

**United Nations Development Group Iraq Trust Fund**

**FINAL PROGRAMME NARRATIVE REPORT**  
**OPERATIONALLY CLOSED**

<p>Programme Title: Solid Waste Management Project for Iraqi Ministry of Municipalities and Public Works and the Governorate of Basra</p> <p>Programme Number:<b>E3-14</b></p> <p><b>MDTF Office Atlas Number:66880</b></p>	<p><b>Country, Locality(s), Thematic Area(s)<sup>1</sup></b></p> <p>MMPW Baghdad/National Level and Basra Governorate including Basra City.</p> <p><b>Water and Sanitation Sector Outcome Team</b></p>
<p><b>Participating Organization(s)</b></p> <p>UN-HABITAT(lead) and UNICEF</p>	<p><b>Implementing Partners</b></p> <p>National counterparts: Ministry of Municipalities and Public Works (MMPW) and Basra Governorate.</p> <p>International Organizations, including NGOs:<b>UNICEF and UN-HABITAT</b></p>
<p>MDTF Fund Contribution:</p> <ul style="list-style-type: none"> <li>• Total ITF US \$ 6,317,441</li> <li>• UNICEF: \$3,921,015</li> <li>• UN-HABITAT: \$2,396,426</li> </ul>	<p><b>Overall Programme Duration 42 months</b></p> <p><b>Start Date: 4 Jul 2007</b></p> <p><b>Original end date: 4 Jan 2009</b></p> <p>Revised End Date: 31 Dec 2010</p> <p>1<sup>st</sup> Extension till 4 Jul 2009.</p> <p>2<sup>nd</sup> Extension till 4 Jan 2010.</p> <p>3<sup>rd</sup> Extension till 4 Jun 2010.</p> <p>4<sup>th</sup> Extension till 31 Dec 2010</p> <p>Operational Closure Date 31.12.2010</p> <p>Financial Closure Date: 31.12.2011</p>
<p><b>Final Programme/ Project Evaluation</b></p> <p>Evaluation Completed</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: _____</p> <p>Evaluation Report - Attached</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p><b>Submitted By</b></p> <ul style="list-style-type: none"> <li>○ Name: <b>Fiona McCluney</b></li> <li>○ Title: <b>Officer in Charge UN-HABITAT</b></li> <li>○ Name: <b>Hrachya Sargsyan</b></li> <li>○ Title: <b>Chief WASH-UNICEF</b></li> <li>○ Participating Organization (Lead): <b>UN-HABITAT</b></li> </ul> <p>Contact information:</p> <p>fiona.mccluney@unhabitat.org</p> <p>hsagsyan@unicef.org</p>

## **FINAL PROGRAMME REPORT**

### **I. PURPOSE**

The main goal of the project is to contribute to improved public health and environmental conditions in Iraqi cities by assisting the Ministry of Municipalities and Public Works and the Governorate of Basra with the development and implementation of new waste management laws, policies and programmes. The first key objective is to support national level initiatives by the MMPW aimed at developing new laws, regulations, policies and programmes for SWM and for the decentralization of the delivery of waste management services to the municipal government level. The second objective is to contribute to an effective SWM system in the Basra Area.

**The main outputs and outcomes of the programme as per the approved programmatic document:**

#### **OUTPUTS:**

- Recommendations for necessary changes to existing national and local level WM laws, regulations, policies and programmes.
- Selected Iraqi officials exposed to WM best practices from other countries of relevance to Iraq.
- A capacity development and institutional strengthening plan aimed at improving the capacity of MMPW officials to formulate and implement national level WM laws, policies and programmes.
- A fully equipped WM department office within the headquarters of the MMPW in Baghdad.
- A comprehensive WM plan prepared for the Basra governorate that documents existing problems, identifies future waste generation rates, and recommends solutions for the effective handling of existing and future waste.
- A capacity development and institutional strengthening plan aimed at improving the skills to effectively collect and dispose of waste of the local authorities in Basra.
- Selected demonstration areas and landfill sites in Basra equipped with waste collection and disposal equipment.
- Enhanced awareness of the local residents in Basra regarding WM practices.
- Existing landfill sites improved; demonstration sites identified and operational.
- Workshop facilities/ garage in Basra for the maintenance of sanitation vehicles upgraded.
- SWM offices in Basra rehabilitated and equipped with computers and office equipment.

#### **OUTCOMES:**

- Improved policies, regulations and programmes regarding WM in Iraqi cities.
- Effective and enhanced SWM facilities/systems in Basra.

#### **UN Assistance Strategy for Iraq:**

This project conforms to the 2005-07 and 2008-2010 UN Assistance Strategy and falls under Outcomes 2 and 3 of the Water and Sanitation sector Infrastructure Rehabilitation cluster matrix which specifies the following:

- Increased solid waste collection and disposal by 30%; (from 2005-07 strategy)
- Effectiveness of Public Management Systems improved%

Output 2.2 - Solid waste collection and safe disposal increased in five cities.  
Output 3.1 - National policies for water and sanitation sector developed  
Output 3.2 - Capacities at national and governorate level for planning, implementation, monitoring and evaluation developed.

**The primary implementing partners and stakeholders including key beneficiaries.**

Ministry of Municipalities and Public Works (MMPW).

Governorate of Basra.

UN-HABITAT.

UNICEF.

Local NGOs.

## II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

**a. The key outputs achieved and the variance in achieved versus planned results.**

The key outcomes are to achieve improved policies, regulations and programmes regarding SWM in Iraqi cities at both the national and sub-national levels through preparation of a draft Waste Management Law for Iraq and ongoing discussion with the GoI on the formal adoption of the new legislation, as well as to make use of the prepared and detailed SWM Master Plan for Basra City.

In parallel there have been targeted programmes and training to increase awareness and capacity building of MMPW officials regarding SWM practices. Training has addressed policy issues such as arrangements for public private partnerships as well as operational aspects of specialist waste management.

Progress towards the outcome seeking effective and enhanced SWM facilities/systems in Basra has been achieved through a close collaboration with MMPW staff. The SWM Master Plan is also the basis for a number of further components to strengthen the overall facilities and systems including upgrading existing landfill site, establishing a demonstration project, procurement of equipment, training and public awareness.

The final SWM Master Plan for Basra forms the basis of an effective waste management system in the Basra area and comprised of the following major elements:

- Project area description;
- Situation analysis of SWM in Basra governorate;
- Master Plan concept and criteria;
- Preliminary plan for solid waste collection and transfer;
- Preliminary plan for treatment and disposal;
- Recommendations of future SWM strategy for Basra governorate;
- Preliminary plan for solid waste legal and institutional strengthening;
- Preliminary plan for the integration of social issues;
- Preliminary plan for private sector participation;
- Preliminary investment strategy.

To complement these plans a number of physical improvements to facilities have been undertaken including construction of two workshops for SWM vehicles, construction of car park and construction of offices for SWM team within the Municipality premises.

**b. the way the achieved outputs have contributed to the achievement of the outcomes the variance in actual versus planned contributions to the outcomes.**

Output 1. Recommendations for needed changes to existing national and local level waste management laws, regulations, policies and programmes.

A national waste management law was completed, reviewed, amended and translated by a UNHABITAT consultant and submitted to the Iraqi Authorities represented by the Ministry of Municipality. UNHABITAT Local consultants have completed revision and evaluation by a team of MMPW officials, engineers, lawyers and financial experts in Baghdad and submitted to the new Iraqi Parliament for approval. **100 % completed**

Output 2. Selected Iraqi officials exposed to waste management best practices from other countries of relevance to Iraq.

In 2009, under the terms of an Agreement of Cooperation between UNHABITAT and the Egyptian Government, three tailored training programmes have been held for officials from MMPW. The first training was held in Cairo, in July 2009. High level officials were exposed to various aspects of SWM delivery, including the organisation of safe and efficient collection and disposal systems. The participants were officials from the MMPW and MOPD. The second training course was held in October 2009, this course was on SWM practices in Cairo and Alexandria with a particular focus on public private partnerships 20 Iraqi Engineers attended this course. The third training course was held in December 2009 and focussed on hazardous waste management 20 Iraqi Engineers, from various ministries responsible for the collection and safe disposal of hazardous waste in Iraq attended this course. A one day preparatory course was held prior to travelling to Cairo to agree on the priority issues to be addressed in Iraq and refresh participants of technical aspects of hazardous waste management. **100% completed**

Output 3. A capacity development and institutional strengthening plan aimed at improving the capacity of MMPW officials to formulate and implement national level waste management laws, policies & programme designed and implemented.

Draft capacity development and institutional strengthening plan for enhancing the capacity of MMPW was developed. As part of the above plan immediate training needs were identified and used as the basis for training of Municipal Staff under this project. **100% completed**

Output 4. A fully equipped waste management department office within the headquarters of the Ministry of Municipalities and Public Works in Baghdad.

Decision made in 2008 to assign funds for equipment and furniture to achieve more substantial improvement in the administration unit in Basra. Equipment list was implemented (see output 11)

Office equipment purchased. **100% completed.**

Output 5. A comprehensive SWM plan prepared for the Basra governorate that documents existing problems, identifies future waste generation rates, and recommends solutions for the effective handling of existing and future waste.

Master Plan completed. Stakeholder meetings were held in Kuwait and Erbil to discuss and review the Draft and Draft Final Master Plan. The Final Master Plan (English version and with Arabic translation) was prepared and endorsement by the government. **100% completed.**

Output 6. A capacity development and institutional strengthening plan aimed at improving the skills to effectively collect and dispose of waste of the local authorities in Basra.

Capacity development and institutional strengthening plan for enhancing the capacity of local authorities in Basra had been completed. Training Packages identified as part of the immediate training programs commenced. Five training courses covering the following areas “Municipal Solid Waste Collection System Evaluation and Design” and “Maintenance Management” “Waste Management Information System” and “Controlled Dumpsites and Landfill Operation” were held in Erbil. These courses included a training of trainers’ component. In all about 40 government staff from the Basra governorate benefited from all the above courses. **100% completed.**

Output 7. Selected demonstration areas and landfill sites in Basra equipped with waste collection and disposal equipment.

Equipment Procurement plan covering collection, transport and disposal needs for the short, medium and long term finalized. Specific Equipment to be immediately procured under the project has been finalised and agreed with all stakeholders. Procurement is done for all the items planned for immediate procurement. Weighbridge is fixed on place and procurement 20 Ton Compactors and Tractor with semi-Trailer has been completed. The landfill will be completed by end May 2011. **90% completed**

Output 8. Enhanced awareness of the local residents in Basra regarding WM practices. Key areas for public awareness and education campaigns have been achieved through the Hygiene Promotion sessions to the municipalities’ staff, school teachers and department of health officials. **100% completed**

Output 9. Existing landfill sites improved; demonstration sites identified and operational. In view of the magnitude of the works planned under the Landfill upgrade, the works have been sub-divided into two smaller work packages – a) Survey & Soil Investigation; Admin Building, Weighbridge and Fence for the Landfill site and b) Landfill site works and access road.

Work package (a) has been awarded and works commenced early October 2009. Work package (b) will be completed by end May 2011. **90% completed**

Output 10. Workshop facilities/ garage in Basra for the maintenance of sanitation vehicles upgraded.

Construction of Solid Waste Management Workshops for Vehicle Maintenance was completed. **100 % completed**

Output 11. Waste management offices in Basra dealing with SW rehabilitated and equipped with computers and office equipment.

The Construction of new administration building for MMPW and the construction of parking lot at Basra Municipality Premises was completed. IT equipment and furniture were provided to the Solid Waste Management Admin Office in Basra and IT equipments were provided for the MMPW – Directorate of Solid Waste Management in Baghdad. **100% completed**

**c. The overall contribution of the programme to the strategy planning framework or other strategic documents as relevant.**

The Solid Waste Management Law and Basra Solid Waste Master Plan development were crucial components. It was considered essential to closely involve the government at all stages during their preparation to render usefulness, relevance and ownership by the government. Close collaboration with government required attendance of ministry officials at workshops outside of Iraq. The Solid Waste Draft Law was completed early 2009. It has since been

reviewed and modified by a team within MMPW and will be shortly submitted to the Council of Ministers for endorsement. The programme contributed to attaining the priorities of the National Development Strategy 2007-2010 (NDS), specifically Goal 6: “full access to water and health services for Iraq as well as commitments made by the international donor community”. The programme provided assistance to Iraq, in the context of the Millennium Development Goal 7: Ensure Environmental Sustainability and the NDS goal.

**d. The contribution of key partnerships and collaborations, and explain how such relationships impact on the achievement of results.**

The main implementing partners of this project are UN-HABITAT and UNICEF. This is a collaborative project harnessing the competencies of UNICEF and UN-HABITAT towards enhancing waste management in Iraq, and Basra in particular.

UN HABITAT was responsible for overall management and the following

- Conduct a critical review of all existing national laws, policies, programmes and practises for waste management and develop detailed recommendations for necessary changes and improvements in collaboration with government and external stakeholders.
- Conduct a comprehensive review of international best practices in solid waste management and organise study tours for selected Iraqi staff and officials.
- Develop and implement a training programme to enhance the capacity of MMPW officials to design and implement new national and local level waste management laws, policies and programmes.
- Construction, provision of furniture and equipping an office for waste management staff in Basra and provision of furniture and equipment for the waste management directorate at the Ministry of Municipalities and Public Works.
- Upgrade the existing workshops/ garages in Basra. (UN-HABITAT)

UNICEF was responsible for the following activities:

- Comprehensive WM master plan for Basra governorate
- Development/Rehabilitation of Solid Waste disposal sites
- Purchase of new landfill operating and collection equipment for Basra
- Public awareness and media campaign in Basra governorate
- Training for Basra governorate staff in policy and programme design, implementation, management and operations.

The activities of the project were monitored by two in-house international experts in Amman, who evaluated the progress of project activities as well.

The MMPW and Governorate of Basra are major counterparts who were responsible for the formation of Technical Working Groups (TWG) comprising officials from MMPW and the Ministry of Environment at both the national level and Basra governorate level. UN-HABITAT and UNICEF national staff based in Iraq liaised, periodically, with the ministry and other local counterparts to ensure the smooth implementation of the project.

The project was implemented in collaboration with the MMPW in Baghdad and the Directorate of Municipalities in Basra governorate. Local and national Technical Working Groups had been established to ensure smooth implementation of the project including providing strategic advice during planning and subsequent implementation process. The TWGs had been very effective in providing inputs to the Terms of Reference for the Basra SWM Project, making data available to the consultant, and providing comments on Inception Report and the Draft Master Plan.

**e. The primary beneficiaries and how they were engaged in the programme/project implementation..**

Direct beneficiaries

Mid-ranking and senior MMPW staff from Iraqi Governorates for the capacity building on best practices.

MMPW: legislative work

MMPW Baghdad: improved office facilities

Basra Governorate: Basra Solid Waste Master Plan, New Sanitary landfill, improved office technical facilities and equipment

Residents of Basra: public awareness campaign

Indirect beneficiaries:

It is expected that residents of Basra will experience improved waste management due to improved facilities and capacity building of Basra Municipality in SWM

It is expected that residents of Iraqi governorates will experience improved waste management, once the SWM Law is enacted and capacity building of MMPW staff is put into practice

**f. The contribution of the programme on cross-cutting issues pertinent to the results.**

- Security: Security procedures are being followed by staff and consultants.

- Gender and Human Rights: Both women and men representatives were encouraged to participate in the Technical Working Group (TWG), discussions as well as in all capacity building events. Two women representatives participated in the TWG meeting related to the Basra SWM Master Plan held in Kuwait. The workshop and study tour of SWM facilities in Amman were attended by 20% women and 80% men. Gender aspects had been considered in the development of the Solid Waste Management Master Plan for Basra.

- Employment: Opportunities for large scale employment have already risen in 2009 and 2010 after the implementation of hardware components during the second part of 2008. UNICEF and UN-HABITAT continued focusing in the future on use of labour intensive technologies and execution by small local contractors (wherever feasible) to maximise local employment generation.

- Environment: Participation of representatives from the Ministry/ Directorate of Environment in the Technical Working Group meetings to ensure that environmental issues were adequately addressed in national laws and the Basra SWM Master Plan. The workshops facilitated by UNICEF and UN-HABITAT within Iraq addressed issues of environmental regulations and legislations with regard to dumpsites and landfills.

**g. Has the funding provided by MDTF/JP to the programme been catalytic in attracting funding or other resources from other donors? If so, please elaborate.**

None.

**h. Provide an assessment of the programme/project based on performance indicators as per approved project document using the template in section IV, if applicable.**

### III. EVALUATION & LESSONS LEARNED

a. The UN-HABITAT Iraqi consultant, with guidance from the International consultant, completed a detailed survey of dumpsite conditions throughout Iraq. This report contained information that helped the MMPW with budgeting future capital improvements and closures for existing dumpsites.

- The UN-HABITAT international consultant prepared studies related to the preparation of a short term action plan that identified priorities for the implementation of the national master plan. The International consultant also prepared draft Waste Management Law. The National consultant conducted a series of workshops in the governorates of Kirkuk, Basra, Baghdad, and Karbala on the methodology for conducting a proper landfill survey and analysis. Landfill surveys were subsequently completed.
- During the project duration, data collection and survey needed for the UNICEF led Basra Solid Waste Management Master Plan was completed. Data collection included compilation of the following data on:
  - Geological, hydro-geological and meteorological conditions;
  - Solid Waste Management legislations and policies;
  - Current practices in SWM in Basra governorate including details of the existing infrastructure;
  - Waste quantities, qualities and classification;
  - Current institutional set up in Basra governorate;
  - Current social data in Basra governorate;
  - Current private sector participation in Basra governorate
- Moreover, data collection and survey needed for the Solid Waste Management draft Law was completed. Data collection included current and past WM Laws in Iraq also current practices and legislations with respect to waste collection and disposal in the country.

**b. The challenges such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources, as well as the actions taken to mitigate, and their impact on the overall achievement of results.**

Close collaboration with government required the attendance of ministry officials at workshops outside of Iraq. The timings of such activities had to be planned in such a way to ensure the availability of government officials to attend, and the availability of ministry officials to approve the travel. Consequently, some delays were caused as government officials were not always available, and holding regular meetings was not always possible if planning was done at a short notice.

Delays were also experienced in government reviews and approval of policy/ strategy documents.

The security situation limited the ability of free movement and access to working sites, ministries and other locations in every part of the country.

The electricity shortage and curfews were also a major constraint to the progress of work in the country.

**c. The key lessons learned that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc.,**

Programme activities were usually monitored by the national officer in Baghdad, who in coordination with Amman office, provided periodical reports on the trainings and activities, supported by photos and sometimes videotapes.

Activities at the Basra level were being co-ordinated by the UNICEF and UN-HABITAT national staff with support from contracted engineers. Periodic reports were being shared with UNICEF and UN-HABITAT Amman offices. UNICEF's appointed Engineer used to participate in the joint meetings with Ministry officials in Baghdad.

There was, also, regular exchange of information between the two Agencies based in Amman who jointly reviewed project progress periodically.

Periodic stakeholder consultation meetings were held to review the progress of development of the master plan.

### **Human Resources**

#### National Staff & Consultants

Operations: 3 part time from UN-HABITAT

Programme: 3 (1 national staff each from UN-HABITAT and UNICEF and 1 consultant)

#### International Staff

Operations: 1 part time from UN-HABITAT

Programme: 4 (2 part time international experts from UN-HABITAT, 1 from UNICEF and 1 consultant from UN-HABITAT)



**Project Closure Conference July 2010**



**New administrative buildings and parking area in Basra**



**New workshop facilities in Basra**



**Landfill work in Basra.**



**Procurement of three compactors.**

Equipment, and spare parts were shipped to Basra Municipalities workshop



Development of human capacity among laboratory managers, technicians and sanitarian professionals through training and workshops



Implementation of a hygiene education campaign targeting community leaders and school teachers in Basra Governorate. Awareness material such as leaflets, booklets and posters were distributed as well.

