



**MPTF OFFICE GENERIC FINAL PROGRAMME NARRATIVE REPORT**  
**Water and Sanitation Master Planning and Capacity Building Programme**

**REPORTING PERIOD: FROM DECEMBER 2009 TO DECEMBER 2012**

<p><b>Programme Title &amp; Programme Number</b></p> <ul style="list-style-type: none"> <li>• Programme Title: Water and Sanitation Master Planning and Capacity Building Programme.</li> <li>• Programme Number : E3-17</li> <li>• MPTF Office Programme Reference Number: 73027</li> </ul>	<p><b>Country, Locality(s), Priority Area(s) / Strategic Results</b></p> <p>Sulaymaniyah, Al-Anbar, Thi-Qar governorates and three adjacent Governorates Salah al-Din, Wassit and Erbil.</p> <p><i>Priority area:</i> Water, Sanitation and Solid Waste Management.</p>
<p><b>Participating Organization(s)</b></p> <p><b>UNDP (lead) UNICEF, UN-HABITAT, WHO</b></p>	<p><b>Implementing Partners</b></p> <p>National counterparts and other International Organizations</p> <ul style="list-style-type: none"> <li>• Ministry of Municipalities and Public Works (MMPW).</li> <li>• Ministry of Municipalities and Tourism (MMT)/KRG.</li> <li>• Ministry of Environment (MoEnv.).</li> </ul>
<p><b>Programme/Programme Cost (US\$)</b></p> <p>Total approved budget as per programme document: \$10,557,740</p> <p>MPTF /JP Contribution: USD 10,057,740</p> <ul style="list-style-type: none"> <li>• <i>by Agency (if applicable)</i></li> <li>• UNDP: USD 3,819,900</li> <li>• UNICEF: USD 3,577,809</li> <li>• UN-HABITAT: USD 1,496,434</li> <li>• WHO: USD 1,163,597</li> </ul> <p>Agency Contribution</p> <p>Government Contribution: <i>The GoI agreed to contribute USD500,000 to this programme. However, this did not materialize.</i></p> <p>Other Contributions (donors)</p> <p><b>TOTAL: USD 10,557,740</b></p>	<p><b>Programme Duration</b></p> <p>Overall Duration (<i>months</i>): 35</p> <p>Start Date : 01 December 2009</p> <p>Original End Date : 01 December 2011</p> <p>Actual End date (<i>dd.mm.yyyy</i>): 31 October 2012</p> <p>1<sup>st</sup> extension 30 April 2012</p> <p>2<sup>nd</sup> extension 31 October 2012</p> <p>Have agency (ies) operationally closed the Programme in its(their) system?      Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>Expected Financial Closure date : 31 October 2013</p>
<p><b>Programme Assessment/Review/Mid-Term Eval.</b></p> <p>Evaluation Completed</p> <p><input type="checkbox"/> Yes   <input checked="" type="checkbox"/> No , but programme evaluation is planned to be conducted in 2013 Date: <i>dd.mm.yyyy</i> <b>March-July 2013</b></p> <p>Evaluation Report - Attached</p> <p><input type="checkbox"/> Yes   <input checked="" type="checkbox"/> No   Date: <i>dd.mm.yyyy</i></p>	<p><b>Report Submitted By</b></p> <ul style="list-style-type: none"> <li>○ Name: Abdi Hassan</li> <li>○ Title: Programme Coordinator</li> <li>○ Participating Organization (Lead): UNDP</li> <li>○ Email address: abdi.hassan@undp.org</li> </ul>

# **FINAL PROGRAMME NARRATIVE REPORT**

## **Water and Sanitation Master Planning and Capacity Building Programme**

### **EXECUTIVE SUMMARY**

The Water and Sanitation Master Planning and Capacity Building Programme was successfully implemented by UNDP, UNICEF, UNHABITAT and WHO. These agencies worked jointly towards the achievement of the planned outcome—Water, wastewater and solid waste sectors management and planning capacities strengthened— and effectively carried out the activities designed for its realization. This programme was aligned with Millennium Development Goal 7: Ensure Environmental Sustainability.

The programme supported all of the governorates in their planning process and induced a change in the prioritization of needs of the Department of Water and the Department of Sewage and Sanitation. Planning is now dealt with a long-term perspective, rather than as a gap filling measure. During the course of this programme, long-term working relationships with the Directorates of Water and Sewage, in all five targeted governorates and at the central and regional ministerial level were established. This achievement is essential for the potential of future expansion of this programme into the next phase and into additional governorates.

The Water and Sanitation Master Planning and Capacity Building Programme was purposely designed to benefit the ministries of the central and KRG government and the technical institutions directly responsible for planning and implementing the water and sanitation plans. This was accomplished by strengthening the capacity of the technical institutions and staff towards full ownership. Among the beneficiaries are the Ministry of Municipalities and Public Works (MMPW), Ministry of Environment (MoEnv), Ministry of Health (MoH), the Ministry of Municipalities and Tourism (MMT)/KRG and the Directorates of Water and Sewage. At the governorate level, Al-Anbar, Thi-Qar, Sulaymaniyah, Erbil, Wassit, Salah al-Din and Missan were actively involved which included both government officials and respective ministries and departments. The strengthening of these institutions allows the population as whole to enjoy better service delivery and to better living conditions. The estimated number of total beneficiaries of the programme is approximately 9 million people in the targeted six governorates (source: GoI COSIT ,est. for 2007) and IAU Governorate Profiles as of February 2011).

Amongst the major accomplishments of this programme are: a) the development of five Long Term Water and Sanitation Master Plans for five governorates; and improved technical and managerial capacities of the Water and Sanitation authorities and their technical staff, all of which was supported by UNDP as the lead agency. b) UNICEF supported the development of four Solid Waste Master Plans in four governorates; plus carried out a comprehensive capacity assessment and capacity building activities for the respective Water and Sewage Authorities in each governorate. c) UNHABITAT undertook a comprehensive capacity building exercise, related to municipalities and solid waste sector, across six governorates; garbage collection containers were also provided. d) Hygiene education, sanitary inspection of water sources, and capacity building on water quality surveillance (building on the ongoing WQ programme) were undertaken across six governorates by WHO.

Despite operating under a decentralized model, the increasing political and security volatility, environmental restraints and other setbacks, the programme managed to create a working and cooperative environment among the different players. The programme also provided great insight into the implementation of joint programmes with cross-cutting issues and cost-sharing agreements.

## I. Purpose

**Introduction:** The governorates of Anbar, Sulaymaniyah and Thi-Qar benefitted 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 were 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 mentioned governorates, an additional three governorates, Salah al-Din, Wassit and Erbil, were 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 was accompanied by: Sanitary inspections of main water resources; Strengthened capacity building of government staff in sanitary inspections and thorough on-the-job training and specialized training programmes; And awareness campaigns on sanitation and hygiene topics to safeguard public health in the peripheral/high risk areas in the selected governorates.

**Programme Outcome:** Water, wastewater and solid waste sectors management and planning capacities strengthened.

<b>Outputs</b>	<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>
<b>Activities</b>	<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> <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>

## II. Assessment of Programme Results

### i) Narrative reporting on results:

From January to December 2012, respond to the guiding questions, indicated below to provide a narrative summary of the results achieved. The aim here is to tell the **story of change** that your Programme has achieved over its entire duration. Make reference to the implementation mechanism utilized and key partnerships.

#### • Programme

**Programme Outcome:** Water, wastewater and solid waste sectors management and planning capacities strengthened.

The four UN agencies (UNDP, UNICEF, UNHABITAT and WHO) worked jointly towards the achievement of the planned outcome and successfully implemented the activities designed for its realization (please refer section below: **Outputs**).

**Relevant Strategic Documents:** 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 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 from using the National Development Plan to three new documents: the United Nations Development Assistance Framework (UNDAF), the Country Programme and the Country Programme Action Plans. 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 programme 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) focusing 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 with this programme sitting within Outcome 4.

### **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, defined the goals, and broad outline of strategies and activities that the Government and the respective agency jointly subscribe to, with agreed financial parameters.

### **Millennium Development Goals (MDGs)**

The programme contributed to the attainment of the MDGs, in particular MDG 7: Ensure Environmental Sustainability.

- MDG 7: Ensure Environmental Sustainability. The work within the programme is to develop capacity at the Governorate and local government level to impact on institutional frameworks, which was identified within the UNDP CPAP within Outcome 4. This programme furthers to respond to MDGs as it also responds to Target 3: Reduce by half the proportion of people without sustainable access to safe drinking water and basic sanitation:
  - Proportion of population using an improved drinking water source
  - Proportion of population using an improved sanitation facility

Main Beneficiaries: During the course of the programme in early 2011, which coincided with the beginning of the Arab Spring, people in Iraq took to the streets to voice their priorities. Water and sanitation were in the top five. Therefore, this programme became increasingly relevant, especially in some governorates such as Sulaymaniyah.

At the Central Government level, work continued throughout the programme with the Ministry of Municipalities and Public Works (MMPW), Ministry of Environment (MoEnv) and Ministry of Health

(MoH). Extensive work also took place at the regional level with the Ministry of Municipalities and Tourism (MMT)/KRG.

At the governorate level, Al-Anbar, Thi-Qar, Sulaymaniyah, Erbil, Wassit, Salah al-Din and Missan were actively involved which included both government officials and respective ministries and departments. Women were represented in the Technical Working Groups and they participated in all planning meetings and the review of the programme deliverables. The programme required extensive work at the local level in all identified districts and in some cities.

It is estimated that the programme would have impacted positively on the lives of a sizable segment of the population in Iraq, namely, the population in the six targeted governorates estimated at almost 9,000,000 as indicated in the table below. The gender distribution of the six governorates population is equally divided between male and female (50% each), while the average geographical distribution of the population favors the urban at 59% and the rural at 41%. However, there are large differences among the governorates in terms of the urban and rural populations (please refer to IAU Governorate Profiles as of February 2011).

The primary beneficiaries of the UNDP component are the Directorates of Water and Sewage in the targeted five governorates, as well as, the MMPW and the MMT/KRG and the technical and managerial staff at these government institutions. This included 58 technical staff.

UNDP, as the Lead and Coordinating agency, oversaw that Iraqi beneficiaries at all government levels were engaged fully in the programme, directly through the Technical Working Groups, the governorates Programme Boards and the Programme Steering Committee. There were regular weekly consultations and monthly coordination meetings by the Technical Working Groups and the Governorates Programme Boards. The UN agencies also held monthly and quarterly meetings and reporting, which were shared with the Iraqi counterparts. The Programme Steering Committee held a kick-off meeting in February 2010, as well as midterm and annual review meetings during 2010-2012.

<b>Direct Beneficiaries</b>	<b>Number of Beneficiaries*</b>	<b>% of planned (current status)</b>
Men	- 747,270 in Al-Anbar Governorate - 813,158 in Thi-Qar Governorate - 953,606 in Sulaymaniyah Governorate - 777,092 in Erbil Governorate - 536,202 in Wassit Governorate - 599,871 in Salah al-Din Governorate	100
Women	- 738,715 in Al-Anbar Governorate - 803,068 in Thi-Qar Governorate - 940,011 in Sulaymaniyah Governorate - 765,329 in Erbil Governorate - 528,748 in Wassit Governorate - 591,532 in Salah al-Din Governorate	100
Children	- 739,933 in Al-Anbar Governorate - 804,785 in Thi-Qar Governorate - 942,909 in Sulaymaniyah Governorate - 768,035 in Erbil Governorate - 530,283 in Wassit Governorate - 593,249 in Salah al-Din Governorate	100
IDPs	- 70,532 in Al-Anbar Governorate - 44,182 in Thi-Qar Governorate - 33,375 in Sulaymaniyah Governorate - 37,584 in Erbil Governorate - 53,238 in Wassit Governorate	100

	- 56,449 in Salah al-Din Governorate	
Others	na	
Indirect beneficiaries	na	
Employment generation (men/women)	na	

Total number of beneficiaries of this programme is estimated at approximately 9,000,000 which is the population in the six targeted governorates\*source: GoI COSIT (est. for 2007) and IAU Governorate Profiles as of February 2011

### **Institutional and/ or Behavioural Changes:**

This programme had a significant effect on the way that the Department of Water and the Department of Sewage and Sanitation worked in all targeted governorates. Previously, work had been short term in relation to how the Federal Government released funds. Additionally, this programme worked on the identification of medium and long-term requirements, including comprehensive planning, technical requirement, identification of budgetary allocations, procurement and capacity needs within the staff. The programme supported all the governorates in their planning processes and induced a change in the prioritization of needs of the Department of Water and the Department of Sewage and Sanitation. Planning is now dealt with a long-term perspective rather than as a gap filling measure.

Before the initiation of the programme there was no forum for dialogue and exchange of knowledge and experience. The development of the committees facilitated this dialogue and interaction among technical and managerial staff of all six targeted governorates. The programme also facilitated exchange within the institutions to discuss and find solutions at multiple levels, governorates, regional and central.

Another behavioral change noted was the involvement of women and their contribution within the programme at all levels. Women were represented in the Technical Working Groups and participated in all planning meetings and in the review process of the programme's deliverables in each governorate.

- **Outputs: Programme**

### **UNDP**

**Indicator 1.1.1:** Number of water and sanitation master plans formulated: 100% completed and even surpassed planned targets.

- Phase II Results Long-Term Master Plans: The Technical working Groups, the Governorate Programme Boards and UNDP finalized the review process of five water and sanitation master plans. This resulted in the development and production of five Long Term Master Plans for the governorates of Thi-Qar and Sulaymaniyah and for Tikrit City in Salah al-Din, Kut City in Wassit and Makhmoor District in Erbil;
- Five Long-Term Master Plans published in English, Arabic and/or Kurdish languages according to the governorate;
- Phase I Results: "Appraisal, Evaluation and Updating of Existing Information" were developed and published in English and Arabic/ Kurdish in May 2012 with both soft and hard copies available for Sulaymaniyah and Thi-Qar governorates, and for Tikrit City in Salah al-Din, Kut City in Wassit and Makhmoor District in Erbil;

**Indicator 1.1.2:** Number of WatSan governorate staff trained and supported in updating and formulating the master plans (Disaggregated by sex and governorates): 100% completed and even surpassed planned targets.

**Indicator 1.1.2b:** Percentage of WatSan trained staff fully satisfied with the quality of the training in terms of relevance and usefulness in each governorate: 100% completed and even surpassed planned targets.

- **Capacity Development:** the programme conducted extensive capacity development for both the technical and managerial staff at the Water and Sewage Directorates of five governorates: Thi-Qar, Sulaymaniyah, Erbil, Salah al-Din and Wassit;
- Thirty six sessions (36) of five training modules were completed for Sulaymaniyah, Erbil and Salah al-Din Technical Working Groups; twenty seven trainees (21 males and 6 females) participated in these trainings; Final session held 16-25 September 2012 in Sulaymaniyah.
- Twenty two (22) sessions of five training modules were completed for Thi-Qar and Wassit Technical Working Groups; twenty four trainees (20 males and 4 females) participated in these sessions; Final session held 16-25 September 2012 in Nassiriyah, Thi-Qar.
- Thirty seven sessions of the on-the-job training including practical case studies were conducted for the Technical Working Groups of Sulaymaniyah, Erbil and Salah-al-Din;
- Twenty seven sessions of the on-the-job training including practical case studies were conducted for the Technical Working Groups of Thi-Qar and Wassit;
- Training sessions were held in Sulaymaniyah and Nassiriyah for the senior level managers of the Water and Sewage Departments of the five Governorates and Ministry of Municipalities and Tourism (MMT)/KRG during September 2012;

During the course of this programme, UNDP succeed in creating and establishing long term working relationships with the Directorates of Water and Sewage in all five targeted governorates and at the central and regional ministerial level. Trust, dialogue and cooperation on water and sanitation programmes have been strengthened. The results of this work presently appears to be moving toward the Government of Iraq and Kurdistan cost sharing on future water and sanitation programmes with UNDP. This has a significant potential in the very near future for expansion of this programme into the next phase and into additional governorates.

### **Indicator 1.1.3: Variance**

A change of scope was proposed and approved by the Programme Steering Committee (PSC) in April 2011 based on the inability of the Ministry of Municipalities and Public Works (MMPW), Programme Steering Committee and Al-Anbar's Governor to find a way 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. Additionally, the change of scope and budget revision was officially submitted and agreed by the UNDG ITF. The change of scope advanced the development of a fully integrated WatSan master plan including water, wastewater, storm water and environmental aspects in Thi-Qar and Sulaymaniyah, and the development of pilot Water and Sanitation Master Plans in Wassit for Kut city, Salah al-Din for Tikrit city, and the development of a Pilot Sanitation Master Plan in the Makhmoor District 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 programme extension till 30th April 2012 for all UN agencies.

On 11 April 2012, a budget revision and programme extension was approved until 31 October 2012 for all UN agencies.



<p>Indicator 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.</p>	<p>100% Complete</p>
<ul style="list-style-type: none"> <li>○ 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.</li> <li>○ Six training courses for MMPW staff in Thi-Qar Governorate have been completed in 2011 and 180 government staff participated.</li> <li>○ Three training courses on landfill design have been completed in 2011. Sixty (60) government staff from the technical working groups in solid waste participated. In March 2012, additional 20 staff from the Erbil Governorate Municipal Directorate participated in a same training course but through another international consultant who was responsible for Erbil solid waste master plan.</li> </ul>	
<p>Indicator 1.1.5 Solid waste management master plans developed for three governorates;</p>	<p>100% Complete</p>
<ul style="list-style-type: none"> <li>○ Final Solid Waste Master Plans for Thi-Qar, Al-Anbar, Sulaymaniyah and Erbil have been submitted and comments from the technical working groups received. Final copies of the English and Arabic version submitted to MMPW and MMT in April 2012.</li> <li>○ The Final report for the selection of the three landfill sites of hazardous waste with completion of environmental impact assessment for nine sites throughout fifteen governorates submitted and approved on early July 2012 after a detailed several technical meetings with MoEnv with the consultant compiling all additional needed information to be considered including tests from the different nine sites.</li> </ul>	
<p>Indicator 1.1.6 Provision of garbage compactors</p>	<p>100% complete</p>
<ul style="list-style-type: none"> <li>○ Specification for garbage compactors were approved by the General Directorate of Municipalities at the Ministry of Municipalities and Public Works and procurement completed.</li> <li>○ 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.</li> </ul>	

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 (Ministry of Municipalities and Public Works and the Ministry of Municipalities and Tourism in Kurdistan Regional Government) 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 programme implementation is jointly done by the Government and UNICEF.
- Evaluation of all training courses conducted through this programme will be evaluated through the Institute of Administration at Baghdad University to show the impact of these training courses on the performance of the governmental staff who participated in the different training courses.

### **UNHABITAT**

**Indicator 1.1.7 (UN-HABITAT):** Number of staff participating in training courses and study tours completed by end of 2011.

**Indicator 1.1.8 (UN-HABITAT):** Number of procured supplies

- 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 training aimed at improving an initial/basic orientation on ISWM implementation options through introducing best practices in preventive solid waste management, management of organic waste, energy recovery, incineration and hazardous waste to Government of Iraq (GoI) sector representatives. The training which was delivered at two levels, one addressing mid-management, and the second one the operational levels. Similar to the first training which held in Austria as a first step, 50 GoI representatives of the Waste Management Sector of six governorates were trained. Due to most favorable technical conditions and the vicinity to Iraq, the training was delivered in Turkey.

An additional training was conducted in October 2012 for (13) engineers from the six governorates (from Municipality, Environment, Health Departments). The training was held in Amman/Jordan on ISWM (Landfill Design & Rehabilitation, Environmental Pollution and Involvement of Private Sector and Civil Society).

- UN-HABITAT completed the supply 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.
- Enhanced capacities of Municipalities in operational management and maintenance of solid waste management in selected Governorates through trainings, study tours and exposure visits. 100% achieved
- Procurement of garbage collectors for the three selected Governorates; Anbar, Thi-Qar and Sulaymaniyah through procurement of steel and plastic containers. 100% achieved

## **WHO**

**Indicator 1.2.1:** No. of potential contamination points with protection measures identified;

No. of government staffs trained in water quality monitoring and testing (disaggregated by sex and governorate)

**Indicator 1.2.2:** Population groups in target governorates are better aware of personal hygiene practices

- WHO conducted a two-day technical meeting 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 training courses on bacteriological analysis for water samples, chemical analysis and water sampling. Each training was for three 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.
- WHO conducted TOT on “How to Conduct a Sanitary Inspection for Water Facilities”, was in Amman during October 2010 for 18 Engineers and technicians from the Departments of Water and Environment in six governorates, 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 three governorates (24 Anbar, 15 Thi-Qar and 24 Sulaymaniyah) were conducted.
- WHO conducted TOT for 30 staff from MOEnv, MOH and MMPW on awareness design campaigns.
- 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.
- WHO with MMPW and MOEnv finalized the implementation of sanitary inspection for the 1500 drinking water resources in the three selected governorates (Anbar, Sulaymaniyah and Thi-Qar).
- WHO supported the MOEnv in implementing a hygiene awareness campaigns in the three selected governorates targeting community leaders, housewives and school children. The campaigns include training of 3000 community leaders.
  - The two-day technical meeting on the 1<sup>st</sup> 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 series of training courses conducted for more than 197 laboratory technicians and sanitary inspectors achieved its results through the enhancement of the knowledge and the capacity of the laboratory staff. (WHO).
  - The comprehensive sanitary inspection for the 1500 drinking water resources served to identify gaps on those resources. The governmental counterparts will set a workable road

map to fill the gaps and ensure that the drinking water resources are protected from any possible source of contamination (WHO).

- The hygiene awareness campaigns conducted in Anbar, Sulaymaniyah and Thi-Qar including training of 3000 community leaders helped in enhancing the environmental and hygiene awareness of the population in the three selected governorates;

- **Qualitative assessment:** Provide a qualitative assessment of the level of overall achievement of the Programme. Highlight key partnerships and explain how such relationships impacted on the achievement of results. Explain cross-cutting issues pertinent to the results being reported on. Has the funding provided by the MPTF/JP to the programme been catalytic in attracting funding or other resources from other donors? If so, please elaborate. For Joint Programmes, highlight how UN coordination has been affected in support of achievement of results.

The four UN agencies who jointly implemented this programme believe that high quality outputs were realized and that the main programme outcome was achieved.

### **Key Partnerships**

#### **UNDP:**

UNDP Coordinated and worked closely with the sister UN agencies of UNICEF, UNHABITAT and WHO on the implementation of this joint programme in close collaboration with Iraq government counterparts. UNDP also supported the development of the Water and Sanitation Master Plan working closely with local governments in all five governorates. It implemented pilot scale WatSan master plans for three chosen cities as part of capacity building and training programme with local water and sewage technical departments; and strengthened the capacity of local government in the formulation of and the updating of Water and Sanitation Master Plans in the five governorates.

The above partnerships and collaborations contributed significantly to the implementation, monitoring and consultations over the progress of the activities towards the expected outputs. This close coordination and cooperation between UNDP and the Local Governments in the five governorates as well as the Central Government in Baghdad, through the Ministry of Municipalities and Public Works and the MMT of the KRG, facilitated and supported the realization of the expected programme outputs and the achievement of the required results.

This programme had a significant effect on the way that the Department of Water and Department of Sewage and Sanitation worked. Previously, work had been short term in relation to how the Federal Government released funds. The programme supported all the governorates in their planning processes and induced a change in the prioritization of needs of the Department of Water and the Department of Sewage and Sanitation. Planning is now dealt with a long-term perspective rather than as a gap filling measure.

This programme worked on the identification of medium and long term requirements including comprehensive planning, technical requirement, identification of budgetary allocations, procurement and capacity needs within the staff.

Before the initiation of the programme there was no forum for dialogue and exchange of knowledge and experience. The development of the committees facilitated this dialogue and interaction among technical and managerial staff of all six targeted governorates. The programme also facilitated exchange within the institutions to discuss and find solutions at multiple levels: governorates, regional and central.

#### **UNICEF:**

The main implementing partners of this programme are UNDP, UNICEF, UN-HABITAT and WHO. This is a collaborative programme harnessing the competencies of the four UN agencies towards enhancing waste management in Erbil, Sulaymaniyah, Anbar and Thi-Qar governorates in particular. UNICEF was responsible for the following activities:

- Comprehensive Solid Waste Management Master Plans for Thi-Qar, Anbar, Sulaymaniyah and Erbil were developed.
- In addition to the above mentioned governorates, an additional three governorates (Salah al-Din, Wassit and Erbil) were provided with capacity building to formulate and update their own master plans to replicate the physical interventions undertaken in Anbar, Sulaymaniyah and Thi-Qar.
- Procurement of 10 garbage compactors, with two years spare parts, was carried out and distributed to Anbar, Thi-Qar and Sulaymaniyah municipal directorates.
- Selection of the three best sites for hazardous wastes in Iraq with completion of environmental impact assessment for nine sites distributed in different fifteen governorates except Kurdistan region.

### **UNHABITAT:**

- Ongoing collaboration with Municipalities led to the enhancement of their capacities 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.
- Governorates benefitted from direct physical intervention which led to procurement of garbage collectors for the three selected governorates, Anbar, Thi-Qar and Sulaymaniyah.

### **WHO:**

- Supported extensively the Ministries of Health and Environment at the central (Baghdad) and at the KRG level. This resulted in the establishment of excellent relations with both ministries and WHO.

### **Cross-cutting issues:**

#### **UNDP**

The UNDP component of this programme addressed MDG 7 and reviewed multiple cross-cutting issues including gender and capacity development. The programme integrated these issues into its general scope.

- Gender: the programme promoted maximum participation of women in the Technical Working Groups, Governorates Programme Boards and the Programme Steering Committee. This included affirmative action for women to participate in the programme. In this way, UNDP within its component of the programme increased involvement of women and their inputs into the programme.
- Capacity Development: UNDP initiated partnership and capacity development with the local governments, the Central Government in Baghdad and the KRG. UNDP built and strengthened the technical knowledge and skills of the technical and managerial staff within the targeted five governorates.
- MDG 7 is the core of the programme and all actions were aimed at its full attainment.

MDG 7: Ensure Environmental Sustainability. The work within the programme is to develop capacity at the Governorate and local government level to impact on institutional frameworks which was identified within the UNDP CPAP within Outcome 4. This programme furthers to respond to MDGs as it also responds to Target 3.

Target 3: Reduce by half the proportion of people without sustainable access to safe drinking water and basic sanitation:

- Proportion of population using an improved drinking water source
- Proportion of population using an improved sanitation facility

### **UNICEF:**

- 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. Women representatives participated in the TWG meeting related to the Thi-Qar SWM Master Plan held in Erbil. The workshops and exposure visits to Kirkuk landfill were attended by women and men. Gender aspects had been considered in the development of the Solid Waste Management Master Plan for the four governorates.
- Employment: UNICEF continued focusing in the future on use of labor intensive technologies and execution by small local contractors (wherever feasible) to maximize 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 four governorates SWM Master Plan. The workshops facilitated by UNICEF within Iraq addressed issues of environmental regulations and legislations with regard to dumpsites and landfills.

### **Additional funding attracted:**

The programme was operating under the concept of ownership and the capacity of government officials. The Government of Iraq was to cost share this programme but this was not realized during the given timeframe due to the limitations of financial procedures.

Previously, the Federal Government released funds on a need by need basis, rather than based on long term planning. All funds are now appropriated for long-term investments rather than for filling gaps. This programme identified the medium and long-term requirements including, comprehensive planning, technical requirement, and identification of budgetary allocations, procurement and capacity needs within the staff.

This programme significantly strengthened the capacity of the technical institutions and staff towards full ownership, which is essential for future expansion into the next phase and into additional governorates; including governorate financing to implement the recommendations from the Master Plans in the successive phases.

**ii) Indicator Based Performance Assessment:**

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
<b>Outcome 1<sup>1</sup></b>			
<p><b>Output 1.1:</b> 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><b>Indicator 1.1.1 (UNDP):</b> Number of water and sanitation master plans formulated.</p> <p><b>Baseline: 0</b> <b>Planned Target: 2</b></p>	<p>Successfully completed and surpassed planned target.</p> <p>Five (5) Long Term Water and Sanitation Master Plans 2012.</p>	<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 zone movement.</p>	<p>Programme progress reports and physical deliverables.</p> <p>Long Term Master Plans available.</p>
<p><b>Indicator 1.1.2 (UNDP):</b> Number of WatSan Governorate staff trained/ supported in updating and formulation of master plans (Disaggregated by sex and governorates).</p> <p><b>Baseline: 0</b> <b>Planned Target: 8</b></p>	<p>Successfully completed and surpassed target.</p> <p>51 governorate staff trained.</p> <ul style="list-style-type: none"> <li>• Sulaymaniyah Governorate: 11 staff (8 males, 3 females);</li> <li>• Erbil Governorate: 8 staff (5 males, 3 females);</li> <li>• Salah Al-Din Governorate: 10 staff (10 males,0 females);</li> <li>• Wassit Governorate: 8 staff (8 males,0 females);</li> <li>• Thi-Qar Governorate: 14 staff (11 males, 3 females).</li> </ul>		<p>Training reports and training programs.</p>
<p><b>Indicator 1.1.2b (UNDP):</b> Percentage of WatSan governorate trained staff fully satisfied with the quality of the training in terms of relevance and usefulness.</p> <p><b>Baseline: 0</b></p>	<p>Successfully completed and surpassed target.</p> <p>92% of all trainees were satisfied.</p>		<p>End of training assessment.</p>

<sup>1</sup> Note: Outcomes, outputs, indicators and targets should be as outlines in the Programme Document so that you report on your actual achievements against planned targets. Add rows as required for Outcome 2, 3 etc.

<p><b>Planned Target: 80% of trainees</b></p>			
<p><b>Indicator 1.1.3 (UNDP):</b> Number of water tankers provided</p> <p>Number of sewage tankers provided</p> <p>Number of jetting vehicles provided</p> <p><b>Baseline: 0</b> <b>Planned Target: 4/4/3</b></p>	<p>Change of scope was requested and approved by the UNDG ITF Steering Committee 29 May 2011.</p>	<p>A change of scope was proposed and approved by the Programme Steering Committee members in May 2011 based on the negative responses of Al-Anbar governorate towards the programme.</p> <p>The Programme Boards then lobbied for funds to be used for capacity development and not the procurement of equipment. This resulted in extended master plans in Sulaymaniyah and Thi-Qar as well as pilot master plans in Wassit, Salah al-Din and Erbil.</p>	
<p><b>Output 1.1</b> <b>Indicator 1.1.4 (UNICEF):</b> Comprehensive capacity Assessment of Water and Sewage Authority in Thi-Qar and Missan Governorates formulated</p> <p><b>Baseline: 0</b> <b>Planned Target: 1/100</b></p>	<p>Two capacity assessments completed for Thi-Qar and Missan governorates' staff.</p>	<p>MMPW requested support to develop more comprehensive capacity assessment study for Missan governorate as the adjacent governorate to Thi-Qar.</p>	<p>Programme progress reports and completion of training assessment.</p>
	<p>180 government staff trained.</p>		<p>Training Reports</p>
<p><b>Output 1.1</b> <b>Indicator 1.1.5 (UNICEF):</b> Number of solid waste master plans formulated with selection of the three best landfills for hazardous waste</p> <p><b>Baseline: 0</b> <b>Planned Target: 3</b></p>	<p>4 solid waste master plans and three landfills for hazardous wastes.</p>	<p>MMT requested support to develop one more solid waste master plan for Erbil as the adjacent Governorate. MoEnv. Requested support in doing the environmental impact assessment and selection of the three best landfills for Iraq for hazardous waste.</p>	<p>Master Plans are available; Hazardous landfill site selection and Environmental Impact Assessment study.</p>
<p><b>Output 1.1</b> <b>Indicator 1.1.6 (UNICEF):</b> Number of garbage compactors procured</p> <p><b>Baseline: 0</b> <b>Planned Target: 8</b></p>	<p>10</p>	<p>MMPW requested from UNICEF to procure 8-10-ton compactors rather than 16-ton so number of procured compactors increased to 10 within the same budget ceiling.</p>	<p>Anbar, Sulaymaniyah and Thi-Qar, Municipal directorates had received garbage compactors with two year spare parts and are functioning daily at their respective governorates.</p>
<p><b>Output 1.1</b> <b>Indicator 1.1.7 (UN-HABITAT):</b> Number of staff participating in training courses and study tours completed by end of 2011.</p> <p><b>Baseline: 0</b> <b>Planned Target: 60</b></p>	<p>80</p>		<p>Progress Report</p>



<p><b>Output 1.1</b>  <b>Indicator 1.1.8 (UN-HABITAT):</b> Number of procured supplies  <b>Baseline:</b> 0  <b>Planned Target:</b> 400</p>	<p>477 Garbage Containers</p>		<p>Each Municipality received its share</p>
<p><b>Output 1.2:</b> Capacity strengthening of MMPW, MoH, MoEnv, Governorate Departments and Governors' Offices in six governorates for improved water quality and personal hygiene.</p> <p><b>Indicator 1.2.1 (WHO):</b> No. of potential contamination points with protection measures identified;</p> <p>No. of government staffs trained in water quality monitoring and testing (disaggregated by sex and governorate)  <b>Baseline:</b> 0  <b>Planned Target:</b> 50</p>	<p>197 Staff trained on water quality and sanitary inspection</p> <ul style="list-style-type: none"> <li>Sanitary inspection for 1500 drinking water resources in Anbar, Thi-Qar and Sulaymaniyah</li> </ul>	<p>Included participants from the Center and on job training implemented.</p>	<p>WHO progress reports;  Sanitary inspection reports.</p>
<p><b>Output 1.2</b>  <b>Indicator 1.2.2 (WHO):</b> Population groups in target governorates are better aware of personal hygiene practices</p> <p><b>Baseline:</b> No. of hygiene campaigns conducted, Baseline: 3  <b>Planned Target:</b> 6</p>	<p>More than 3000 community leaders trained (40% female).</p>		<p>MoEnv, MMT &amp; WHO Progress Reports.</p>

### iii) Evaluation, Best Practices and Lessons Learned

During 2011, UNDP and its partners conducted on-site and off-site appraisals of existing data, information, statistics and maps as Phase 1. These appraisals were necessary to evaluate the existing WatSan networks, facilities, gaps and programmes. UNDP in cooperation with its partners conducted a comprehensive capacity assessment of WatSan technical and administration staff in consultation with the Governorate Programme 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. A second separate independent evaluation for the capacity development activities was conducted by the Institute of Administration at the University of Baghdad. All 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 MMPW in coordination with UNICEF have conducted a comprehensive capacity gap assessment for the staff at Thi-Qar and Missan governorates which 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 areas for improvement. Additionally, WHO provided technical and logistical support for the implementation of hygiene awareness campaigns in the respective governorates.

A joint programme evaluation is planned to be undertaken in the first six months of 2013.

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 that weakened national and decentralized level planning;
- The decentralized model and time intensive provision of annual funds to the governorates and districts;
- 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 the governorate level for planning, budgeting, implementation and monitoring of water and sanitation activities;
- Extensive time commitment to the 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;
- Weak Synergies between the UN Agencies and the related ministries and/or governorates;
- Budget constraints for the programme;
- Time limitations on the successful implementation of all programme tasks;

- Collection of data and their availability are not easily achieved and at times, initial collection was required;
- Travel procedures, especially for workshops and training purposes and changes in red zone movement and visa issues are cumbersome;
- Difficulties and delay in some municipalities to nominate participants for training;
- Difficulty in opening dialogue and raising awareness on cross cutting issues such as environmental sustainability, gender issues and access.

In addition to the reasons afore mentioned, coordination between the multiple UN Agencies took longer than expected. Lessons learned, from other joint programmes reflect a similar pattern of coordination delay. All efforts are being made to stay on schedule.

Building communication, trust and partnerships in multiple governorates also took longer than expected. Close collaboration with the Government requires attendance of Ministry Officials. Attendance of officials to activities must remain flexible and adapt to their time availability and approval at ministry level for travel. Delays are also experienced in government reviews and approval of policy and 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. Mainly, detail data on water and sewage facilities were unavailable at the start of the programme and updated maps and GIS were also missing.

- key lessons learned:
  - 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 and approaches;
  - The initial timelines for programme 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 sentiments and social changes;
  - Building solid relationships with the Federal Government as well as the target governorates is key to this;
  - The coordination and participation of different boards and steering committees within different mechanisms is important to ensure all parties are updated on the progress of the programme and to build consensus;
  - Application of a TOT approach enhances and assists in the capacity development of Iraqi officials;
  - Coordination meetings assist in smooth implementation, if put in place, before initiation of the different programme components;

- Apply different case-scenarios during programme design to clarify actions and build consensus on programme deliverables, implementation modality and duration as well as roles and responsibilities of all stakeholders such as the UN, the federal government of Iraq and the governorates;
- Reliability of data and other information is required to plan these types of programmes. Thus, this mapping may require extended timelines and require additional capacity development to collect the information, if not available.