

United Nations Development Group Iraq Trust Fund
Project 73910:E3-17
Overarching and Individual Agency
Date and Quarter Updated: 1 July -30 September 2011
3rd Quarter 2011

Participating UN Organisation: UNDP, UNICEF, **Sector:** Water and Sanitation/WatSan SOT
UN-HABITAT and WHO

Government of Iraq – Responsible Line Ministry: Ministry of Municipalities and Public Works (MMPW), Ministry of Environment (MoEnv), Ministry of Municipalities and Tourism –KRG (MMT), Al Anbar Governorate, Sulaymaniyah Governorate, Thi-Qar Governorate, Wassit Governorate, Salah Al Din Governorate, and Erbil Governorate .

Title	Water and Sanitation Master Planning and Capacity Building Programme				
Geographic Location	Al-Anbar Governorate Sulaymaniyah Governorate Thi-Qar Governorate Three (3) additional Governorates including: Salah Al-Din, Wassit and Erbil.				
Project Cost	Total Project Cost is USD 10,057,740 UNDP Project Cost USD 3,819,900 UNICEF Project Cost USD 3,577,809 UN-HABITAT Project Cost USD 1,496,434 WHO Project Cost USD 1,163,597				
Duration	24 months				
Approval Date (SC)	18 November 2009	Starting Date	1 December 2009	Completion Date	1 Decemebr 2011. Extended to 30 April 2012
Project Description	<p>The Water and Sanitation Master Planning and Capacity Building Programme consists of a dual approach:</p> <p>The Governorates of Al-Anbar, Salah Al-Din, Sulaymaniyah, Erbil, Thi-Qar and Wassit are benefitting from direct physical and technical interventions leading to the formulation of sector master plans for water and sanitation (WatSan) and solid waste management. Moreover, specialized equipment and machinery shall be procured for the Governorates of Al Anbar, Sulaymaniyah and Thi-Qar, including garbage compactors and garbage collection containers.</p> <p>In addition to the above Governorates, an additional three Governorates (Salah Al-Din, Wassit and Erbil) will be provided with capacity building to formulate and update their own master plans to replicate the physical interventions undertaken in Al-Anbar, Suleimanyah and Thi-Qar.</p> <p>Moreover, the programme in all of the six Governorates will be accompanied by:</p> <ul style="list-style-type: none"> • Sanitary inspections of main water resources; • Strengthened capacity building of government staff in sanitary inspections and water quality monitoring through on-the-job training and specialized training programmes; • Awareness campaigns on sanitation and hygiene issues to safeguard public health in the peripheral/high risk areas in the selected Governorates. 				

Development Goal and Immediate Objectives

- Outcome 1: Water, wastewater and solid waste sectors management and planning capacities strengthened.

Outputs, Key activities and Procurement

Outputs	<p>1.1 Capacity strengthening of MMPW, Governorate Departments and Governors' Offices in six governorates for improved water, waste water and solid waste services and planning.</p> <p>1.2 Capacity strengthening of MMPW, MoH, MoEnv, Governorate Departments and Governors' Offices in six governorates for improved water quality and personal hygiene.</p>
Activities	<p>There was a change of scope for UNDP within this joint project which was granted on 29 May 2011. This change of scope has been integrated into the activities and this reporting period.</p> <p>1.1.1 Intergrated water and sanitation master plans for Sulaymaniyah and Thi-Qar Governorates formulated jointly with technical departments;</p> <p>1.1.2 Pilot water and sanitation master plans for Tikrit City in Salah Al Din- Governorate, Al Kut City in Wassit Governorate, Makhmour Village in Erbil Governorate are formulated jointly with technical departments;</p> <p>1.1.3 Technical capacity of staff developed in the Governorates of Al-Anbar, Salah Al-Din, Sulaymaniyah, Erbil, Thi-Qar and Wassit with capacity strengthened in master planning areas enabling the monitoring, review and updating to sustain the developed master plans;</p> <p>1.1.4 Comprehensive capacity assessment of Water and Sewage Authority in Anbar or Thi-Qar Governorate; and development of specific capacities of Water and Sewage Authority Staff in the six Governorates (Anbar, Sulaymaniyah, Thi-Qar and 3 adjacent Governorates);</p> <p>1.1.5 Solid waste management master plans developed for three governorates;</p> <p>1.1.6 Provision of garbage compactors;</p> <p>1.1.7 Capacity building undertaken related to municipalities and solid waste sector across the three Governorates;</p> <p>1.1.8 Provision of garbage collection containers.</p> <p>1.2.1 Hygiene education, sanitary inspection of water sources conducted, and capacity building on water quality surveillane (building on the ongoing WQ programme) undertaken across three Governorates.</p>
Procurement (major items)	<p><u>UNDP</u></p> <ul style="list-style-type: none"> - Consultancy Services for the development of the master plans and capacity building in master planning; <p><u>UNICEF</u></p> <ul style="list-style-type: none"> - Procurement of ten (8-12) tons garbage compactors. <p><u>UNHABITAT</u></p> <ul style="list-style-type: none"> - Procurement of garbage collectors. <p><u>WHO</u></p> <ul style="list-style-type: none"> - Portable laboratory equipment for sanitary inspection.

Funds Committed	UNDP (USD \$3,017,106) UNICEF (USD \$3,327,927) UN-Habitat (USD \$825,825) WHO (USD \$ 993,156)	% of approved	79% 93% 55% 85%
Funds Disbursed	UNDP (USD \$378,853) UNICEF (USD \$1,987,688) UN-Habitat (USD \$ 559,297) WHO (USD \$ 890,378)		10% 56% 37% 76.5%
Forecast final date	April 2012	Delay (months)	5 months. A request from UNDP for change of scope and no cost extension was approved on 29 May 2011

Direct Beneficiaries	Number of Beneficiaries*	% of planned (current status)
Men	- 747,270 in Al-Anbar Governorate - 813,158 in Thi-Qar Governorate - 953,606 in Sulaymaniyah Governorate - 777,092 in Erbil Governorate - 536,202 in Wassit Governorate - 599,871 in Salah Al-Din Governorate	
Women	- 738,715 in Al-Anbar Governorate - 803,068 in Thi-Qar Governorate - 940,011 in Sulaymaniyah Governorate - 765,329 in Erbil Governorate - 528,748 in Wassit Governorate - 591,532 in Salah Al-Din Governorate	
Children	- 739,933 in Al-Anbar Governorate - 804,785 in Thi-Qar Governorate - 942,909 in Sulaymaniyah Governorate - 768,035 in Erbil Governorate - 530,283 in Wassit Governorate - 593,249 in Salah Al-Din Governorate	
IDPs	- 70,532 in Al-Anbar Governorate - 44,182 in Thi-Qar Governorate - 33,375 in Sulaymaniyah Governorate - 37,584 in Erbil Governorate - 53,238 in Wassit Governorate - 56,449 in Salah Al-Din Governorate	
Others	na	
Indirect beneficiaries	na	
Employment generation (men/women)	na	

*source:GoI COSIT (est for 2007) and IAU Governorate Profiles as of February 2011

Quantitative Achievements Against Objectives and Results	
Breakdown of Responsibility	<p><u>Within the Joint Programme each agency is held responsible for certain activities delineated below:</u></p> <p><u>UNDP</u></p> <ul style="list-style-type: none"> - Support the development of the Integrated and Pilot Water and Sanitation Master Plans, working closely with Local Government in Erbil, Sulaymaniyah, Salah Al-Din, Thi-Qar and Wassit Governorates; - Strengthen the capacity of Local Governments in the formulation of and the updating of Water and Sanitation Master Plans in Erbil, Sulaymaniyah, Salah Al-Din, Thi-Qar and Wassit Governorates. <p><u>UNICEF</u></p> <ul style="list-style-type: none"> - Training of staff from Water and Sewage Authorities on WatSan management; - Development of Solid Waste Master Plans for Al-Anbar, Thi-Qar, Erbil, and Sulaymaniyah; - Comprehensive Capacity gap analysis for Thi-Qar Missan governorate staff; - Comprehensive Capacity gap analysis for Missan governorate staff (additional activity); - Procurement of Ten Tons of garbage compactors. <p><u>UNHABITAT</u></p> <ul style="list-style-type: none"> - Enhanced capacities of Municipalities in operational management and maintenance of solid waste management in selected Governorates; - Procurement of garbage collectors for the three selected Governorates; Anbar, Thi-Qar and Sulaymaniyah. <p><u>WHO</u></p> <ul style="list-style-type: none"> - Capacity building on water quality surveillance mechanism in the targeted six Governorates; - Raise awareness of population groups in the target Governorates on personal hygiene practices.

Quantitative Achievements Against Objectives and Results				
UNDP	1.1.1 Water and sanitation master plans for Sulaymaniyah , Anbar and Thi-Qar Governorates formulated jointly with Technical Departments	<ul style="list-style-type: none"> - Completed the collection of data, maps, GIS Files for all target Governorates as related to Phase I; during 3rd Q 2011. - The Phase I report for Thi-Qar Governorate for the development of the Master Plans is presently under review by the Project Board,. - The provision of Pilot WatSan Master Planning Programme component of this programme initiated in Al Makhmour Village/ Erbil Governorate, Al Kut City /Wassit Governorate, and Tikrit City/ Salah Al-Din Governorate on 15 June 2011. - UNDP submitted 2 contract amendments to include the additional scope of work including an amended ToR and an amended price schedule. CAP approval has been obtained during the last week of May 2011, RCAP and ACP approvals have been obtained during the first week of June 2011. - The UNDG ITF Steering Committee approved the UNDP request for a change of scope, budget revision and project duration extension at no cost on 29 May 2011. Thus the project is extended till 30th April 2012 for all UN agencies. - The Project Steering Committee met in Istanbul-Turkey on 30 and 31 May 2011 to ensure the importance of: <ul style="list-style-type: none"> o stocktaking, o full engagement and ownership of all project related issues, o share findings, o review the project progress, o project outcomes, o project challenges and constraints, o ongoing and planned activities, o identify the lessons learned and o ensure consistency and coherence of the Programme. - The provision of the Integrated WatSan Master Planning Programme component of this programme initiated in Sulaymaniyah and Thi-Qar Governorates on 14 March 2011. - The MMWP provided a letter TM/S/102 dated 24/1/2011 documenting the use of funds allocated to Al-Anbar Master Plan project to strengthen budgets and activities in the other governorates. - The Head of the Project Steering Committee - brought this issue to the Minister and the Deputy Minister for Technical Affairs who approved moving the budget allocated for Al-Anbar Governorate to serve the development of an integrated watsan master plan and capacity building programme in Sulaymaniyah and Thi-Qar Governorates. - The Head of the Project Steering Committee contacted the Al-Anbar Governorate and the response was the same. 	% of planned	58%

		<p>-UNDP reported the issue of Anbar potentially not wanting to participate to the Head of the Project Steering Committee for advice.</p> <p>-UNDP discussed this output with the Al-Anbar Governor, but received negative responses. Thus it appeared that Al-Anbar may not desire to participate in this project.</p>		
	<p>1.1.2 Technical capacity of staff developed in three selected and three other Governorates (adjacent ones), with capacity strengthened in master planning areas enabling the monitoring, review and updating to sustain the developed master plans;</p>	<p>-The on site job training and workshops are under implementation in five Governorates including:</p> <ul style="list-style-type: none"> o Sulaymaniyah Governorate: 11 participants (8 males,3 females); o Erbil Governorate: 8 participants(5 males,3 females); o Salah Al-Din Governorate: 10 participants (10 males,0 females); o Wassit Governorate: 8 participants (8 males,0 females); o Thi-Qar Governorate: 14 participants (11 males,3 females). <p>-The provision of the Capacity Building Programme component of this programme initiated in Salah Al Din Governorate on 15 June 2011.</p> <p>-The provision of the Capacity Building Programme component of this programme initiated in Sulaymaniyah, Erbil,Thi-Qar,and Wassit Governorates on 14 March 2011.</p>	% of planned	55%
	<p>1.1.3 Provision of water tankers, sewage tankers and jetting vehicles;</p>	<p>-UNDP received letters from Thi-Qar and Sulaymaniyah Governorates to not realise this activity and not supply equipment as their priorities were the development of master plans andcapacity development.</p>	% of planned	<p>na</p> <p>UNDG ITF Steering Committee has approved the request change of scope and the associated budget revision on 29 May 2011.</p>

UNICEF	<p>1.1.4 Comprehensive capacity Assessment of Water and Sewage Authority in Anbar or Thi-Qar Governorate; and development of specific capacities</p>	<p>-Comprehensive gap analysis assessment for the Thiqr governmental staff in the WatSan Sector has been completed by the Directorate General of Human Resources at MMPW.</p> <p>-On Government request, comprehensive gap analysis assessment for Missan Governorate has been started and will be completed by end of Nov. 2011</p> <p>-Six training courses were conducted in Thiqr HR training center for about 180 Government staff</p>	% of planned	60%
---------------	--	---	---------------------	-----

	<p>of Water and Sewage Authority Staff in the six Governorates (Anbar, Sulaymaniyah, Thi-Qar and 3 adjacent Governorates);</p> <p>Water and sewerage authority have improved capacities in water and sewerage management.</p>	<p>working in the Water, Sewerage and Municipal sectors.</p>		
	<p>1.1.5 Solid waste management master plans developed for three governorates;</p> <p>Enhanced capacities of municipalities to plan and undertake improved solid waste management in (Anbar, Sulaymaniyah, Thi-Qar and 3 adjacent Governorates).</p>	<p>-Implementation of the solid waste management master planning for Thi Qar, Anbar and Sulaimaniyah started and the inception report meetings for the three governorates were completed in March 2011.</p> <p>-Inception report meeting for Erbil Solid Waste Management Master Planning has been completed so the final solid waste management master plan for Erbil will be completed as scheduled in March 2012. Training of 40 government staff from Thi Qar and Sulimanyah have been completed by the end of June 2011.</p> <p>- 20 government staff from Anbar and Salah Al Din Governorates completed the training course on the design of landfill 25-28 July 2011.</p> <p>-Final draft of the solid waste management master planning for Anbar has been submitted to the technical working group on this week while the Arabic version will be submitted on 04 Oct so stakeholder meeting will be carried in early Nov. to finalise the comments.</p>	<p>% of planned</p>	<p>60%</p>
	<p>1.1.6 Provision of garbage compactors</p>	<p>-10 garbage compactors were distributed with their 2 year spare parts to Sulimanyah (1), Anbar (5) and Thi-Qar (4) municipalities.</p>	<p>% of planned</p>	<p>100%</p>

UN-HABITAT	<p>1.1.7 Capacity building undertaken related to municipalities and solid waste sector across the three Governorates;</p> <p>Enhanced capacities of municipalities in operational management and maintenance of solid waste management in selected governorates.</p>	<p>-An Agreement of Cooperation was signed with the International Solid Waste Association to design training models and train 60 trainers and engineers from 6 governorates managing the solid waste in their respective municipalities. The training is divided into three courses; each is designed for 20 participants in Vienna. 58 engineers from Municipalities of six governorates (Anbar, Sulaymaniyah, Erbil, Wassit, Thi Qar and Salah Al-Din) had been trained in Austria (ISWA) on Solid Waste Management during the period 17 April - 22 May 2011.</p> <p>-The training modules for the above training are prepared tailored for Iraq and have been reviewed and translated by UN-HABITAT.</p>	% of planned	25%
	<p>1.1.8 Provision of garbage collection containers</p> <p>Procurement of Garbage Collectors for the unicipalities in the three governorates</p>	<p>-UN-HABITAT completed the supplies of garbage containers for the three selected Governorates.</p> <ul style="list-style-type: none"> - The three Governorates received garbage containers and as follows: - Anbar Municipality has received 130 steel garbage containers - Thi-Qar Municipality has received 130 steel garbage containers - Sulaymaniyah Municipality has received 227 plastic garbage containers 	% planned	100%

WHO	<p>1.2.1 Hygiene education, sanitary inspection of water sources conducted, and capacity building on water quality surveillance (building on the ongoing WQ programme) undertaken across three Governorates.</p> <p>MMPW, MoH, MoEnv, Governorate Departments and Governor Officers in six Governorates are able to put in place water quality surveillance mechanism in target Governorates.</p>	<p>-Two-day technical meeting was conducted in Erbil during January 2010 with participation of twenty (20) Officials representing MMPW, MoEnv, MMT/KRG with agreement on the implementation work-plan for sanitary inspection, capacity building and water-quality control laboratory needs.</p> <p>-Sanitary inspection for around 1,563 water resources in Sulaymaniyah ,Al-Anbar and Thi-Qar Governorates have been completed. Analysis of the survey results have been completed and final report writing is under process.</p> <p>-WHO supported DoEnv and DWS/ Sulaymaniyah in conducting three (3) training courses on bacteriological analysis for water samples, chemical analysis and water sampling, each training was for 3 days. 46 laboratory technicians from both Departments attended the trainings (42% female). The main objective of the trainings was to enhance the technical capacity of the laboratory technicians in water quality monitoring and analysis techniques.</p> <p>-WHO conducted a TOT on “How to Conduct a Sanitary Inspection for Water Facilities”, 17 Engineers and technicians from Departments of Water and Environment in six governorate namely (Anbar, Salah Al-Din, Najaf, Thi-Qar, Sulaymaniyah and Dohuk) in addition to Baghdad and Erbil participated in the TOT which was conducted in Amman during Oct 2010.</p> <p>-Two national training courses have been conducted in Baghdad for 40 laboratroy technicians from Al-Anbar, Thi-Qar, Salah Al-Din, Najaf and Baghdad. The training objective was to enhance the technical capacity of laboratory technicians on water quality testing techniques.</p> <p>-Three national trainings on sanitary inspection have been conducted for 63 inspectors from Al-Anbar, Thi-Qar and Sulaymaniyah.</p> <p>-WHO procured and handed over to Department of Water Supply 4 vehicles to be used as a means for transporting water samples from water resources sites to water laboratory for testing and also will be sued by sanitary inspectors to ensure the water supplied to the end users is within Iraqi Drinking Water Quality Standards and chlorine residual is present in the water at household</p>	% of planned	91%
------------	---	---	---------------------	-----

		<p>level.</p> <p>-WHO finalized the procurement process of portable water quality analysis laboratory equipment requested by Departments of Environment in Sulaymaniyah, Thi-Qar and Al-Anbar. Supplies have been procured and handed over to the water quality control laboratories in the said governorates.</p> <p>- WHO convened a 2-day technical meeting at Sulaymaniyah with participation of 19 professionals at level of Directors and Deputy Directors representing Ministry of Municipalities and Public Works</p> <p>-Ministry Of Environment, Department of Waters and Department of Environment at Sulaymaniyah, Thi-Qar and Anbar. The main objectives of the meetings were;</p> <ul style="list-style-type: none"> • Design, agree and finalize the forms which are going to be used for the sanitary survey for drinking water resources in the three governorates (Sulaymaniyah, Thi-Qar and Anbar). • Set a realistic time frame for the next steps which include training of the sanitary inspectors and the conduction of the sanitary survey. 		
Additional 2.2 Population groups in target governorates are better aware of personal hygiene practices.		<p>-Started the process of the implementation of hygiene education campaign in Suleimaniya Governorate with the main stakeholder (Departments of Environment, Health and Education).</p> <p>-Finalized the proposal for hygiene awareness campaign; presently under process for implementation.</p> <p>-WHO conducted in Erbil a 5-day training workshop for the development of a communication work plan for environmental health with emphasis on water and sanitation, the main objective of the training is to build the capacity of Iraqi on environmental professionals, health promotion professionals and educationalists on how to develop a communication work plan (campaign) for water and sanitation. 22 participants from MOEnv, MOE and MOH in six governorates (Anbar, Thi-Qar, Sulaymaniyah, Najaf, Salah Al-Din and Erbil) participated in the training (25% female).</p>	% of planned	70%

		-Technical meeting for the Hygiene Awareness Task Force compromised from MOEnv, MOH, MOEducation and WHO has been conducted in Baghdad to agree on the implementation of hygiene awareness plan.		
--	--	--	--	--

Qualitative Achievements Against Objectives and Results in timeline sequence

- The Kick-Off Meeting for the Project was held on 22 and 23 February 2010 (1st Q 2010) in Amman with the participation of all related Ministries in Iraq, officials from the Governorates and the UN Agencies, during which all agreed on actions, recommendations and the way forward. The three Governorates agreed with the Partner Agencies and formed the Governorate Project Boards;
- The Project Steering Committee met in Istanbul-Turkey on 30 and 31 May 2011 to ensure the importance of stocktaking, full engagement and ownership of all project related issues, share findings, review the project progress, project outcomes, project challenges and constraints, ongoing and planned activities, identify the lessons learned and to ensure consistency and coherence of the Programme.
- The WatSan Technical Departments in the three primary governorates sent UNDP critical documents including maps and data on the present Water and Sanitation situation in each of the three Governorates during 2nd Q 2010 (UNDP);
- A technical meeting was held at UNDP Iraq Office 27-29 September with the relevant officials representing Thi-Qar and Sulaymaniyah Governorates to follow-up and prepare for implementation of the project (UNDP).
- UNDP met the Governor of Al Anbar on 12 September 2010 and accompanying officials to discuss implementation of the project (UNDP).
- Monthly coordination meetings were agreed upon with all UN agencies and are regularly;
- A joint monitoring and evaluation mechanism was formulated by the UNDP Monitoring and Evaluation Unit and coordinated with other UN Agencies;
- The Integrated WatSan Master Plan in Thi-Qar and Sulaymaniyah, Governorates initiated on 14th March 2011. (UNDP)
- The Capacity Building Programme on the WatSan Master Plan in Thi-Qar, Sulaymaniyah, Erbil, and Wassit, Governorates initiated on 14th March 2011. (UNDP).
- The Pilot WatSan Master Plan in Al Makhmour Village/Erbil Governorate, Al Kut City /Wassit Governorate, and Tikrit City/Salah Al-Din Governorate initiated on 15 June 2011.
- The Capacity Building Programme on the WatSan Master Plan in Salah Al-Din Governorate initiated on 15 June 2011. (UNDP).
- As part of the overall objective of the project, implementation process for Solid Waste Master Plans in Anbar, Sulaimaniyah, Erbil and Thi-Qar Governorates initiated. UNICEF used its previous experience and lessons learned from the similar activities in Basrah and Dohuk Governorates and incorporated its observations for the current projects. (UNICEF).
- Garbage compactors with spare parts for two-years of operation were procured in December 2010 (UNICEF).
- Technical working groups for Thiqar, Sulimanyah, Anbar and Erbil, were formed to follow-up the progress and join the meetings with the consultants' firms for each governorate (UNICEF).
- 180 government staff from Thiqar Water, Sewerage and Municipalities' offices have completed training session in six different topics. Three in the water sector, Two in the sewerage sector while the sixth in the solid waste sector (UNICEF).
- 40 candidates from Thiqar and Sulimanyah Municipalities have completed tainnig on the design of the landfill by the end of June (UNICEF).
- Dialogue with the MMPW on identification of training topics and modules initiated (UNICEF).
- In Thi-Qar, the Technical Working Group was formed on 15 March 2010. A coordinator has been assigned, Riyadh Awdah Essa, Director of Thiqar Sewerage Department (UN-HABITAT).
- The two-day technical meeting in 1st Quarter 2010 achieved its main goal, to reach agreement on a practical implementation work plan for sanitary inspection, capacity building and hygiene awareness (WHO).
- The training courses conducted at Sulaymaniyah for laboratory technicians achieved its results through

the enhancement of the knowledge and the capacity of the laboratory staff. (WHO).

- The 2-day technical meeting at Sulaymaniyah with participation of the Water and Environment Directors of the three governorates enhanced the coordination and achieved its result in given the ownership of the project to the local authorities (WHO).
- UN-HABITAT supported the participation of five senior managers of SWM from MMPW, MMT and the three selected governorates in the Global Conferences on Urban Development and Sustainability- A major challenge on the Waste Management in the 21st Century. The conference, which took place in Hamburg during the period 22-25 November 2010, allowed the participants to be exposed to international experience, best practices and new technologies used for solving solid waste management problems.
- An agreement has been reached with the International Institutions for Solid Waste Management (ISWA) to provide training for 60 master trainers on best practices in developing and developed countries on SWM. The training is scheduled to start during April 2011.
- The specifications and the terms of reference for the procurement of garbage containers have been agreed upon with the three Governorates, and the procurement process will start in the first quarter of 2011.

Main Implementation Constraints and Challenges

- The delay in the formation of the new Government and turnover in senior positions has affected the programme.
- The need to change the scope will delay the provision of capacity development and master plan components of the project.
- Lack of Integrated Water Resources Management strategy combined with severe water shortages;
- Absence of national policies weakens national and sub-national level planning;
- Budget reductions, lack of infrastructure and maintenance;
- Inadequate capital, Operations and Maintenance investment;
- Limited capacities at Governorate levels for planning, budgeting, implementation and monitoring of Water and Sanitation activities;
- Building cooperation, communication, trust and partnerships in multiple Governorates;
- Government Officials are not always available and regular meetings are not always possible at short notice;
- Coordination mechanism between the UN Agencies and the related ministries and/or governorates;
- Budget constraints for the programme components;
- Time limitations on the successful implementation of all programme tasks;
- Collection of data and their availability not easily achieved;
- Travel procedures, especially for workshops and training purposes;
- Difficulties and delay in some Municipalities to nominate their participants for training.
- Coordination between the multiple UN Agencies has taken time. Lessons learned, from other joint projects, reflect a similar pattern, that multi-agency coordination and joint planning can take time before the project on the ground. All efforts are being made to stay on schedule.