentences)

- o The nature of slum upgrading projects with its long implementation duration remains a challenge to convince the local authorities of the importance of capacity building and technical assistance to ensure sustainability of the implementation in comparison with the hard component.
- o Phased implementation is a long process, but the governorate's plans turned out to be quite ambitious regarding the type of upgrading they wish to implement. Accommodating the governorate's plan within the available funding or the span of the project may remain a challenge.
- o Introducing change in existing systems and procedures (within government bureaus) in order to improve the housing delivery has always been a complex and challenging task.
- o Obstacles regarding land ownership are a major hurdle to upgrading illegal and semi-legal settlements. This process of negotiations with private land lords to settle the status of tenants that have illegally occupied their land has been time consuming and suffered delays as landlords have continuously changed their requirements.
- o Delays were experienced in the neighbourhood upgrading process due to the governorate being occupied with a more urgent project.