



**UNITED NATIONS DEVELOPMENT GROUP
IRAQ TRUST FUND**

ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT

REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2011

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| <p align="center">Programme Title & Number</p> <p>Water and Sanitation Master Planning and Capacity Building Programme.</p> | <p align="center">Country, Locality(s), Thematic Area(s)²</p> <p>Iraq Sulaymaniyah, Anbar, Thi-Qar Governorates and three adjacent Governorates Salah al-Din, Wassit and Erbil</p> <p>Water, Sanitation and Solid Waste Management.</p> |
| <p align="center">Participating Organization(s)</p> <p>UNDP (lead) UNICEF, UN-HABITAT, WHO</p> | <p align="center">Implementing Partners</p> <ul style="list-style-type: none"> • Ministry of Municipalities and Public Works. • Ministry of Municipalities and Tourism/KRG. • Ministry of Environment. |
| <p align="center">Programme/Project Cost (US\$)</p> <p>MDTF Fund Contribution:</p> <ul style="list-style-type: none"> • UNDG ITF (EC): USD 10,057,740 <p>Joint programme</p> <ul style="list-style-type: none"> • UNDP Project USD 3,819,900 • UNICEF Project USD 3,577,809 • UN-HABITAT Project USD 1,496,434 • WHO Project USD 1,163,597 <p>Agency Contribution</p> | <p align="center">Programme Duration (months)</p> <p>Overall Duration: initially 24 months, 10 months are required to realize programme outputs. An extension has been submitted</p> <p>Start Date³: 1 December 2009</p> |

¹ The term “programme” is used for programmes, joint programmes and projects.

² Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.

³ The start date is the date of the first transfer of the funds from the MDTF Office as Administrative Agent. Transfer date is available on the [MDTF Office GATEWAY](http://mdtf.undp.org) (<http://mdtf.undp.org>).

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Government Contribution

Other Contribution (donor)

N/A

TOTAL: USD 10,557,740

End Date: October 2012

Operational Closure Date⁴October 2012

Expected Financial Closure Date October 2013

**Programme Assessments/Mid-Term
Evaluation**

Assessment Completed - if applicable *please attach*

Yes No Date: _____

Mid-Evaluation Report – if applicable *please attach*

Yes No Date: May and December 2011

Submitted By

- Name: Abdi Hassan
- Title: Programme Coordinator
- Participating Organization UNDP (Lead):
- Email address: abdi.hassan@undp.org

⁴ All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office.

I. Purpose

The Governorates of Anbar, Sulaymaniyah and Thi-Qar 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 water tankers, sewage tankers, jetting vehicles, garbage compactors and garbage collection containers.

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 Anbar, Sulaymaniyah and Thi-Qar.

Moreover, the programme in all of the six Governorates will be accompanied by: 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.

Provide the main outputs and outcomes/objectives of the programme.

Key Objectives:

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

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| 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>1.1.1 Water and sanitation master plans for Sulaymaniyah, Anbar and Thi-Qar Governorates formulated jointly with technical departments, with strong emphasis on strengthening local capacities in order to monitor, review and update the formulated master plans in the future.</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>1.1.3 Provision of water tankers, sewage tankers and jetting vehicles;</p> <p>1.1.4 Comprehensive capacity Assessment of Water and Sewage Authority in Thi-Qar and Missan Governorates; 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> |

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| | <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 surveillance (building on the ongoing WQ programme) undertaken across three Governorates.</p> |
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- **Explain how the Programme relates to the Strategic (UN) Planning Framework guiding the operations of the Fund/JP.**

The programme contributes to attaining the priorities of the National Development Plan for Iraq for 2010-2014 as well as commitments made by the international donor community within the framework of the international compact with Iraq (ICI). Specifically, the programme is assisting Iraq, in the context of the Millennium Development Goal 7: Ensure environmental sustainability, under target 10; Halve, by 2015, the proportion of the people without sustainable access to safe drinking water and basic sanitation.

During 2010 the UN Country Team made a transition in the documents in which it used. Three key new documents were developed which have a direct effect on this project. These documents are described below.

DEVELOPMENT ASSISTANCE FRAMEWORK FOR IRAQ 2011-2014 (UNDAF)

The United Nations Development Assistance Framework (UNDAF) was prepared by the United Nations Country Team in Iraq in consultation with the Government of Iraq and other partners, with the aim of improving the lives of the people of Iraq, and particularly the most vulnerable, in alignment with the national priorities and Millennium Development Goals. The United Nations Development Assistance Framework (UNDAF) 2011-2014 is the first for Iraq, marking a significant milestone in the nation's recovery and transition towards longer term development. Based upon and prepared in parallel with the Iraq Five Year National Development Plan (NDP) 2010-2014, the UNDAF provides a coherent and coordinated strategy for the delivery of UN assistance that embodies the Paris Principles, and supports the newly elected Iraqi administration in meeting its various obligations. The focus of the UNDAF implementation is to foster national capacity and leadership of the development process, within governmental, non-governmental and social institutions, in order to transition the country from the impact of violence and repression characterizing recent decades. Five UNDAF priorities have been identified, providing the scope and strategic direction of the UN system's support to Iraq in the next four years, namely:

1. Improved governance, including the protection of human rights.
2. Inclusive, more equitable and sustainable economic growth.
3. Environmental management and compliance with ratified international environmental treaties and obligations.
4. Increased access to quality essential services which is where this project sits.
5. Investment in human capital and empowerment of women, youth and children.

UNDP Country Programme Document (CPD)

The first Country Programme was endorsed by GoI and approved by the Executive Board of UNDP on 3 September 2010. The Country Programme is aligned with the National Development Plan and is nested within the UNDAF. UNDP identified four priority areas of synergy with National Development Plan and UNDAF, namely: a) fostering inclusive participation, b) strengthening accountable and responsive governing institutions; c) promoting inclusive growth, gender equality, climate change mitigation and adaptation and MDG achievement; and d) restoring the foundations for development. The Country Programme takes into account that UNDP operates under the overall mandate of the United Nations Assistance Mission in Iraq (UNAMI) focussing on the role of supporting the Government of Iraq (GoI) in the transition towards national reconciliation, peace and stability through work on governance, poverty alleviation, economic recovery and environment guided by conflict prevention and recovery approaches identified in five outcomes and respective outputs. Five Country Programme priorities have been identified, providing the scope and strategic direction of UNDP to Iraq in the next four years.

Country Programme Action Plan (CPAP) UNICEF and UNDP

During 2010 UNICEF and UNDP initiated work on Country Programme Action Plans. These CPAPs were signed on 14 March 2011. The CPAP is a signed legal agreement between the Government and UNICEF and UNDP. The 2011-2014 CPAPs are a four-year living documents defining the mutual cooperation and programme of work shared between the Government and UNICEF/UNDP. It is a response to the specific challenges identified in the UN Common Country Assessment 2009 and the UN response as outlined in the UN Development Assistance Framework 2011-2014. These, in turn, take account of the Millennium Development Goals, the Iraq National Development Plan as well as the lessons learned from past programming in Iraq. These CPAPs, prepared in close consultation with key stakeholders, defines the goals, and broad outline of strategies and activities that the Government and the respective agency jointly subscribe to, with agreed financial parameters.

II. Resources

Financial Resources:

- Provide information on other funding resources available to the project, if applicable.

There was dialogue with the Government of Iraq on possible cost share of USD 500,000 though the decentralization mechanism is still not in place so cannot be realized up to this juncture.

- Provide details on any budget revisions approved by the appropriate decision-making body, if applicable.

UNDP submitted a request for a change of scope, budget revision based on requests from the Project Steering Committee and an extension till April 2012 which was approved by the UNDG ITF Steering Committee on 29 May 2011. A second extension is under development.

- Provide information on good practices and constraints in the mechanics of the financial process, times to get transfers, identification of potential bottlenecks, need for better coordination, etc.

This project is working within the UN Country Team Priority Group on Water and Sanitation which is established through the UNDAF Priority Area 4.

Human Resources:

1. National Staff: Provide details on the number and type (operation/programme).
 - 1.1. UNICEF national officer.
 - 1.2. UNDP project officer and partial cost share with support staff.
 - 1.3. UN-HABITAT: 1 National Officer-Programme, 1 National SWM Consultant/Coordinator and 1 National Administrative and Financial management support.
 - 1.4. WHO two national officers.
2. International Staff: Provide details on the number and type (operation/programme)
 - 2.1. UNICEF programme manager.
 - 2.2. UNDP Project Manager and partial cost share with support staff.
 - 2.3. UN-HABITAT: 1 international Project Manager-Programme
 - 2.4. WHO international water quality expert.

III. Implementation and Monitoring Arrangements

- Implementation mechanisms utilized and how adapted to achieve maximum impact given the operating context.

The delivery mechanism adopted is as follow:

UNDP:

In February 2010, UNDP organized a kick off meeting with the other UN Agencies to discuss with the Iraqi counterparts ways forward and implementation mechanisms.

The core of this project is to develop capacity within governorates to plan and implement water and sanitation master planning. In order to achieve this, two mechanisms have been established which are the Project Steering Committee and the Project Boards. The two committees were formed in 1st Quarter 2010 and have different roles within the project and its successful completion. The Project Steering Committee has the overarching mandate and provides oversight to the project by promoting decentralization and resolving issues at both the policy and national level. The Project Boards have the specific role to oversee the implementation of the project at the Governorate level as well as the monitoring and follow-up to ensure ownership and sustainability of the project. The Project Boards also have additional responsibility to communicate with the Project Steering Committee in the decentralization process and to ensure that plans will materialize into services for their constituents.

During 2011, the Project Steering Committee had a significant role in negotiating and ensuring the adaption and clarification in the need to change the scope. Progress of the project during 2011 resulted in the following:

- By the end of 2010, UNDP completed terms of references and all the technical documents for the implementation of the water and sanitation master plans, in coordination with MMPW and the Project Steering Committee. The Steering Committee reviewed the technical documents and the ToRs and approved all documents thus signaling UNDP to initiate development of water and sanitation master plans for Thi-Qar, Al-Anbar and Sulaymaniyah Governorates, though Al-Anbar was objecting to the process and was requesting infrastructure.

- During September 2010; UNDP received a letter from the Al-Anbar Governor with an objection to hold such the Steering Committee progress meeting, claiming that such projects are in vain, and instead requested support to the construction of solid waste treatment plants. UNDP reported the issue to the Head of the Project Steering Committee - Director General for Planning and Follow Up from the Ministry of Municipalities and Public Works (MMPW) for advice. The Head of the Project Steering Committee - Director General for Planning and Follow Up from MMPW made several attempts to discuss this issue with the Al-Anbar Governorate, but received negative responses.
- The Head of the Project Steering Committee, the Director General for Planning and Follow Up from MMPW discussed this issue with 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 MMWP approved as per their letter TM/S/102 dated 24/1/2011 to use parts of the funds allocated for Al-Anbar Master Plan project to cover shortages in these respective budgets.
- The Project Steering Committee (PSC) met 7 April 2011 to further discuss and review the Project progress. The respective Governorate Project Boards participated in this meeting. A change of scope was proposed and approved by the Project Steering Committee members based on the negative responses of Al-Anbar Governorate towards the project. In this meeting, it was agreed to move the allocated Al-Anbar Governorate budget to serve the development of an integrated WatSan Master Plan and Capacity Building Programme in Sulaymaniyah and Thi-Qar Governorates. The Project Boards lobbied for funds to be used for capacity development and not the procurement of equipment and Sulaymaniyah and Thi-Qar for extended master planning. All parties agreed to use funds allocated for the Al-Anbar component to cover shortages in the budgets for the other two Governorates and to increase the scope of work towards the development of a fully integrated, more comprehensive WatSan Master Plan that would include water, wastewater, storm water and environmental aspects. This would focus on Thi-Qar and Sulaymaniyah Governorates and additionally include the development of pilot Water and Sanitation Master Plans in Wassit within Kut city, Salah al-Din within Tikrit city, and the development of a Pilot Sanitation Master Plan in the city of Erbil.
- The UNDP developed a request for change of scope, budget revision and a no-cost extension till April 2012 which was submitted to the ITF Steering Committee. On 29 May 2011 the ITF Steering Committee approved this request.
- The Project Steering Committee met 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
 - Ensure consistency and coherence of the Programme.
- The result of this meeting was a mid-term review.

- UNDP in partnership with counterparts completed a comprehensive capacity assessment to identify gaps and future direction as well as the present level of knowledge and skills available within the technical working in the different related Governorates. This serves as the map of needs for the sustainability of the project and the capacity building component of this project.
- The Project Steering Committee met 13-14 December 2011 to review project progress and follow-up the deliverables of Phase I of the UNDP Project and review draft Master Plan Reports.

UNICEF:

- UNICEF in consultation with their counterparts (The General Directorate of Municipalities at the Ministry of Municipalities and Public Works) has completed the technical specifications for the required equipment and supplies.
- Procurement was carried out through UNICEF Country Office and the UNICEF Supply Division in Copenhagen as shown in the below diagram.
- UNICEF in consultation with the counterparts facilitated the implementation of training programs.
- In terms of the solid waste master planning, UNICEF has completed terms of references and MMPW reviewed and approved the documents. UNICEF carried out bidding process and awarded contracts to the international consulting firms for development of solid waste management master plans for Thi-Qar, Anbar, Sulaymaniyah and Erbil Governorates.
- UNICEF completed a comprehensive capacity assessment for the technical and administrative staff working in the water, sewage and municipal sector in Thi-Qar and Missan Governorates. The General Directorate of Human Resources at the Ministry of Municipalities and Public Works conducted these assessments and identified the main training courses required to fill the gap and leverage the skills in these governorates.
- UNICEF prepared terms of references for selection of three landfill sites for hazardous wastes in Iraq based on the request from the Ministry of Environment. The technical working group from the Ministry of Environment reviewed and approved the TOR, conducted bidding and contract awarded to complete the environmental impact assessment on nine sites which was used to select the three most appropriate landfills for hazardous wastes sites.
- Monitoring of the project implementation is jointly done by the Government and UNICEF.

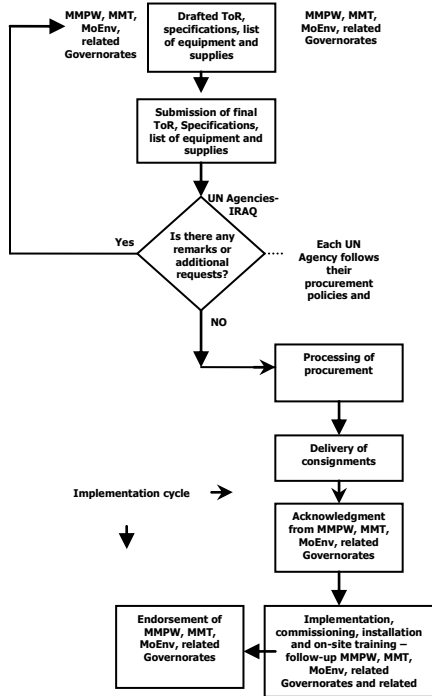
WHO:

- WHO in consultation with their counterparts prepared the technical specifications for the required equipment and supplies
- The procurement was carried out through WHO Procurement Unit at WHO Country Office as shown in the below diagram.
- WHO in consultation with their counterparts, design and support the implementation of the sanitary inspection survey and hygiene awareness campaigns for the three targeted governorates namely Al-Anbar, Thi-Qar and Sulaymaniyah.
- Monitoring of the project implementation is jointly done by the Government and WHO.
- WHO in consultation with their counterparts, design and support the implementation of the sanitary inspection survey for the three targeted governorates namely Al-Anbar, Thi-Qar and Sulaymaniyah.

UN-Habitat:

- 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 designed for 20 participants. Fifty-eight (58) engineers from Municipalities of six governorates Al-Anbar, Sulaymaniyah, Erbil, Wassit, Thi-Qar and Salah Al-Din) were trained in Austria (ISWA) on Solid Waste Management during the period 17 April - 22 May 2011.
 - The training modules for the above training have been prepared and tailored for Iraq and have been reviewed and translated by UN-Habitat.
 - As an extended capacity development measure, further training initiatives on Integrated Solid Waste Management have been prepared. The envisaged training shall improve an initial/basic orientation on ISWM implementation options. It will introduce Government of Iraq (GoI) sector representatives to best practices in preventive solid waste management, management of organic waste, energy recovery, incineration and hazardous waste, such as being derived from the medical sector. The training will be delivered at two levels, one addressing mid-management, and the second one at operational level. Like for the first training held in Austria (refer to section above), GoI representatives of the Waste Management Sector of six governorates shall be trained. A total of about 50 GoI staff members shall be trained. Due to most favorable technical conditions, and the vicinity to Iraq, it is planned to have the training delivered in Turkey, bordering Iraq.
 - UN-HABITAT completed the supplies of garbage containers for the three selected Governorates. The three Governorates received garbage containers as per the following details:
 - Anbar Municipality had received 130 steel garbage containers;
 - Thi-Qar Municipality had received 130 steel garbage containers;
 - Sulaymaniyah Municipality had received 227 plastic garbage containers.
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- **Procurement procedures utilized and variances in standard procedures.**

The diagram below illustrates the steps within the project to support capacity to plan and deliver the water, sanitation and solid waste management services, equipment and supplies inside Iraq; this approach was used by some Agencies.



UNDP Iraq follows the Financial Regulation and Rules (FRR) and the Procurement Manual posted under the Programme and Operations Policies and Procedures (POPP) which provides the framework to carry out procurement processes. The following bullets serve as guiding principles within the procurement process at UNDP Iraq. These principles are:

- Best Value for Money;
- Fairness, Integrity, Transparency;
- Effective International Competition.

UNDP defines procurement as the overall process of acquiring goods, civil works and services which includes all functions from the identification of needs, selection and solicitation of sources, preparation and award of contract, and all phases of contract administration through the end of a services' contract or the useful life of an asset. UNDP has two primary documents, the Financial Regulations and Rules and Procurement Manual, which specify solicitation procedures for supply of goods, services, or works, including appropriate methods for evaluating and selecting awardees and possible contracts. The Regulations and Rules and Procurement Manual also indicate which conditions justify waiving the competitive tendering process in favor of direct contracting.

Further, in order to ensure compliance with UNDP regulations, rules, policies and procedures, all procurement activities at UNDP-Iraq are subject to a review and approval process prior to an award of a procurement contract.

In summary UNDP-Iraq Procurement Unit follows the rules, regulation and there is no variance in standard procedures.

- **Monitoring system(s) and lessons learned in the ongoing project.**

The overall monitoring is through a Project Steering Committee with representatives from Ministry of Municipalities and Public Works, Ministry of Municipalities and Tourism-KRG, Ministry of

Environment, Directorates of Water and Sewerage in the six Governorates, UNDP, UNICEF, WHO and UN-HABITAT. The role of the Project Steering Committee is to oversee the implementation of the various agency outputs and activities.

Additionally, regular meetings are held at the governorate level with the respective Governorate Project Boards who have oversight and monitoring roles within the project. Project Board meetings discuss emerging issues regarding the project implementation and act as a mechanism to ensure smooth implementation of activities that corresponds to this project's outcomes/outputs.

During 2011, UNDP as lead agency, called meetings with the other UN partners to coordinate more effectively the progress of the project in consultation with the Project Steering Committee. These meetings were conducted in Istanbul-Turkey on May 30th and 31st 2011, and Amman-Jordan on 13th and 14th December 2011. These meetings resulted in better communication among all the stakeholders, and contributed to effective monitoring and implementation of the Programme. The UNDP Monitoring and Evaluation focal points supported the process which resulted in a monitoring framework being developed that address UNDAF Priority 4 and identified indicators specific to this project.

The UNDP Erbil Office follows up and coordinates with the counterparts in Sulaymaniyah and Erbil Governorates to monitor the quality and delivery of the Programme outcomes. The UNDP Amman Office coordinates all the UNDP activities and monitors all five governorates.

Additionally, at the field level, monitoring is being done through WHO National Officers and regular visits by the WHO International Water Expert to oversee and resolve any arising obstacles. Progress reports from the field are submitted on weekly and monthly bases illustrating the implementation progress of the activities, constraints and coordination with the Local Water Authority.

UNICEF focal points (national staff and hired engineers and facilitators) in Iraq follow-up the implementation of the project components and monitor the progress of all activities on the ground, prepare field reports and weekly/monthly reports which are supported by photos from the field. UNICEF Offices in Baghdad, Erbil and Basrah receive feedback on the regular basis, analyze and provide feedback/corrective actions when necessary. In addition, there are technical working groups who routinely meet and follow-up implementation progress to realize the work plan.

The UN-Habitat international expert and national officer had drafted the terms of reference and negotiated with The International Solid Waste Association the Agreement of Cooperation, which entails training of senior solid waste managers and engineers on best practices of solid waste management. The Agreement of Cooperation had been reviewed and cleared by the UN-Habitat Legal Advisor at Headquarters. Resulting from a sector scoping study and an analysis derived from needs' assessments, which have been jointly done by UNICEF and UN-Habitat during the year, UN-Habitat has prepared the RFP/ToR for the training to be delivered by external sector experts in 2012 (tentatively during Q-I/12). It largely builds on previous experience made during the first training in Austria.

UN-Habitat national officer in close coordination with the field engineers in Iraq had discussed the draft specification and terms of reference for procurement of garbage containers with the technical

staff of Ministry of Municipalities and Public Works and relevant municipalities. The specifications were made so as to be compatible with the existing garbage collectors and vehicles.

Lessons Learned

The major Lessons Learned during the implementation of the Programme can be summarized as the following:

- Involvement of senior government staff as part of Technical Working Groups has contributed to their capacity development and has promoted national ownership;
- Exposure of senior government staff and decision-makers to global best practices has enabled acceptance of modern technologies/ approaches;
- The initial timelines for project completion should take into consideration gaps, capacities of contractors, coordination mechanisms, delays in decision making, the security environment of all locations and factor in local disturbances and change.
- Building solid relationships with the Federal Government as well as the target governorates is key to this project and relevance of partnership essential in delivering this project;
- The coordination and participation of different boards and steering committees within different mechanisms is important to ensure all parties are aware and updated of what is going on in the project and builds consensus;
- Application of a TOT approach enhances and assists in capacity development of Iraqi officials;
- Coordination meetings assist in smooth implementation if put in place before initiation of the different project components;
- Apply different scenarios during planning in the project design to clarify actions and build consensus;
- Reliability of data and other information is required to plan these types of projects. Thus, this mapping may require extended timelines and require additional capacity development to collect the information if not available or reliability in question.

- **Report on any assessments, evaluations or studies undertaken.**

During 2011, UNDP with partners conducted on- site and off-site conducted appraisal of existing data, information, statistics and maps as Phase 1. These appraisals were necessary to evaluate the existing WatSan networks, facilities, gaps and projects. Also, UNDP in cooperation with partners conducted comprehensive capacity assessment of WatSan technical and administration staff in consultation with the Governorate Project Boards. Simultaneously, five draft Water and Sanitation Master Plans were developed in the relevant Governorates. Phase II studies were initiated.

UNICEF in consultation MMPW, MoEnv and MMT technical staff assessed and evaluated the progress for each activity. Terms of references were prepared by UNICEF staff and approved by the counterparts from the relevant government authority and the government General Directorates.

The General Directorate of Human Resources at the Ministry of Municipalities and Public Works in coordination with UNICEF have conducted a comprehensive capacity gap assessment for the staff at Thi-Qar and Missan Governorates who are working in water, sewage and municipal sectors.

WHO has supported MMPW, MMT and Ministry of Environment in conducting a sanitary inspection survey for Al-Anbar, Thi-Qar and Sulaymaniyah Drinking Water Resources. The sanitary inspection survey assessed in detail the existing situation of the drinking water resources and identified the gaps for

the improvement. Additionally, WHO provided technical and logistical support for the implementation of hygiene awareness campaigns in the respective governorates.

IV. Results

- **Summary of Programme Progress in relation to planned outcomes and outputs; explain any variance in achieved versus planned outputs during the reporting period.**

- Completed the compilation of data which signaled the finalization of Phase I including the collection of data, maps, GIS Files for all target Governorates during 3rd Quarter 2011.
- Progressed significantly in Phase II in the development of long term master plans in water and sanitation. The development of draft master plans included; conceptual, infrastructure layout and planning design of modules for service delivery in water and sanitation; completion of performance standards regarding quality and quantity of the services; completion of the cost analysis and estimations for financial evaluations of the master plans interventions; and completion of identifying alternative systems for water supply and sanitation systems to increase efficiency, sustainability and become more environmentally friendly;
- The draft report of Phase I findings was made available November 2011 which were reviewed by counterparts with comments and recommendations sent back which were included in the Final Reports of Phase I activities.
- Three training modules were conducted to build capacity of 15 participants on system analysis and supply/demand projections for all 5 governorates during 3rd Quarter 2011;
- Those trained received additional on-the-job training continued during 4th Quarter 2011;
- Introductory On-site training and workshops implemented in five Governorates during 1st to 3rd Quarter 2011. This included:
 - Sulaymaniyah Governorate: 11 participants (8 males,3 females);
 - Erbil Governorate: 8 participants(5 males,3 females);
 - Salah Al-Din Governorate: 10 participants (10 males,0 females);
 - Wassit Governorate: 8 participants (8 males,0 females);
 - Thi-Qar Governorate: 14 participants (11 males, 3 females).



Case Study: Practice on designing a new network using a variety of tools that address specific requirements

- The provision of the UNDP Capacity Building Programme component of this programme initiated a bit later in Salah Al Din Governorate on 15 June 2011 due to security. The Capacity Building Programme component .initiated all other Governorates including Sulaymaniyah, Erbil, Thi-Qar and Wassit Governorates on 14 March 2011.
- The Project Steering Committee (PSC) approved to request a change of scope due to the inability of the Ministry, Steering Committee and Al-Anbar's Governor to find ways forward regarding the implementation of WatSan master plans. In this meeting, it was agreed to shift the allocated Al-Anbar Governorate funds to the development of an integrated WatSan Master Plan and Capacity Building Programme in Sulaymaniyah and Thi-Qar Governorates though this would require agreement by the UNDG ITF through a change of scope and budget revision. The proposed change of scope would increase the scope of work towards the development of a fully integrated WatSan master plan including water, wastewater, storm water and environmental aspects in Thi-Qar and Sulaymaniyah Governorates, and the development of pilot Water and Sanitation Master Plans in Wassit within Kut city, Salah al-Din within Tikrit city, and the development of a Pilot Sanitation Master Plan in the city of Erbil.
- On 29 May 2011 the UNDG ITF Steering Committee approved the UNDP request for a change of scope, budget revision and a no cost project extension till 30th April 2012 for all UN agencies.
- The Project Steering Committee met 30 and 31 May 2011 to conduct a mid-term review of project progress, to discuss the challenges and constraints, and to plan for future progress.



The Project Steering at the Mid-Term Review Meeting

- The Integrated WatSan Master Planning Programme component of this programme initiated in Sulaymaniyah and Thi-Qar Governorates utilizing the change of scope during 2nd and 3rd Quarter
- The Pilot WatSan Master Planning Programme component of this programme initiated in Al Makhmour Village in the Erbil Governorate, in Al Kut City in the Wassit Governorate, and Tikrit City in the Salah Al-Din Governorate 3rd and 4th Quarter.
- Draft Master Plans are submitted to Project Boards for review and comment 4th Quarter.

- As part of the overall objective of the project, implementation process for Solid Waste Master Plans in Anbar, Sulaymaniyah, Thi-Qar and Erbil Governorates completed. 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 and distributed to the three governorates. This included handover of four compactors to Thi-Qar Municipal Directorate, five to Al-Anbar Municipal Directorate and one to Sulaymaniyah Municipal Directorate (UNICEF).
- Six training courses were conducted in Thi-Qar Governorate at the Human Resources Training Center (MMPW) on different water, sewage and solid wastes modules (UNICEF). Sixty (60) candidates were trained in landfill design modules in Erbil by the different international consultants who are responsible on the preparation of the solid waste management plans for Thi-Qar, Al-Anbar, Sulaymaniyah and Erbil (UNICEF).
- Four different stakeholder meetings were conducted in Erbil and Sulaymaniyah discussing the final draft of the solid waste master plans for the four governorates and academia and governorates' provisional councils members were invited and participated in these meetings (UNICEF).

- In Thi-Qar, the Technical Working Group was formed on 15 March 2010. A coordinator has been assigned, Riyadh Awdah Essa, Director of Thi-Qar 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 three 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).
- An Agreement of Cooperation was signed with the International Solid Waste Association (ISWA) to design training models and train 60 trainers and engineers from municipalities of 6 governorates managing the solid waste in their respective municipalities. The training was divided into three courses; each designed for 20 participants. Fifty-eight (58) engineers from Municipalities of the six governorates Al-Anbar, Sulaymaniyah, Erbil, Wassit, Thi-Qar and Salah Al-Din were trained by ISWA on Solid Waste Management during the period 17 April - 22 May 2011.
- The ISWA training modules were prepared and tailored for Iraq and were reviewed and translated by UN-Habitat.
- UN-Habitat completed the procurement and hand-over of garbage containers for the three selected municipalities in the Governorates of Al-Anbar, Thi-Qar and Sulaymaniyah.

- **Report on the key outputs achieved in the reporting period including # and nature of the activities (inputs), % of completion and beneficiaries.**

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| <p>1.1.1 Water and sanitation master plans for Sulaimaniyah, Anbar and Thi-Qar Governorates are jointly formulated with technical departments.</p> | <p>70% complete</p> |
| <ul style="list-style-type: none"> • Completed the compilation of data which signaled the finalization of Phase I including the collection of data, maps, GIS Files for all target Governorates during 3rd Quarter 2011. • Progressed significantly in Phase II in the development of long term master plans in water and sanitation. The development of draft master plans included; conceptual, infrastructure layout and planning design of modules for service delivery in water and sanitation; completion of performance standards regarding quality and quantity of the services; completion of the cost analysis and estimations for financial evaluations of the master plans interventions; and completion of identifying alternative systems for water supply and sanitation systems to increase efficiency, sustainability and become more environmentally friendly; • The draft report of Phase I findings was made available November 2011 which were reviewed by counterparts with comments and recommendations sent back which were included in the Final Reports of Phase I activities. | |

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| <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>70% Complete</p> |
| <ul style="list-style-type: none"> • Three training modules were conducted to build capacity of 15 participants on system analysis and supply/demand projections for all 5 governorates during 3rd Quarter 2011; • Those trained received additional on-the-job training continued during 4th Quarter 2011; • Introductory on-site training and workshops implemented in five Governorates during 1st to 3rd Quarter 2011. This included: <ul style="list-style-type: none"> ○ Sulaymaniyah Governorate: 11 participants (8 males,3 females); ○ Erbil Governorate: 8 participants(5 males,3 females); ○ Salah Al-Din Governorate: 10 participants (10 males,0 females); ○ Wassit Governorate: 8 participants (8 males,0 females); ○ Thi-Qar Governorate: 14 participants (11 males, 3 females). • The provision of the UNDP Capacity Building Programme component of this programme initiated a bit later in Salah Al Din Governorate on 15 June 2011 due to security. The Capacity Building Programme component initiated in all other Governorates including Sulaymaniyah, Erbil, Thi-Qar and Wassit Governorates on 14 March 2011. • Three modules were conducted to build capacity on system analysis and supply/demand projections for all 5 governorates with 15 participants from the on-site job training conducted in 3rd quarter; | |

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| 1.1.3 Provision of water tankers, sewage tankers and jetting vehicles; | Removed in the change of scope request approved by the UNDG ITF Steering Committee 29 May 2011. |
| <ul style="list-style-type: none"> • A change of scope was proposed and approved by the Project Steering Committee members in April 2011 based on the negative responses of Al-Anbar Governorate towards the project. • The Project Boards lobbied for funds to be used for capacity development and not the procurement of equipment and Sulaymaniyah and Thi-Qar for extended master planning and submitted this request in writing. All parties agreed to request that the funds appropriated for equipment be used to increase the scope of work towards the development of a fully integrated, more comprehensive WatSan Master Plan that would include water, wastewater, storm water and environmental aspects in Thi-Qar and Sulaymaniyah Governorates and additionally include the development of pilot Water and Sanitation Master Plans in Wassit within Kut city, Salah al-Din within Tikrit city, and the development of a Pilot Sanitation Master Plan in the city of Erbil. • The change of scope request was approved by the UNDG ITF Steering Committee 29 May 2011. | |

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| 1.1.4 Comprehensive capacity Assessment of Water and Sewage Authority in Thi-Qar and Missan Governorates; and development of specific capacities of Water and Sewage Authority Staff in the six Governorates (Al-Anbar, Sulaymaniyah, Thi-Qar and 3 adjacent Governorates); Water and Sewerage Authority have improved capacities in water and sewerage management. | 100% Complete |
| <ul style="list-style-type: none"> ○ Comprehensive gap analysis assessment for the Thi-Qar and Missan governmental staff in the WatSan Sector has been completed by the Directorate General of Human Resources at MMPW. ○ Six training courses for MMPW staff in Thi-Qar Governorate have been completed in 2011 and 180 government staff participated. ○ Three training courses on landfill design have been completed in 2011. Sixty (60) government staff from the technical working groups in solid waste participated. It is planned that in March 2012 an additional 20 staff from the Erbil Governorate Municipal Directorate will participate in this training course. | |

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| 1.1.5 Solid waste management master plans developed for three governorates; | 95% Complete |
| <ul style="list-style-type: none"> ○ Final draft Solid Waste Master Plans for Thi-Qar, Al-Anbar and Sulaymaniyah have been submitted and comments from the technical working groups received. Final copy of the English and Arabic version anticipated April 2012. ○ The inception report for Erbil Solid Waste Master Plan has been received and reviewed by the technical working group with final draft to be discussed April 2012. ○ -The inception report for the selection of the three landfill sites of hazardous waste will be | |

submitted by early Jan. 2012 while the consultant started compiling all the needed data and doing tests from the different nine sites with complete cooperation with the technical working group at the Ministry of Environment.

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| 1.1.6 Provision of garbage compactors | 100% complete |
| <ul style="list-style-type: none"> ○ Specification for garbage compactors were approved by the General Directorate of Municipalities at the Ministry of Municipalities and Public Works and procurement completed. ○ The shipment of compactors is completed and distributed to the respective governorates' warehouses. 10 garbage compactors were distributed with their two year spare parts to as follows: one compactor to Sulaymaniyah Municipal Directorate, five to Anbar Municipal Directorate and four to Thi-Qar Municipal Directorate. | |
| 1.1.7 Capacity building undertaken related to municipalities and solid waste sector across the three Governorates; | 70% complete |
| <ul style="list-style-type: none"> ○ 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. ○ UN-Habitat is organizing training for 50 Technicians and Operators in progress scheduled to be conducted in Turkey in Q-I/II 2012. ○ The training modules for the above trainings were prepared and tailored for Iraq and have been reviewed and translated by UN-Habitat. | |
| 1.1.8 Provision of garbage collection containers | 100% completed |
| <ul style="list-style-type: none"> ○ UN-Habitat completed the supplies of garbage containers for the three selected Governorates. The three Governorates received garbage containers as per the following details: <ul style="list-style-type: none"> ▪ Anbar Municipality received 130 steel garbage containers; ▪ Thi-Qar Municipality received 130 steel garbage containers; ▪ Sulaymaniyah Municipality received 227 plastic garbage containers. | |
| 1.2.1 Hygiene education, sanitary inspection of water sources conducted, and capacity building on water quality surveillance (building on the | 97% Completed |

ongoing WQ programme) undertaken across three Governorates.

- 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.
- WHO supported MoEnv. & DWS/ Sulaymaniyah in conducting three (5) training courses on bacteriological analysis for water samples, chemical analysis and water sampling. Each training was for 3 days. Eight-six (86) laboratory technicians from both Departments attended the trainings (48% whom were female). The main objective of the training was to enhance the technical capacity of the laboratory technicians in water quality monitoring and analysis techniques.
- TOT on “How to Conduct a Sanitary Inspection for Water Facilities”, was conducted in Amman during October 2010 for 18 Engineers and technicians from Departments of Water and Environment in six governorates namely Al-Anbar, Salah Al-Din, Najaf, Thi-Qar, Sulaymaniyah and Dohuk in addition to Baghdad and Erbil.
- Three on job trainings on How to Conduct a Sanitary Inspection for Water Resources for 63 engineers and technicians from 3 governorates (24 Anbar, 15 Thi-Qar and 24 Sulaymaniyah).
- WHO finalized the procurement process of portable water quality analysis laboratory equipment requested by Departments of Environment at Sulaymaniyah, Thi-Qar and Al-Anbar. Supplies will be delivered to the said governorate in three months.
- Finalized the proposal for sanitary inspection which is going to be implemented in the three selected governorates (Anbar, Sulaymaniyah and Thi-Qar), implementation will start during Feb 2011.

- **Delays in programme implementation, the nature of the constraints, actions taken to mitigate future delays and lessons learned in the process.**

The major challenges and constraints encountered by the four UN Agencies during the implementation of the programme can be summarized as the following:

- Lack of Integrated Water Resources Management Strategy;
- Severe water shortages and drought in country;
- Absence of national policies on water, sanitation and sewage weaken national and decentralized level planning;
- The decentralized model and timely provision of annual funds to the local level.
- Budget reductions and prioritization;
- Lack of infrastructure and reliable information;
- Inadequate capital for new infrastructure as well as for existing facilities and maintenance;
- Limited capacities at Governorate levels for planning, budgeting, implementation and monitoring of Water and Sanitation activities;
- Development of partnerships including; cooperation, communication, trust and identifying the correct people in multiple Governorates;
- Government Officials are not always available and regular meetings are not always possible at short notice;
- Synergies between the UN Agencies and the related ministries and/or governorates;
- Budget constraints for the project;

- Time limitations on the successful implementation of all programme tasks;
- Collection of data and their availability are not easily achieved and at times had to do initial collection;
- Travel procedures, especially for workshops and training purposes and changes in red zone movement and visa issues;
- Difficulties and delay in some Municipalities to nominate their participants for training;
- Opening dialogue and raising awareness on cross cutting issues such as environmental sustainability, gender issues and access.

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 is on the ground. All efforts are being made to stay on schedule.

Building communication, trust and partnerships in multiple Governorates is taking time. Close collaboration with the Government requires attendance of Ministry Officials. Timing of attendance to such activities has to work around availability of Government Officials and ministry level approval for travel. Delays are also experienced in government reviews and approval of policy/strategy documents.

During the early discussions with the respective Governorates, the Al Anbar Governorate decided to not participate in the WatSan Master Plan.

The security situation limited the ability of red zone movement and access to the respective six Governorates, working sites, ministries and other locations in the country. Security and curfews were a particular constraint in Thi-Qar.

The Iraqi counter parts assumed that most of the information was available, and during implementation major gaps were identified.

The major Lessons Learned during the implementation of the Programme can be summarized as the following:

- Risk logs are kept up to date and revised;
- Involvement of senior government staff as part of Technical Working Groups has contributed to their capacity development and has promoted national ownership and partnership;
- Build solid relationships with the Federal Government as well as the target governorates is key to this project and relevance of partnership essential in delivering this project;
- The coordination and participation of different Boards and Steering Committees within different mechanisms is important to ensure all parties are aware and updated of what is going on in this project and builds consensus;
- Apply different scenarios during planning in the project design to clarify actions and build consensus.

- **Key partnerships and collaborations to achieve results.**

Within the Joint Programme each agency is held responsible for certain activities delineated below;

UNDP

- Support the development of the Water and Sanitation Master Plan working closely with

Local Government;

- Implement pilot scale WatSan master plans for three chosen cities as part of capacity building and training programme;
- Strengthen the capacity of Local Government in the formulation of and the updating of Water and Sanitation Master Plans in the Governorates;

UNICEF

- Training of staff from Water and Sewage Authorities on WatSan management;
- Development of Solid Waste Master Plans for Anbar, Thi-Qar, Sulaymaniyah and Erbil.
- Selection of best three landfill sites for hazardous wastes.

UN-Habitat

- Enhanced capacities of Municipalities in operational management and maintenance of solid waste management in selected Governorates following the principles and best practices defined by the concept of Integrated Solid Waste Management;
- Procurement of garbage collectors for the three selected Governorates; Anbar, Thi Qar and Sulaymaniyah.

WHO

- 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.

- Other highlights and cross-cutting issues pertinent to the results being reported on.

With the UNDP Board approval of the Country Programme Document in September 2010, there has been an increased awareness at UNDP that “all” persons in the community need to be able to access Water and Sanitation equally. Some groups particularly persons with disabilities, elderly and women who are pregnant face some difficulties. Therefore, UNDP will explore inclusion; build awareness and capacity in the Master Planning process to accommodate “all”.

- Assessment of the programme/ project based on performance indicators as per approved project document log-frame
 - Please refer to Section VI.

V. Future Work Plan

- **Summarize of activities and expenditures for the following reporting period (1 January-31 December 2011)**

UNDP

- Phase I: Appraisal, Evaluation and Updating of Existing Information) were submitted for five Governorates, reviewed by the steering committee. The results of these reports were approved. The activities of Phase II- Implementation of the WatSan mater plans started based on Phase I findings.
- Total of 8 Governorate WatSan staff trained to formulate, implement and update such master plans with affirmative action given for women engineers.

- 100% of relevant local authority staff trained to address the identified capacity gaps during the implementation of Phase I activities
- Budget fully committed in 2012.

UNICEF

- Remaining work packages include: a) Solid Waste Master planning for Sulaymaniyah, Anbar, Erbil and Thi-Qar and b) Selection of the best three landfills for hazardous waste with the environmental impact assessment. For nine selected sites.
- The Final Draft of the Solid Waste Management law will continue to be reviewed by the Iraqi authorities and a decision is expected to be made (several revisions and amendments were done in 2011 and wait for final approval) during 2012
- All remaining budgets are planned for disbursement in 2012.

UN-HABITAT:

- UN-Habitat is organizing training for 50 Technicians and Operators in progress from the staff of the Ministry of Municipalities and Public Works from 6 Governorates. The training is scheduled to be conducted in Q-I/II 2012 with a focus on Integrated Solid Waste Management.

- **Major adjustments in strategies, targets or key outcomes and outputs planned.**

It is envisaged that UNDP will require an extension of time due to the following reasons:

- Delays in the re-entrance visas for the International Consultant staff members;
- Deteriorated security situations mainly in Thi-Qar and Wassit Governorates area;
- The weak capacity of institutions and technical staff mainly during the Phase I implementation activities.

VI. INDICATOR BASED PERFORMANCE ASSESSMENT

| | Performance Indicators | Indicator Baselines | Planned Indicator Targets | Achieved Indicator Targets | Reasons for Variance (if any) | Source of Verification | Comments (if any) |
|--|--|---------------------|---------------------------|--|--|--|--|
| Outcome 1: Water, wastewater and solid waste sectors management and planning capacities strengthened. | | | | | | | |
| <p>Output 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>Indicator: 1.1.1 Number of water and sanitation master plans formulated</p> | 0 | 2 | 5 draft Water and Sanitation Master Plans 2011 | <p>Sulaymaniyah and Thi Qar Governorates requested support to develop expanded more comprehensive Master Plans and the adjacent Governorates requested additional capacity development and support on pilot plans.</p> <p>Experienced delays in the collection and compilation of data caused by lack of reliable information, capacity gaps of counterparts; security and red</p> | <p>Programme progress reports and physical deliverables</p> <p>Draft Master Plans available.</p> | <p>The approved change of scope allowed for expanded draft master plans in Sulaymaniyah and Thi Qar Governorates and development of pilot Water and Sanitation Master Plans in Wassit, Salah Al-Din and Erbil.</p> <p>Phase I reports completed and approved for five governorates;</p> <p>Five Master Plans are nearing completion and will be finalized in 2012.</p> |

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| | | | | | zone movement. | | |
| | Indicator 1.1.2 Number of WatSan Governorate staff trained/ supported in updating and formulation of master plans (Disaggregated by sex and governorates) | 0 | 8 | 8 | 50 governorate staff trained during 2011 | Training Reports | Capacity development is ongoing and is being expanded in scope. |
| | Indicator 1.1.2b Percentage of WatSan governorate trained staff fully satisfied with the quality of the training in terms of relevance and usefulness | 0 | 80% of trainees | 100% of all trainees | 92% | End of training assessment | The governorate WatSan staff expressed their satisfaction and appreciation for the quality and scope of the capacity development trainings. |
| | Indicator 1.1.3 Number of water tankers provided Number of sewage tankers provided | 0 | 4 4 3 | The change of scope request was approved by the UNDG ITF | The Project Boards lobbied for funds to be used for capacity development and not the procurement of equipment. This resulted in | Scope changed. | A change of scope was proposed and approved by the Project Steering Committee members in April 2011 based on the negative |

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| | Number of jetting vehicles provided | | | Steering Committee 29 May 2011 | extended master plans in Sulaymaniyah and Thi-Qar as well as pilot master plans in Wassit, Salah al-Din and Erbil. | | responses of Al-Anbar Governorate towards the project. |
| Capacity strengthening of MMPW, Governorate Departments and Governors' Offices in six governorates for improved water, waste water and solid waste services and planning | Indicator 1.1.7: Number of staff participating in training courses and study tours completed by end of 2011 | 0 | T:60 | 80 | | Progress Report | MMPW and MMT senior managers of SWM participated in the 2010 World Conference on SWM |
| | Indicator 1.1.8: Number of procured supplies | 0 | T:400 Garbage Containers | 477 | | | Three governorates had received their share, Sulaymaniyah Municipality had requested the plastic type |
| Output 1.2 Capacity strengthening of MMPW, MoH, MoEnv, Governorate Departments and Governors' Offices in six governorates for improved water quality and personal hygiene. | Indicator 1.2.1 No. of potential contamination points with protection measures identified; No. of government staffs trained in water quality | TBD by Survey. B = 0 | TBD T= 50 | 86 Staff trained | Included participants from the Center | MMPW, MOEnv, MMT & WHO | Survey will be conducted during Feb 2011 |

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| | monitoring and testing (disaggregated by sex and governorate) | | | | | Progress Reports | |
| | Additional Indicator 1.2.2 Population groups in target governorates are better aware of personal hygiene practices | No. of hygiene campaigns conducted B = 3 | T = 6 | | | | Implementation will start during April 2012 |
| | | | | | | | |