

United Nations Development Group Iraq Trust Fund
Project # 66901:D2-21
Date and Quarter Updated: 1 April - 30 June 2012 - 2nd Quarter 2012

Participating UN Organization: UNDP **Sector: Cluster: D – Health**

Government of Iraq – Responsible Line Ministry: Ministry of Health

Title	Support for Construction of Basrah Children Hospital				
Geographic Location	Basrah Governorate, Basrah City but to provide services to additional areas in the South including the Marshlands				
Project Cost	US\$ 21,750,000				
Duration	39 months, including extension approved till December 2011.				
Approval Date (SC)	22.03.2007	Starting Date	23.03.2007	Completion Date	23.12.2008 extended to 30.06.2012
Project Description	<p>The project addresses the decline of health services over more than two decades in Basrah and lower South. The Ministry of Health Report (2004) indicates that non-communicable diseases are becoming the leading cause of death. The report illustrates alarmingly high under-five mortality rates as the Basrah population lacks access to adequate child healthcare facilities. Basrah Children’s Hospital (BCH) is designed as a specialized child referral care centre focusing on paediatric oncology to significantly ameliorate the deteriorated child health conditions in Basrah Governorate and the entire southern region of Iraq. The overall BCH project comprises of packages that involve construction and equipping of this healthcare centre of excellence in technology, practice, training and administration for provision of sustainable high-impact paediatric health services, including prevention, early diagnosis and treatment employing standard therapies, largely unavailable in Iraq. The BCH complex has been designed to provide for 360 cancer, 468 intensive care, 354 neonatal intensive care, and 2,230 acute care paediatric patients annually. The Hospital’s construction was started in 2005 with US Government funding with other agencies and the contract was halted in 2006. UNDP received ITF funding in February 2007 and has worked closely with MoH, WHO, the INGO Project HOPE, the Iraqi NGO Love and Peace (in a community awareness campaign) and US Department of State / US Army Corps of Engineers, which have acted as the UNDP Owner Engineer until 10 May 2009.</p>				

Development Goal and Immediate Objectives

1. The development goal for this project is aligned with the targets of Iraq’s National Development Strategy (2005), including health strategy, and will contribute towards reducing child mortality rates.
2. Improve access to quality tertiary specialized paediatric healthcare services in Basrah and the southern region of Iraq in partnership with all stakeholders, including the community.
3. Create employment opportunities for poor and vulnerable segments of the population.

Outputs, Key activities and Procurement

Outputs	<ol style="list-style-type: none"> 1.1 Improved tertiary child healthcare services and increased number of referred sick children to the hospital in partnership with all stakeholders, including the community. 1.2 Extension of the construction of the 94 bed hospital completed. 1.3 Medical equipment delivered and installed, and functioned catering of the 94 bed hospital. 1.4 Two hundred (200) hospital health professionals and managers (physicians, nurses, technicians, administrators, facility engineers, and biomedical engineers) completed short-term and long-term trainings. 2.1 Temporary short-term employment opportunities for unskilled and semi-skilled vulnerable and unemployed people created during the project construction phase. 2.2 Permanent long-term employment to professionals including medical professionals,
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	management, technicians created during project operation.
Activities	1.1.1 Contribute to the construction of Basrah Children Hospital; 1.1.2 Contribute to the equipping of Basrah Children Hospital; 1.1.3 Conduct community awareness campaigns and enhance partnership; 1.2.1 Technically assist MoH in the process of procurement of spare parts and consumables; 1.2.2 Technically assist MOH in the process of contracting Operation and Maintenance Services; 1.3.1 Assess training needs, knowledge and skills of physicians, nurses, technicians and administrators; 1.3.2 Conduct training programmes, support fellowships for 200 staff, including physicians, nurses, technicians and administrators; 1.3.3 Support the establishment of a functioning continued Health Professional Education Unit at Basrah Hospital; 1.4.1 Deliver capacity building and training programme to 200 hospital health professionals and managers including physicians, nurses, technicians and administrators; 2.1.1 Recruit skilled and semi-skilled labour to assist in the construction of the building: which will result in some 480,000 man days of short term employment opportunities; 2.2.1 Recruit skilled personnel to operate the hospital, which will create approximately 510 long-term employment opportunities for hospital staff and approximately 90 long-term employment opportunities of subsidiary staff for the site, facility plants, kitchen, and laundry.
Procurement (major items)	Tangible: Closed Circuit Security System; back-up diesel generators and auxiliary equipment; Medical Waste Treatment Equipment; Oxygen Generation Plant Equipment; General Furniture; Domestic Furniture; IT Equipment; Warehouse Shelving; Off Site Internet and Telephone connection; Gap items; Warehouse; ASSET management ;Stone Cladding; Residential Building; Roads & Parking; Steam Autoclave & Oxygen Generation Plant Buildings and Firefighting & Perimeter wall; Perimeter Drainage & Site Irrigation and Soft Landscaping; Intangible: Capacity Building; Community Awareness Campaign; Consultancy Services.

Funds Committed	USD 21,736,419.00	% of approved	99.94%
Funds Disbursed	USD 20,574,158.89 All current UNDP work packages were completed except for the Roads & Parking contract due to the defects which appeared during the defects liability period.	% of approved	94.59%
Forecast final date	30.06.2012	Delay (months)	19

Direct Beneficiaries	Number of Beneficiaries	% of planned (current status)
Men		
Women		
Children	938,605 (potential)	
IDPs	Unknown at this time	
Others		
Indirect beneficiaries	200 hospital staff	
Employment generation (men/women)	480,000 work days 510 long-term opportunities for staff 90 for subsidiary staff	

The Basrah Children's Hospital was opened 22 October 2010 in Phase 1 as a specialist pediatric hospital for the children in Basrah and other locations in southern Iraq.

Quantitative Achievements against Objectives and Results			% of planned
1	Stone Cladding.	Work completed.	100
2	Residential Building.	Works completed.	100
3	Roads and Parking.	Works completed. Though works were completed, during the twelve months defects liability period they did not clear quality control and found to have defects which required repair. The contractor has refused to repair the defects, thus, the UNDP Procurement Unit has been notified to cash the performance bond in liaison with the UNDP Legal Support Office.	100
4	Closed Circuit Security System.	Works completed.	100
5	Steam autoclave and oxygen generation plant, fire fighting facility and perimeter wall.	Works completed.	100
6	Perimeter Drainage, Site Irrigation, Well and Soft Landscaping.	Irrigation: Works completed. Soft Landscaping: Works completed.	100
7	Provision of back-up diesel generators and auxiliary equipment for firm supply of electricity.	Works completed.	100
8	Medical Waste Treatment Equipment.	Works completed.	100
9	Oxygen Generation Plant Equipment.	Works completed.	100
10	Gap Items.	Works completed.	100
11	Warehouse.	Works completed.	100
12	General Furniture.	Installation completed.	100
13	Domestic Furniture.	Installation completed.	100
14	Offsite Internet Connection.	Works completed.	100
15	IT Equipment.	Equipment handed over to MoH.	100
16	Warehouse Shelving.	Works completed.	100
17	Off Site Telephone.	Work Completed.	100
18	ASSET Management.	Equipment delivered. Upgrading the system and providing additional training to the key staff which is to include Training of Trainers in addition to supervising the hospital assets register process. The Asset Management System maintenance and training initiated on 24 th June 2012 and will run for three months.	100
19	Community Awareness.	School campaign completed. Exhibition in schools completed. Broadcasting of media spots completed.	100
20	Capacity Building.	A Letter of Agreement was signed with World Health Organization on 21 January 2009. WHO is responsible for this package and work is progressing with an eighteen-month extension requested to complete the capacity development component. Advanced payment of US\$2.1M has been paid to WHO for the capacity building activities according to the Letter Of Agreement between UNDP and WHO. The training was complete at the end of Q2 2012 * Work is ongoing by WHO. The one-year extension was approved by Steering Committee on 21 June 2010 for WHO to complete the capacity building activities. An additional six months extension was requested by WHO to complete the capacity building component.	

Qualitative achievements against objectives and results

- Familiarization meeting held between Iraq Reconstruction Management Office (IRMO), US Army Corps of Engineers (USACE), Project Hope and UNDP in February 2007;
- On 26-27 February 2007 a Project Kick-Off Meeting was held in Basrah between Iraq Reconstruction Management Office (IRMO), US Army Corps of Engineers (USACE) and UNDP where remaining project works were finalized and agreement reached on work packages for UNDP action. The expansion of the Project Steering Committee to include UNDP and other partners was agreed. UNDP set up a project management and administrative structures and started processes for defining and bidding on work packages, in accordance with UNDP procurement rules;
- Project meeting held in Amman 14-15 May 2007, gathering MoH, Department of State (DoS), Gulf Region Division (GRD), US Army Corps of Engineers (USACE), Project HOPE and UNDP;
- During this meeting it was agreed on HOPE's Capacity Building Plans, Management training System and Funding. It was also agreed on the Project SC and Focal Points and the teleconference meeting schedule. Coordination Meeting held 2-4 October 2007, including US Army Corps of Engineers (USACE), MoH UHS (Universal Hospital Services), Hospital Designers and Planners (HDP), MIDcon (the Jordanian contractor employed by Gulf Division South), Cummins (for generator discussions), and MoE to coordinate events and future plans, clarify and discuss technical issues related to UNDP's work packages and to ensure the project timeline. The meeting allowed for MoH to participate and play a part in the decision making;
- During the mission to Basrah 26-28 November 2007, a Kick-Off Meeting was held with the contractor responsible for stone cladding. Additionally a coordination meeting was held on 27-28 November, which included the USACE and Department of State. The purpose of this meeting was to coordinate events and future plans, discuss technical issues related to UNDP's work packages, and clarify those packages and to ensure the project timeline. Site coordination and cooperation were also discussed;
- Processing of all work packages, including receiving the offers, opening of the contractors' offers, technical evaluation, financial evaluation preparing for Contracts, Assets and Procurement (CAP) and ACAP meetings, signing of the contracts with the contractor for seven (7) work packages totaling USD 8.5m;
- On 10-14 February 2008 capacity building and coordination meeting was held in Baghdad, including Iraq Transition Assistance Office (ITAO), US Army Corps of Engineers (USACE) team, MoH, WHO and Project Hope, to discuss the handover of the physical building, equipment installation and training of the staff together with site coordination of the three (3) organizations;
- On 13-17 May 2008, a coordination meeting was held in Amman to discuss the progress of the construction works, delivery and installation of the equipment, training of the staff and financial status and financial needs, including representation from UNDP Iraq, Recovery Crisis Prevention (RCP), ITAO, GRD, US Army Corps of Engineers (USACE), MoH and Project Hope;
- Mission to Basrah 19-23 July 2008 was key to attend a project working group meeting involving MoH, UNDP, WHO, DoS, US Army Corps of Engineers (USACE) and Project Hope. A Red Zone site visit to the Basrah Children's Hospital was conducted. During this visit, coordination meetings were organized and held with the UNDP project contractors and project engineers.
- A new agreement was signed in October 2008 on the stone cladding due to a mismatch between stone and design. The issue was resolved and completion of primary works is completed.
- Mission to Basrah 25-31 January and March-April 2009 to attend meetings with the UNDP project contractors and project engineers with the participation of UNDP implementing partners: US Army Corps of Engineers (USACE). The mission collected and received information first hand and probed into reasons for delays in implementation, took note of contractor's grievances and resolved outstanding issues. Contractors were urged to put the needed resources in place to meet the respective packages completed by their contract closing dates. The project master schedule was revised and one contract was cancelled.
- During 2nd Quarter 2009 three new contracts were awarded and two preconstruction meetings held in June 2009.
- Mission to Basrah May 2009 was a key to coordinate the new structure of project implementation after receiving information that the US Army Corps of Engineers (USACE) would no longer be involved in any activities on the site connected to UNDP's contract.

- A coordination meeting was organized in Erbil during September 2009 for all the hospital projects, including the Basrah Children's Hospital. This three-day meeting was extremely helpful as difficult issues were resolved and new practices implemented. This meeting was attended by the Ministry of Health (MoH), UNDP and representatives of all contractors working on all sub-projects of the BCH project.
- In January 2010 a second coordination meeting was organized in Erbil for all the hospital projects, including Basrah Children's Hospital. This meeting was extremely helpful as difficult issues were resolved. This meeting was attended by the Ministry of Health (MoH), UNDP and representatives of all contractors working on all sub-projects of the BCH project.
- On 14 April 2010, a meeting was organized in Amman to discuss ways forward and prepare the capacity-building activities. This meeting was attended by the Ministry of Health Iraq, UNDP and WHO.
- On 19-20 May 2010, a capacity-building meeting was organized in Beirut to finalize the Capacity Building Plan. This meeting was attended by the Ministry of Health (MoH), Basrah Children Hospital (BCH), UNDP and WHO.
- The one-year extension request was approved by Steering Committee on 21 June 2010 for operational completion of the hospital packages, including the capacity development until June 2011 and closure of the project by December 2011.
- On 5-6 August 2010, a Capacity Building and Coordination Technical Meeting was held in Istanbul. This meeting was attended by the Ministry of Health (MoH), Basrah Children Hospital (BCH), UNDP and WHO.
- At the end of 3rd Quarter 2010 sixteen (16) of the 19 packages/contracts had been completed by UNDP, with the remaining three (3) contracts reaching a completion rate of over 95percent.
- During 4th Quarter 2010 the Basrah Children's Hospital Phase I was opened to provide pediatric services by the Ministry of Health.
- At the end of 4th Quarter 2010 18 of the 19 UNDP packages/contracts had been completed with the only outstanding being medical waste at 99%. The remaining outstanding package is WHO training which is through a LOA with cash advanced.
- At the end of 1st Quarter 2011 all (19 of the 19) UNDP packages/contracts had been completed and the process of releasing the performance guarantees and/or retention money is in progress.
- At the end of 2nd Quarter 2011, all UNDP packages/contracts had been completed and most of the performance Guarantees and/or retention money have been released except for the Roads & Parking contract due to the defects appeared during the defects liability period.
- The contractor for the Roads and Parking package has failed to satisfactorily finish the work due to major defects which appeared after heavy rainfall during the liability period. Monitoring by UNDP within the quality control identified issues and an assessment of the physical damage to the roads surface was conducted. The assessment highlighted the following: imperfections, shrinkages or other faults and recommended repairs for the contractor to attend to, under the supervision of a UNDP third party consultant. This has resulted in multiple interventions.
 - Several meetings were held in 2011 to agree on the methodology of repairing the defects which appeared in the Roads and Parking package during the twelve months defects liability period.
 - The performance guarantee and defects period for the roads and parking package was extended in order to repair the defects.
 - UNDP Iraq together with MoH has made every effort to work this Roads and Parking Contractor on a methodology and a procedure for the repair. The final date to start the works was set up for November 13, 2011 which was not fulfilled.
 - UNDP received a letter from the Contractor mentioning the inability to do the repairs.
 - Advice has been sought with the UNDP Legal Section.
 - Thus the contractor is in breach of contract.
 - Therefore, the Requesting Unit has notified the relevant sections of the Office to cash the Performance Bond as the Contractor did not comply with contract obligations.
 - This matter is presently with the UNDP Legal Section.
- The remaining outstanding package for completion of this project is the WHO Capacity Building component which is through a Letter Of Agreement with cash advanced to WHO in the amount of USD

2.1M.

- A thorough needs assessment was carried out by WHO's consultant, the American University of Beirut (AUB) in late 2011 and early 2012.
- A meeting was held on 23-26 January, 2012 at the American University of Beirut with the participation of a BCH team, WHO team and UNDP in order discuss the Hospital Assessment Report and agree on the way forward for the Capacity Building Package.
- A capacity-building conference was held in Beirut **from 23-27 January 2012** to present the AUB findings, identify and finalize all remaining training needs.
- The American University of Beirut assessment showed that additional trainings for medical/engineering staff were needed on the use of the new facilities and equipment; and most training would need to begin fresh, as many of previously trained staff have been moved to other medical facilities, or had simply not retained their knowledge. Therefore, training activities were to commence on critical BCH equipment, facilities, and technology for staff identified in the AUB assessment.
- Due to the needs assessment findings, additional training requirements were beyond what was envisioned when WHO signed its LOA with UNDP. Therefore it was requested and agreed that any UNDP funds remaining on the BCH project be earmarked to support these training activities. This was made official in a letter to the Ministry of Health in Baghdad dated 27 February 2012.
- It was agreed that WHO will organize and implement all training costs for 96 trainees participating in training sessions, while UNDP will provide airfare and trainees per diem (DSA minus accommodations) costs. All training was identified within the Needs Assessment. Training will be held for physicians, nurses, engineers, technicians, and operations/maintenance staff on equipment and facilities that have been installed in the BCH.
- The 96 trainees were divided into four groups and are being trained within the following course schedule:
 - 1st batch: from 23 Mar till 13 Apr 2012 with 28 participants – Completed
 - 2nd batch: from 13 Apr till 4 May and consist of 29 trainees – Completed
 - 3rd batch: from 4 May till 25 May and consists of 26 trainees – Completed
 - 4th batch: from 25 May 2012 till 22 June 2012 and consists of 13 trainees – Completed
- The needs assessment identified a need for additional training on the Asset Management System in order to efficiently register, track and maintain hospital assets. A contract was waived to the original supplier of the Asset Management System (OPTIMIZA Solutions Company) to maintain and upgrade the system, provide additional training to the key staff including Training of Trainers in addition to supervising the hospital assets register. The Asset Management System maintenance and training initiated on 24th June 2012 and will run for three months.

Main implementation constraints and challenges

- ❖ The US Army Corps of Engineer (USACE) informed UNDP on 11 May 2009 that USACE will no longer be involved in any activities on the site connected to UNDP's contract. Of note is the Project Document signed stipulating that Department of State will provide the Owner's Engineer US Army Corps of Engineers (USACE) services as an in-kind contribution. The MoU between UNDP and Department of State was signed in November 2007. As a remedial action, UNDP has signed a contract to the amount of approximately 160,000 USD with an Iraqi Company to provide the site engineering supervision. This arrangement does not adequately fill the gap, which included nine international engineers and seven national site supervisors. Therefore, UNDP has been forced to increase allocation of its existing staff to Basrah Children's Hospital, which has been raised to include four part-time and one full-time staff.
- ❖ It was identified that the supply of electricity of 11 KV by other partners will not be an adequate load

for the hospital requirements. Therefore, there is a need to identify funds for another project to bring in 33 KV. This could prove a challenge if funding is not identified for this separate project. A project concept note was prepared and approved within the UNDP Peer Review Process. UNDP took this issue to the Local Government and established the importance of the case, which has now been approved by the Local Government.

- ❖ The Basrah Children's Hospital was due to open in July 2010, but did not due to the lack of power until October 2010.
- ❖ The Basrah Children's Hospital is a red zone movement. The drawdown has affected movement/
- ❖ Roads and Parking package contractor has failed to satisfactorily finish the work due to major defects appeared after heavy rainfall. UNDP resolved the red zone movement problems through a third party consultant to inspect the BCH roads construction. This action was taken for quality control and assessment of the physical damage to the roads surface, imperfections, shrinkages or other faults and to recommend repairs for the contractor to attend to, under the supervision of the third party consultant. The performance guarantee for the roads and parking package has been extended till 17/02/2012 in order to cover the defects period.
- ❖ Several meetings held to agree on the methodology of repairing the defects appeared in the Roads and Parking package during the defects liability period.
- ❖ UNDP Iraq together with MoH has made every effort to work with the contractor on a methodology and a procedure for the repair. The final date to start the works was set up for November 13, 2011. After this date UNDP received a formal letter from the contractor mentioning his inability to do the repairs.
- ❖ The Requesting Unit together with UNDP Legal Support Office have been notified to cash the Performance Bond as the Contractor did not comply to the terms and conditions in the contract.