



UNDAF TRUST FUND IRAQ

ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT

REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2011

<p>Programme Title & Project Number</p> <ul style="list-style-type: none"> • Programme Title: Development of National Framework for Integrated Drought Risk Management (DRM) in Iraq • Programme Number : P3-01 • MPTF Office Project Reference Number:³ 79817 • UNDP Reference Number 79801 	<p>Country, Locality(s), Thematic/Priority Area(s)²</p> <p><i>Nationwide</i></p> <hr/> <p><i>Thematic/Priority: Environment</i></p>														
<p>Participating Organization(s)</p> <ul style="list-style-type: none"> • Organizations that have received direct funding from the MPTF Office under this programme <p>UNDP and UNESCO</p>	<p>Implementing Partners</p> <ul style="list-style-type: none"> • National counterparts (government, private, NGOs & others) and other International Organizations <p>National Focal Points are: Prime Minister’s Advisory Committee (PMAC), and MOEnv. Steering Committee members representing line institutions: PMAC, MOWR, in collaboration with MOST, MOEnv, MOA, MOP, MOAWR (KRG),</p>														
<p>Programme/Project Cost (US\$)</p> <table> <tr> <td>MPTF/JP Contribution:</td> <td>UNDAF Trust Fund USD 479,884</td> </tr> <tr> <td>• by Agency (if applicable)</td> <td>UNDP USD 264,883</td> </tr> <tr> <td></td> <td>UNESCO USD 215,001</td> </tr> <tr> <td>Agency Contribution</td> <td></td> </tr> <tr> <td>• by Agency (if applicable)</td> <td></td> </tr> </table>	MPTF/JP Contribution:	UNDAF Trust Fund USD 479,884	• by Agency (if applicable)	UNDP USD 264,883		UNESCO USD 215,001	Agency Contribution		• by Agency (if applicable)		<p>Programme Duration</p> <table> <tr> <td>Overall Duration (<i>months</i>)</td> <td>Nine (9)</td> </tr> <tr> <td>Start Date⁴ (<i>dd.mm.yyyy</i>)</td> <td>30/08/2011</td> </tr> </table>	Overall Duration (<i>months</i>)	Nine (9)	Start Date ⁴ (<i>dd.mm.yyyy</i>)	30/08/2011
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¹ The term “programme” is used for programmes, joint programmes and projects.

² Strategic Results, as formulated in the Performance Management Plan (PMP) for the PBF; Sector for the UNDG ITF.

³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to “Project ID” on the [MPTF Office GATEWAY](#)

⁴ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

	\$150,000 In kind 'personnel' costs from UNDP, UNESCO, FAO, WHO and other Environment Priority Working Group members
Government Contribution <i>(if applicable)</i>	0
Other Contributions <i>(donors)</i> <i>(if applicable)</i>	
TOTAL:	USD 629,884

End Date (or Revised End Date) ⁵	30/06/2012
Operational Closure Date ⁶	30/06/2012
Expected Financial Closure Date	30/12/2012

Programme Assessment/Review/Mid-Term Eval.

Given the scale and scope of this joint programme, a formal evaluation will not be undertaken, However, regular feedback will be solicited from all stakeholders throughout the implementation that will enable the Programme Manager to make course corrections and changes as needed. Both financial and narrative reporting will be conducted in line with the MoU with the AA as well as with the standard internal requirements of each participating UN organization.

Assessment/Review - if applicable *please attach*
 Yes No Date: *dd.mm.yyyy*

Mid-Term Evaluation Report – if applicable *please attach*
 Yes No Date: *dd.mm.yyyy*

Report Submitted By

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- Participating Organization (Lead): UNDP
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⁵ As per approval by the relevant decision-making body/Steering Committee.

⁶ All activities for which a Participating Organization is responsible under an approved MPTF programme have been completed. Agencies to advise the MPTF Office.

NARRATIVE REPORT FORMAT

I. Purpose

- Provide the main objectives and expected outcomes of the programme

The main objective of the programme is to formulate a national framework to guide Iraq's Drought Risk Management (DRM), including a Plan of Action and recommendations for the Government and partners to develop necessary policy and undertake programmatic measures for drought preparedness, mitigation and management.

Expected Outcomes of the programme

Drought is a key issue (Priority Area 3, Outcome 3.4) in the UNDAF 2011-2014 which states that the "Government of Iraq has institutionalized improved mechanisms to prevent, mitigate and respond to natural and manmade disasters." This outcome relates primarily to reducing the risks of disasters, and drought has been defined within this framework as a slow on-setting disaster with severe impact. For this reason the Priority Working Group on Environment has placed great emphasis on drought risk preparedness, mitigation and management

The expected outputs are:

Output 1. Government of Iraq and relevant stakeholders have improved knowledge and common understanding on DRM.

Output 1.1: Government and partners are able to undertake a comprehensive mapping exercise of DRM-related institutional stakeholders and initiatives.

Output 1.2: Government and partners are able to undertake technical assessments of DRM capacities and vulnerabilities.

Output 2. Iraq has a participatory, comprehensive, and inclusive national framework for DRM in line with international good practice.

Output 2.1: Government and partners are better aware of international good DRM practices applicable to Iraq.

Output 2.2: Government and partners are able to formulate a participatory, comprehensive, inclusive national framework for DRM.

- Explain how the Programme relates to the applicable Strategic (UN) Planning Framework guiding the operations of the Fund/JP²

Relevant MDG(s): Goal 7: Ensure environmental sustainability.

Target 1: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources.

Target 7c: Reduce by half the proportion of people without sustainable access to safe drinking water and basic sanitation.

UNDAF Priority Area: Environmental management and compliance with actions taken on ratified international environmental treaties and obligations

Relevant Iraq National Development (NDP) Goals

- Goal 2: Monitoring the Environmental Status
Goal 6: Environmental Awareness
Goal 8: Developing and Building Environmental Capacities

DEVELOPMENT ASSISTANCE FRAMEWORK FOR IRAQ 2011-2014 (UNDAF)

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

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

II. Resources

Financial Resources:

- Provide information on other funding resources available to the project, if applicable. Please refer to information on the [Annual Reporting Cover Page](#).

As of 31 December 2011, UNDP committed and disbursed USD 5,598.94;
UNESCO committed USD 30,191 and disbursed USD 1,515.

Currently, there are no other funding sources available other than those indicated on the cover page. UNDP opened early discussions with PMAC and MOEnv to cost share for total amount of USD 813,000.

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

UNDP and UNESCO have not carried out any budget revision in 2011.

- Provide information on good practices and constraints related to the management of the financial aspects of implementing the programme, including receipt of transfers, administrative bottlenecks and/or other issues affecting the financial management of the programme.

A meeting was held between the financial staff of UNDP and UNESCO, the Programme Manager and the UNESCO Coordinator to discuss the most efficient way of administering the programme. Consensus was reached on the best and most efficient ways to avoid delays in implementing the programme, especially as there are activities to be carried out by UNESCO, such as the mapping exercise, which are essential and feed into UNDP's outputs. To mitigate delay due to UNESCO's internal procedures, UNDP recruited the National Senior Field Coordinator instead of UNESCO, using an existing Long Term Agreement with a consulting company.

Human Resources:

- **National Staff:** During the reporting period, UNDP assigned a staff member as the Programme Manager and a Climate Change Analyst to work closely with the Programme Manager. UNDP hired one National Senior Field Coordinator to follow up the project with the 18 different institutions involved for 6 months based in Baghdad and conduct missions to KRG, Beirut and Amman.
- **International Staff:** UNESCO assigned an international staff member to be their Coordinator who has departed in December 2011.

International consultants will be recruited to provide guidance and advise on issues relevant to DRM, conduct specific consultancy services relevant to institutional mapping, capacity and vulnerability assessments and others issues identified as relevant to DRM. The international consultants should have demonstrated experience in DRM and have field experience in Iraq, with a wide international network.

III. Implementation and Monitoring Arrangements

- Summarize the implementation mechanisms primarily utilized and how they are adapted to achieve maximum impact given the operating context.

This joint programme is a collective UNDAF Environment Priority Working Group (EPWG) initiative, of which UNDP is responsible for coordinating the overall management. UNDP and UNESCO received programme funds separately and will be jointly accountable for achievement of results. UNDAF Fund's contribution will be utilized solely for programmatic activities. "In-kind" contributions of personnel are identified from each participating agency. PMAC and MOEnv Focal Points are the counterparts of the programme, who in turn facilitate the work, coordinate between the programme and the concerned Iraqi institutions.

Intensive communication on implementation mechanisms between UNDP, UNESCO, PMAC and MOEnv resulted in finalizing the formation of the Steering Committee and the Task Force to coordinate the different involved institutions. The first Steering Committee meeting was held on 17 October 2011 and a second joint Steering Committee and Task Force meeting was held on 27 December 2011. PMAC and MOEnv coordinated the work closely with UNDP, UNESCO and the relevant institutions in Iraq. All correspondences to the Iraqi institutions were channeled through PMAC and MOEnv. UNDP has coordinated the work in the field with the members of Environment Priority Working Group from July 2011.

This programme maximizes the use of national capacities and resources. The Task Force members are experts in their fields and act as the programme's counterparts within their respective institutions and play a major role as resource persons for the programme. The identified Task Force members work

with international expertise that enables national capacity development throughout the course of its implementation. For each hired international consultant, an Iraqi counterpart consultant will be assigned to facilitate the work of the international consultants in the field and to exchange experiences and provide on-the-job training and mentoring on various relevant issues of DRM.

The National Senior Field Coordinator is a key position as his primary function is to interface and regularly engage with the Task Force and the Steering Committee.

- Provide details on the procurement procedures utilized and explain variances in standard procedures.

Consulting services is the only procurement needed under the programme. Standard UNDP procurement procedures are applied under this programme and there was no procurement of services taken place under UNESCO's component during the reporting period.

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

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

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

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

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

- Provide details on the monitoring system(s) that are being used and how you identify and incorporate lessons learned into the ongoing programme, including corrective actions that may have been taken.

The programme's organizational structure consists of:

1. Project Steering Committee (SC),
2. Task Force (TF),
3. Programme Manager (from UNDP),
4. UNESCO Coordinator,
5. National Senior Field Coordinator.

Each component of the structure contributes to the monitoring of the programme.

The Steering Committee provides overall monitoring oversight of this joint programme and the results framework provides a basis for monitoring and reporting with UNDP and UNESCO utilizing their internal monitoring and review procedures. The Programme Manager presented the progress of this programme in two Environment Priority Working Group meetings during the reporting period. The Environment Priority Working Group in turn provides updates to the Iraq UNDAF Trust Fund Steering Committee regularly reviews and provides in-house technical expertise at no additional cost, mainly from UNDP, UNESCO, FAO, and WHO.

1. Programme Steering Committee (SC)

At its first meeting on 17 October 2011, the Steering Committee decided to limit its members to those who have direct responsibility to drought which are: PMAC, MOEnv (co-chair with UNDP), MOWR, MOP, MOST, MOEnv, MOA, MOAWR (KRG). The following institutions were excluded from the membership of the SC: MMPW, MoMT (KRG), and Higher Committee on Environment (KRG).

The Steering Committee approved its terms of reference (TOR) which included:

- Provide guidance and decisions on programme implementation;
- Provide consultation and build consensus among stakeholders;
- Ensure ownership by the Government of Iraq of the process;
- Endorse work plans and the budget;
- Hold regular meetings;
- Ensure coordination and communication;
- Facilitate collection of data.

Due to the workload of the programme's counterparts in PMAC, the MOEnv was nominated as the focal point for follow-up with the other involved institutions of the Steering Committee and Task Force. PMAC remains the contact whenever there is a need to facilitate the work of the programme. The PMAC, MOEnv and UNDP are co-chairs of the Steering Committee and Task Force meetings.

The Steering Committee members expressed the need to have monthly meetings instead of one every three months especially at the beginning of the programme. On 27 December 2011, immediately after the nominations of the Task Force (TF) members, the Steering Committee held a joint meeting with the Task Force in Baghdad to enhance coordination within the Government and to incorporate priorities of all stakeholders including HCDRR, MoA, MoWR, MoEN, MoP, MoST, MoP (KRG) and MoAWR (KRG). The programme will ensure Iraqi ownership at the strategic and operational levels.

3. Task Force (TF):

The Task Force (TF) was formed from 18 different institutions that have roles in Drought Risk Management. Only one female was nominated as a member of the TF. The TF's members, who also act as the programme's focal points, were agreed as follows:

PMAC; MoWR; KRG MoAWR; MoA; MoEnv; KRG Environment Board; MoMP; KRG MOMT; MoP/Central Statistics Organization; MoST; MOH; Ministry of Governorates Affairs; MoLSA; MoElectricity; KRG MoElectricity; MoTransportation/Meteorological Department; Center for Badia Studies/University of Muthanna; and Deserts Studies Center/University of Anbar.

The Steering Committee approved the Task Force's Terms of Reference (TOR) and qualifications which include:

Task Force TOR:

- Provide data and inputs to programme assessments and analyses (eg. Mapping of institutions, vulnerability assessment, etc.);
- Ensure coordination and linkages with a wide network of stakeholders;
- Build consensus among the stakeholders;
- Provide leadership and build awareness among their own organizations, CSOs, and private sector.

Task Force Qualifications:

- Holds a senior position in his/ her institution, with adequate technical experience in drought issues;
- Knowledge of the programs and projects implemented by his/her institution;
- Ability to facilitate data collection and to access the data and information from his/her institution;
- Ability to provide awareness on drought issues in his/her institution.

4. Programme Manager (PM):

The UNDP Programme Manager works closely with PMAC and MOENV focal points nominated by the GOI to ensure that the programme is designed to respond to national priorities and implemented in a cost-effective and timely manner. The PM is responsible for preparing and updating the work-plan, circulating minutes, implementing project activities, developing ToRs and contracts and responsible for the day-to-day work. She also provides regular updates to the EPWG and regularly coordinates with the UNAMI Water Task Force on policy and programmatic issues. The UNDP Programme Manager and the UNESCO Coordinator had regular meetings on a weekly basis and/or as deemed necessary and conducted frequent meetings with counterparts in Baghdad and Erbil until November.

5. UNESCO Coordinator:

The UNESCO Coordinator works with the Programme Manager to ensure effective and coordinated implementation of UNESCO's activities. He is responsible and accountable for the implementation of UNESCO's activities in the work-plan. He coordinates closely with the PM and updates progress of UNESCO's work.

6. National Senior Field Coordinator:

A Senior National Field Coordinator is based in Baghdad to coordinate the programme's activities in the field, specifically those of the different local consultants and data collection. This includes but not be limited to close cooperation and coordination with the PMAC Counterpart and Task Force, and the facilitation and organisation of workshops and meetings.

Both financial and narrative reporting will be conducted in line with the UNDAF Trust Fund and within standard internal requirements of UNDP and UNESCO. In accordance with policies and procedures outlined in the UNDP User Guide, the programme will be monitored through the following:

Within the annual cycle

- ✓ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management Table.
- ✓ An Issue Log shall be activated and updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change.
- ✓ Based on the initial risk analysis, risks will be regularly updated by reviewing the external environment that may affect the programme implementation.
- ✓ Progress shall be reported by the Programme Manager to the Programme Steering Committee.

- ✓ A Lesson Learned Log shall be activated and regularly updated to ensure on-going learning and adaptation, and to facilitate the preparation of the Lessons-learned Report at the end of the programme.
- ✓ A Monitoring Schedule Plan will track key management actions/events.

Annually

- ✓ Annual Report. An Annual Report shall be prepared by the Programme Manager.
 - ✓ Annual Programme Review. Based on the above report, an annual programme review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the programme and appraise the Annual Work Plan for the following year. In the last year, this review will be a final assessment. This review is driven by the Programme Steering Committee and may involve other stakeholders. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- Report on any assessments, evaluations or studies undertaken.
N/A

IV. Results

- Provide a summary of Programme progress in relation to planned outcomes (strategic results with reference to the relevant indicator) and outputs; explain any variance in achieved versus planned outputs during the reporting period.

Preparatory meetings to operationalize the programme were held between UNDP, UNESCO and PMAC in August 2011. PMAC invited the majority of line institutions identified in the Project Document to nominate their members in the Steering Committee. The first Steering Committee meeting took place on 17 October 2011, where cost sharing was discussed. PMAC and UNDP officially communicated this proposal to MOEnv. MOWR indicated that the MOWR would not contribute at this stage to the programme as there was already an allocated budget for the drought component within the study on Strategy for Water and Land Resources Iraq, Phase 2 (SWILRI II).

The Steering Committee (SC) approved the work-plan, the SC membership and its Terms of Reference, the membership of the Task Force (TF) and respective TOR and qualifications agreed on the timing of the second meeting and clarified that communication should be in Arabic.

The Programme Manager contacted the UNDP Drylands Development Centre and ESCWA to seek their technical input in relation to the consensus building and awareness workshop planned to be held in collaboration between UNDP, UNESCO, ESCWA and GOI.

The formation of the SC and TF contributed to partly achieve Output 1. Eighteen Iraqi institutions were identified to have roles in DRM, who will in turn participate in the mapping and assessment studies and will provide data and technical input to the programme. PMAC contacted the identified institutions to be represented in the SC and TF committees, to nominate their representatives for both SC and TF and to consider the nomination of female professionals. PMAC held a joint SC and TF meeting on 27 December 2011 in Baghdad. The TF members, who represent different disciplines, act as experts in their areas of specialization in their respective institutions.

Most of the relevant institutions sent representatives to attend the SC and TF joint meeting that took place on 27 December 2011 in Baghdad. Only one female was nominated in the Task Force and none from GOI was nominated within the Steering Committee. The KRG institutions were unable to join

the meeting due to the security situation in Baghdad. The meeting was planned for two days, but due to the security situation, it was held for only one day and less hours than planned. PMAC organized the meeting and provided logistical support for the participants. Each representative highlighted the role of his/her institution, the coordination mechanism used during drought periods, and the applied definition(s) of drought at national and governorate/regional scales. The SC and TF also discussed the cost sharing proposal and the need for each institution to fund the participation of their representatives in different meetings such as the consensus building and awareness workshop which was planned at the end of January 2012 in Beirut. In addition, the attendees emphasized the need to have consistency with the same representatives working with the SC and TF and attending the meetings.

It was decided that another SC and TF meeting of KRG representatives was to be held in Erbil at the end of January 2012 to allow for KRG members in SC and TF to have the same level of understanding and knowledge as the other members on the programme and its progress.

In the reporting period, the programme established:

- A database of regional and international organizations that work in DRM;
- A database on available training and conferences in drought, which was circulated to the SC and TF members.

It was planned that UNESCO provide financial support for four officials from the SC and TF members to attend the International Conference on Drought Management Strategies in Arid and Semi-Arid Regions from 11-14 December 2011 in Muscat, Sultanate of Oman. However, the limited time to nominate the participants and obtain the visa prevented the participation of the Iraqis in the conference. The Programme Manager attended the conference and shared the information material with the SC and TF members.

- Report on the key outputs achieved in the reporting period, including the number and nature of the activities (inputs), outputs and outcomes, with percentages of completion and beneficiaries.

Output 1. Government of Iraq and relevant stakeholders have improved knowledge and common understanding on Drought Risk Management. (5% completion)

During the joint SC and TF meeting held in Baghdad on 27 December 2011, a presentation was made and discussions were held on drought definitions in Iraq and outside Iraq, its causes and impacts and the need to shift from drought responses to planning, preparedness and early warning systems. This allowed the participants to be exposed to different definitions, preparedness and early warning systems.

Output 2. Iraq has a participatory, comprehensive, and inclusive national framework for Drought Risk Management in line with international good practice. (2% completion)

Eighteen institutions that have a role in DRM were identified and the TF representing these institutions was formed. The TF members will act as the expert of his/her institution and will coordinate the effort of the programme within his/her institution. The SC meeting held on 17 October and the joint SC and TF meeting held on 27 December provided platforms to discuss, understand the role of each institution on DRM, the coordination mechanism and the decision making process during drought periods and to exchange information on definitions and practices applied in Iraq during the drought periods.

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

Major issues that affected the implementation of the project:

Internal procedures within Iraqi institutions took longer than anticipated. In the Steering Committee (SC)'s first meeting, it was decided to hold another meeting immediately after the nominations of the Task Force (TF) members. However, the delay in TF nominations by the 18 institutions delayed the start of the programme implementation, as there were activities that required discussion and approval by both the SC and TF. One gap identified which delayed the nominations was the need for increased communication within and between the Iraqi institutions.

The security situation in Baghdad hindered the participation of the representatives from KRG institutions in the joint meeting of SC and TF during December. The joint SC and TF meeting was planned originally to be held for two days, but the duration of the meeting was shortened to one day and less hours than planned. The security issue has been raised several times by respective KRG institutions to UNDP with concern that their participation may be affected if meetings are held in Baghdad.

It was decided that the next meeting of the SC and TF members from KRG at the end of January 2012 would be held in Erbil to facilitate the KRG respective institutions and MOEnv representatives to have the same level of understanding of the project and start the consensus building among the different institutions. It is a concern for the programme that building consensus among the Iraqi relevant institutions at the national scale might be affected as PMAC indicated that the meetings will be held mainly in Baghdad, with the possibility to hold some in Erbil.

The MOEnv-nominated Focal Point passed away, which has affected the level of communication and coordination between UNDP, GOI and within the Iraqi institutions. Another Focal Point was nominated at the level of Deputy Minister, who in turn assigned three staff members to follow up on the programme and coordinate the work with Iraqi institutions. The three were assisted closely by the Programme Manager and the National Senior Field Coordinator.

Communication gap within the programme has affected UNDP's implementation of specific deliverables such as capacity assessment, which requires that UNESCO complete the data collection, desk review and mapping exercises.

A consensus building and awareness workshop for the SC and TF members was planned originally to take place at the end of January 2012 in Beirut, Lebanon. The cost of the workshop was to be covered by UNDP, UNESCO, ESCWA and the Iraqi institutions involved in the programme. However, it became clear that the proposed date wouldn't be met due to the communication gap and ESCWA's decision to limit its activities in the workshop and thus their financial contribution for holding the workshop. In addition, it became uncertain whether the Iraqi institutions would cover the participation of their representatives in the workshop which affected the planning for the workshop and the associated financial implications.

In order to mitigate further delay in recruiting the National Senior Field Coordinator due to UNESCO's internal administrative procedures, UNDP filled the position using a Long Term Agreement with a consulting company. His role was essential in accelerating the nominations of the SC and TF members, in organizing the meetings and assisting the programme's counterparts of PMAC and MOEnv.

There remains a lack in clarity on the mechanism for cost sharing within the Iraqi institutions.

- List the key partnerships and collaborations, and explain how such relationships impact on the achievement of results.

UNDP is responsible for managing and coordinating the programme, which included follow-up and communication with the Iraqi partners to establish the Steering Committee (SC) and the Task Force (TF). UNDP will conduct capacity and vulnerability assessment and draft the national framework for DRM in Iraq.

UNESCO as a partner is responsible for comprehensive mapping exercise of DRM and international good DRM practices applicable to Iraq.

In order to hold the consensus building and awareness workshop for the SC and TF members, the Programme Manager requested ESCWA's regional technical expertise on drought issues. The workshop intended to expose the members of SC and TF to experiences and knowledge on DRM from other countries in the region and beyond. Presentation of case studies and experiences by ESCWA was planned to enable the different Iraqi ministries and institutions to work together, to understand the role of each institution and to have a better understanding on the linkages between different issues pertaining to drought including gender, the migration within Iraq and between Iraq and neighboring countries, the needed investments for example in electricity infrastructure, additional water storage, etc. However, ESCWA's internal issues affected their possible contribution to the workshop and the arrangements could not be finalized in November as planned. In addition, ESCWA had not received a formal letter from the MOEnv nor from any other government institution to request their assistance, although it had been agreed that MoEnv will send a letter to ESCWA to seek their regional technical expertise on DRM. In December 2011, ESCWA's interest was in principal confirmed to cooperate in the joint workshop and share regional experiences on DRM with the Iraqi government institutions under the lead of the MOEnv and UNDP Iraq.

A vision for the workshop was developed and discussed between GOI, UNDP, UNESCO and ESCWA, who all agreed on a partnership to hold a consensus building and awareness workshop on DRM to be held in Beirut at the end of January 2012. The joined efforts between UNDP, UNESCO, ESCWA and GOI have been welcomed by all to support the need for Iraqi officials to learn more about different experiences in DRM in the region and to provide exposure on DRM through experts from the region and different organizations that have the knowledge, such as FAO, ICARDA, Jordan, Sudan and others.

Due to the uncertain contributions by different partners, the meeting date was postponed from January 2012 to a later date.

- Other highlights and cross-cutting issues pertinent to the results being reported on.
N/A
- Provide an assessment of the programme based on performance indicators as per approved programme document using the template in Section VI, providing clear evidence on the linkages of outputs and outcomes achieved, if applicable.
See Section VI.
- Qualitative assessment of overall achievement with reference to the applicable strategic results indicator.

The formation of the Steering Committee and Task Force representing 18 institutions including research centers/universities that have a role in DRM was crucial to operationalize the programme. The first SC and the joint SC and TF meetings provided the attendees with better understanding of each institution's role(s) in DRM and the coordination mechanism between them during the drought periods, including allocations in the budget for DRM.

Most of the work is carried out in cooperation with the Steering Committee and Task Force. Their involvement will provide an opportunity for better understanding and coordination among themselves, and will provide the platform for consensus building on drought definitions, causes and impacts. This set-up of Steering Committee and Task Force will facilitate the data collection, the capacity and vulnerability assessments and fulfilling the needs of such institutions to shift from post recovery to planning and preparedness.

The presentation made on drought definitions applied in different countries and the practices in DRM provided the platform to discuss further the applied definitions of drought in Iraq and its causes and effects. The attendees discussed who and when drought would be declared at the national level.

All of the above contributed to achieve the two outputs of the programme.

V. Future Work Plan (if applicable)

- Summarize the projected activities and expenditures for the following reporting period (1 January-31 December 2012), using the lessons learned during the previous reporting period, including outputs that were not achieved in 2011.

Internal procedures of Iraqi institutions, UNDP and UNESCO affected the implementation of activities in accordance with the plan. A realistic timeframe needs to be considered for such a type of programme, as it involves a large number of government institutions with different mandates and levels of involvement in DRM and different disciplines, as well as the involvement of more than one UN organization with their own procedures to follow. This challenge can be resolved by allowing more time to involve relevant institutions and for them to understand the nature of the programme and their involvement. There should be enough time given to Iraqi institutions for the nomination of their members, their participation in the meetings and in the workshops, especially when financial contribution from the government institutions is expected.

Future activities:

1. Hold regular Programme Steering Committee and Task Force meetings
2. Carry out the detailed desk review and mapping exercise
3. Conduct consultations and organize orientation workshops
4. Conduct the capacity assessment (institutional and legal)
5. Conduct the vulnerability assessment
6. Conduct exposure activities
7. Document international good practices
8. Develop DRM framework
9. Conduct stakeholders consultations of the DRM framework

1.1.

VI. INDICATOR BASED PERFORMANCE ASSESSMENT

		Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
	Outcome 1⁷							
JP Output 1: Government of Iraq and relevant stakeholders have improved knowledge and common understanding on Drought Risk Management	Output 1.1 Government and partners are able to undertake a comprehensive mapping exercise of DRM-related institutional stakeholders and initiatives	Indicator 1.1.1 Comprehensive mapping & analysis of DRM-related institutional stakeholders and interventions completed	No	Yes	NO	The consultancy didn't start as planned due to delays in TF formation and the inadequate level of communication between UNDP and UNESCO	Mapping/ Analysis Document	Initial mapping of involved institutions took place at the start of the programme.
		Indicator 1.1.2 Percentage of stakeholders participating in the mapping/analysis exercises (disaggregated by category)	0	100%	95%	Additional institutions can be identified during the mapping exercise, which is yet to start.	List of participating stakeholders (disaggregated by category)	Identified 18 institutions involved in DRM
	Output 1.2 Government and partners are able to undertake technical assessments of DRM	Indicator 1.2.1 DRM Capacities and Vulnerabilities Assessment completed	No	Yes	No	Activities for this output have been delayed due to the following: Delay in signing the ProDoc and thus the transfer of the grant.	Assessment document	

⁷ For PBF: Either country relevant or PMP specific.

	capacities and vulnerabilities					GOI procedures delayed forming the Task Force. Low level of communication between the PM and UNESCO Coordinator for over 2 months, which affected the operationalization of the project.		
		Indicator 1.2.2 Percentage of institutional DRM stakeholders (identified under output 1.1) assessed	0	90%	0	As above.	Assessment document	
JP Output 2: Iraq has a participatory, comprehensive and inclusive national framework for Drought Risk Management in line with international good practice	Output 2.1 Government and partners are better aware of international good DRM practices applicable to Iraq	Indicator 2.1.1 Document on international good DRM practices produced	No	Yes	NO		Good practices Document	Planned in 2012
		Indicator 2.1.2 Number of key national DRM institutions exposed to international good DRM practices	0	15	NO		Progress reports	As above
	Output 2.2	Indicator 2.2.1 A participatory	No	Yes	NO		DRM framework	Planned in 2012

	Government and partners are able to formulate a participatory, comprehensive, inclusive national framework for DRM	comprehensive, inclusive national DRM framework with an action plan drafted						
		Indicator 2.2.2 Percentage of stakeholders satisfied with relevance, comprehensiveness, and inclusiveness of the proposed DRM	0	75%	NO		Stakeholder feedback reports	As above

Annex 1 Acronyms

DRM	Drought Risk Management
ESCWA	Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization
GoI	Government of Iraq
KRG	Kurdistan Region
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MoA	Ministry of Agriculture
MOE	Ministry of Electricity
MoEnv	Ministry of Environment
MOH	Ministry of Health
MOLSA	Ministry of Labour and Social Affairs
MoMPW	Ministry of Municipalities and Public Works
MOP	Ministry of Planning
MOP-KRG	Ministry of Planning-Kurdistan Region
MOWR	Ministry of Water Resources
NDP	National Development Plan
PMAC	Prime Minister's Advisory Council
PM's Office	Prime Minister's Office
RRF	Results and Resources Framework
UN	United Nations
UNAMI	United Nations Assistance Mission in Iraq
UNCT	United Nations Country Team
UNDAF	United Nation Development Assistant Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
WHO	World Health Organization
HLCDRR	High Level Committee for Disasters Risk Reduction
MOST	Ministry of Science and Technology
MOMT KRG	Ministry of Municipalities and Tourism in Kurdistan Regional Government
MOAWR	Ministry of Agriculture and Water Resources in Kurdistan Regional Government
SC	Steering Committee
TF	Task Force
PM	Programme Manager