
	Atlas Award ID:	<b>UNDP Quarterly Progress Report</b>		
	Atlas Project ID:			
	Programme Title:			Iraq Crisis Response and Resilience Programme (ICRRP)
	Project/Component Title:			Strengthening National and Regional Crisis Management Capacity in Iraq (Component-1)
	CPD Outcome:			
Report of	UNDP			
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Period covered by this report (mm/dd/year)	04/01/2017 – 06/30/2017			

## Executive Summary

### Key achievements

- ✓ JCC 2017-2020 Strategic Plan endorsed by the KRG Council of Ministers on 1 May, 2017
- ✓ 2 Humanitarian Coordination Forum (HCF) and 3 Civil Military Cooperation (CIMIC) meeting took place;
- ✓ 10 coordination and joint planning meetings took place in the Governorate Offices with the humanitarian partners
- ✓ English language course continued to 8 JCMC headquarters staff
- ✓ Job Descriptions of 6 out of 10 positions of JCMC were revised and endorsed by JCMC and 2 capacity and situation assessments took place
- ✓ 34 interactive sessions (in-house training and mentorship) completed in selected priority topics; the number of participants in each session ranged between 11-19 staff from JCC and EJCC
- ✓ M&E Framework for the project developed
- ✓ Baseline assessment for KRG completed
- ✓ Concept notes prepared for potential study visits to the disaster/crisis management authorities in Bangladesh and Turkey

### Key challenges (risks and issues) and mitigation measures

- ⚠ The recruitment of the Information Analysis and Reporting Specialist (to be imbedded into the JCMC) was delayed. Unfortunately, two rounds of advertisement failed to identify suitable candidates. To mitigate this issue, UNDP submitted a request to the UNDP ExPress Roster and other UN agencies roster for quick identification and selection of suitable candidates. The recruit for this position is likely to be completed in Q3.
- ⚠ Frequency of formal meetings, such as JCMC/JCC coordination meeting and JCC council meeting has been a challenge. Main reason for not holding the regular meeting has been reported to be the hectic activities and engagement of key functionaries with the humanitarian assistance activities related to IDPs and refugees. Instead of organizing formal meetings, informal meetings and interaction between JCC Director General and JCMC Head have been taking place to address key common issues. Further, UNDP advocated both sides to resume regular JCC and JCMC coordination meetings. Both sides expressed high interests to resume this meeting in Q3 onwards.
- ⚠ JCMC is severely understaffed for its mandate and even for the range of activities it is currently undertaking. UNDP and JCMC are jointly conducting capacity and situation assessments for selected JCMC Governorate offices and intensified advocacy with the JCMC to increase staff as this issue is a persistent bottleneck affecting nearly all milestones.

### Recommendations (on risks, issues and way forward if applicable, if any)

- ü The dimension and multitude of activities of both institutions are quite enormous and pose an uphill management and coordination challenge. The most important challenge at this stage is transition, institutionalization and sustainability of the institutional development activities of the project. For

sustainability of the institutional development activities under this project, JCMC, JCC and Governorates should have sufficient budget allocation and staff in place. In addition, staff should be trained as per plan so that they can perform efficiently. Finally, long term institutional development plan will depend on technical and financial support from international partners and continued government commitment, leadership and financing.

### Summary Expenditure Report

Major Output	Estimated Budget for the whole project period (in USD)	Cumulative expenditure up to end of Q2, 2017 (in USD)	Expenditure of Q2 (in USD)
Output-1: JCMC	766,686	119,145	41,074
Output-2: JCC <sup>1</sup>	1,311,028	12,576	12,576
Output-3: Project management	797,286	232,766	80,244
Total	2,875,000	364,487	133,894

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<sup>1</sup> This amount has been paid to JCC in Q1 to undertake activities specified under the signed LoA between UNDP and JCC, which has almost all been committed by JCC by this reporting period.

## Progress Rating

Milestone RAG Status	Rating
Completed	
Started and on track or achievement expected per plan	
Delayed or delays expected	

### Section A: Progress achieved under overall goal (JCMC and JCC)

Impact: Effective government leadership in crisis management results in enhanced population safety and welfare during crises in Iraq		
Indicator 1: Continuity and quality of coordination and collaboration between the JCMC and JCC as well as within their respective crisis management networks		
Milestones	RAG	Progress from start to the end of Q2
M1: JCMC and JCC senior management continue to meet bi-monthly and maintain regular contact to resolve issues at the technical level, October 2017 for Milestone 1.		<ul style="list-style-type: none"> <li>No formal joint meetings took place between JCMC and JCC during the reporting quarter (Q2). It was reported that key functionaries of JCMC/JCC/MoI were busy with coordinating the arrangements for large number of IDPs. A meeting is planned for Q3. Instead of the formal JCMS-JCC coordination meeting, the JCC Director General and JCM Head met once in Q2 for a meeting on the crisis. Both sides expressed interest and commitment to resume regular coordination meetings.</li> <li>Daily and weekly coordination took place through different modes of communication for resolving specific issues such as customs clearance and transportation of food and fuel supplies to volatile areas, etc.</li> </ul> <p>→ <i>RAG Status: on track</i></p>
M2: JCMC and JCC have fully established efficient mechanisms for coordination and collaboration within their respective network of offices/focal points in governorates and line ministries, April 2017 for milestone 2		<ul style="list-style-type: none"> <li>On March 23, JCMC held its regular (two-monthly) network meeting with its governorate teams and ministerial focal points. All governorate focal points were present and the meeting was chaired by the head of JCMC.</li> <li>Daily communication and sharing of information is taking place through the WhatsApp group linking the JCMC offices/teams. The user rate of the WhatsApp group is very high and active, however weaknesses are found in the completeness and reliability of data and information shared.</li> <li>Weekly written reports from the governorate offices/teams are submitted to the JCMC. However, lack of staff and knowledge/skills of the staff, some of the offices are not consistent in submitting reports regularly and there are still gaps in completeness and reliability of the data and information shared. JCMC representational offices in some of the Governorates are yet to be formalized and organized. This issue will be resolved gradually in next quarters.</li> <li>JCC held one meeting with its governorate offices during the reporting period.</li> <li>Information and reports are submitted by the governorate offices to JCC HQ daily and weekly but the format is not harmonized and consistent and the information is not complete requiring multiple follow-ups from JCC HQ.</li> <li>Continued measures were taken by the JCMC to solidify and strengthen the government representational offices. More notably, JCMC began with the technical support of UNDP to visit the governorate offices and conduct capacity gap assessments. During Q2, assessment visits were completed for the Governorates of Babil and Ninewa. Daily communication, exchange of information continues through telephone, email, the JCMC WhatsApp group and other media. The outcome of</li> </ul>

		<p>these collaboration is evidenced by the improved quality of the JCMC reports and humanitarian updates. → <i>RAG Status: on track</i></p>
<p><i>Indicator 2: Government leadership in response planning and coordination as measured by quality and timeliness of plans and coordination efficiency</i></p>		
<p>M1: As a standard practice, JCMC and JCC call their respective key government stakeholders and international partners to an emergency response planning meeting within 48 hours from the identification of an imminent threat/emergency and within 24 hours after a sudden emergency, by April 2017.</p>		<ul style="list-style-type: none"> <li>• <u>JCMC</u>: When an urgent matter is brought to the attention of the JCMC HQ, the JCMC Head (who is also the head of the National Operations Centre (NOC)) decides what action to take and which entities to reach out to. He is directly linked to the office of the Prime Minister the JCMC is under direct administrative supervision of the General Secretary of the Council of Ministers (COMSEC) who is also the Chief of Staff of the Prime Minister. The head of JCMC/NOC holds weekly meetings with the UN Humanitarian Coordinator (HC). With offices in the governorates, focal points in the ministries and these close links to the senior decisions-makers, the structure of the JCMC allows for quick government action. However, the work is still done in a reactive manner and the JCMC's role is primarily to act as the secretariat of the JCMC/NOC Head and the General Secretary. Moreover, the JCMC and the entire decision-making structure is vulnerable to political changes as the key decision-makers are political appointees. Today, the level of political support and leadership attention is high but the future is unpredictable.</li> <li>• <u>JCC</u>: Daily communication between the JCC HQ and governorate teams facilitates quick transmission of information to the JCC HQ. JCC HQ is under direct supervision of the Minister of Interior of the KRG who is also chairing the JCC Council meetings, bringing together Director General level officials from key government offices. JCC is also chairing the Humanitarian Coordination Forum (HCF) with UNOCHA as co-chair and meetings are held monthly, although not consistently on schedule. The baseline assessment has rated the performance of the JCC Council as 3 out of 4 while the HCF receives 2.5 out of 4 from JCC partners. Issues raised include lack of consistency in meeting dates, HCF lacking decision-making strength. The Civil-Military Coordination (CIMIC) meeting is another JCC Coordination forum focused on coordination between civil and military actors. While the CIMIC forum met relatively consistently during 2016, no meetings were held in Q1 due primarily to resettlement of the JCC CIMIC officer to another country. During this period, JCC focused on task-based CIMIC coordination by liaising with various stakeholders around specific issues such as travel permits and security clearance of humanitarian supplies and personnel to East Mosul. One Council Meeting was organized but no HCF or CIMIC meetings were organized in Q1. 2 HCF, 3 CIMIC, and 10 coordination and joint planning meetings took place during Q2 in the Governorate Offices with the humanitarian partners.</li> </ul> <p>→ <i>RAG Status: completed (but continuity to be supported and documented in the subsequent quarters. The score allocated in the baseline assessment by the JCC itself (self-assessment) and its partners (partner perception) is 2.5/4 in average indicating that JCC has advanced well but remains below expectation in terms of performance. JCC and the partners demonstrated very similar perceptions of JCC's weaknesses and strengths and offered similar ratings. JCC and JCMC, both are at nascent stage and grappling with various exigencies of responsibilities as well as organization management. ICRRP Project is striving to strengthen the organizational and human capacity of these entities to enable them to perform better. Improved performance will lead to higher satisfaction level of stakeholders. No baseline assessment conducted on the JCMC) due to visa issues of the Consultant. This issue is likely to be resolved during the next quarters.)</i></p>
<p>M2: JCMC and JCC have established and manage efficient mechanisms for</p>		<ul style="list-style-type: none"> <li>• <u>JCMC</u>: strategic decisions are made jointly by the head of JCMC/NOC, the General Secretary of the COMSEC and on particularly important matters the Prime Minister. A high-level committee composed of the PM's Chief of staff, the KRG</li> </ul>

strategic government decision-making in response to imminent and sudden emergencies/crises, by April 2017		<p>Minister of Interior, the JCC Director General and the UNHC was formed in 2016 and meets on strategic issues. For example, Mosul contingency plan finalized and approved.</p> <ul style="list-style-type: none"> <li>• JCC: Strategic decisions are made by the JCC Council and on matters above the Council's authority, it is raised to either the Council of Ministers or the PM's office.</li> <li>• JCC developed a strategy (Road map) for 2017-2020 identifying key measures to be taken by the KRG to establish a system for regional disaster risk reduction, preparedness, response and early recovery. The strategy (Road map) for 2017-2020 was endorsed by the cabinet in Q2 (on 14 May 2017). → <i>RAG Status: completed (these decision-making mechanisms are efficient and forceful). Sustainability of an efficient mechanism for strategic government decision making depends on over all political climate and internal and external compulsions for the government entities to act and perform however, sustainability of this mechanism will be monitoring over the project period.</i></li> </ul>
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### Section-B: Progress achieved under outcomes (JCMC)

JCMC has a dedicated key function within the national disaster and crisis management system envisaged in the draft law and strategy.		
<i>Indicator 1: Clearly defined JCMC mandate</i>		
Milestones	RAG	Progress from start to the end of Q2
M1: Revised JCMC ToR officially endorsed by Q12017		<ul style="list-style-type: none"> <li>• The ToR was revised and endorsed by the Prime Minister in February 2017. → <i>RAG Status: Completed</i></li> </ul>
M2: ToR for the JCMC Governorate Representation Offices officially endorsed by Q3, 2017		<p>A visioning and planning workshop was held for the JCMC head and governorate teams on 29-30 March2017. In the workshop, it was suggested to develop ToR for the governorate offices and ministry focal points of the JCMC. This suggestion was unilaterally endorsed by all the participants. The ToR is expected to be drafted and endorsed by Q3. Technical support and advice in drafting the ToR will be extended by ICRRP. There is no definite legal instruction regarding approval of these ToRs. However, these ToRs are likely to be endorsed and approved by head of JCMC. <i>RAG Status: Achievement expected per plan</i></p>
<i>Indicator 2: JCMC's coordination added value in the on-going crisis response operations as perceived by key recipients of JCMC services</i>		
M1: JCMC's added value is recognized and appreciated by key 'clients' from Q2, 2017		<ul style="list-style-type: none"> <li>• In the above-mentioned visioning and planning workshop, four areas of action were identified to improve the quality of JCMC products and services and 'client' awareness and perception of JCMC's work. A work plan was developed to implement action priorities during 2017-2018. Progress will be monitored continuously. In addition to tracking activities, perception surveys will be conducted to measure progress. During baseline assessment, a perception survey with key clients of JCMC will be conducted. → <i>RAG Status: Started and on track</i></li> </ul>
M2: JCMC's visibility has increased by Q2, 2017 and		<ul style="list-style-type: none"> <li>• With the support of IOM, the JCMC developed a website in March 2017. The website has been launched in Q2, 2017 (jcmc.gov.iq). Its hosts different types of information and reports related to the activities of JCMC and its partners. Jointly with IOM, UNDP will support</li> </ul>

progressively after		<p>JCMC in maximizing the use of the website as a platform for dissemination of information to external partners. To support an interactive web-portal JCMC requested UNDP to provide following ICT items: A/C, laptop, scanner, Internet Router, External Hard, Sheathed fiber cable multi-mode with connectors on both sides, Switch CISCO 24 port POE, SFP multi-mode, UPS (APC 500) etc. The procurement process of the ICT items is underway.</p> <ul style="list-style-type: none"> <li>• Visibility activities are planned for 2017-2018 per the action plan agreed in the visioning and planning workshop. → <i>RAG Status: Achievement expected per plan</i></li> </ul>
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### Section-C: Progress achieved under JCMC outputs (Summary of Quarterly Progress)

Section: C.1 (JCMC)			
Output-1: JCMC has reached priority institutional development targets			
Indicator 1: Clarity in duties and authorities of the JCMC as outlined in an officially endorsed mandate/ToR			
Indicator 2: Consistency between mandate and organizational structure of the JCMC, including the head office and the governorate offices			
Milestones	RAG	Description of Activities Achieved during reporting quarter under indicators and milestones and measured against the previous quarter	Activities Plans for Next Quarter to achieve the milestones.
M1: Revised ToR for the JCMC head office and ToR for the governorate representation officers are officially endorsed and are informed by international standards and best practice in disaster and crisis management, Completed by Q1 for JCMC head office and Q2 for the governorate offices – 2017		<ul style="list-style-type: none"> <li>• Agreement reached with JCMC headquarters and governorate offices/teams to develop ToR in Q3.</li> <li>• 2 capacity and situation assessments for the governorates offices took place during the quarter.</li> <li>• UNDP continued supporting JCMC and its governorates offices with infrastructure and IT related equipment. → <i>RAG Status: Delayed</i></li> </ul>	<ul style="list-style-type: none"> <li>• Continue capacity and situation assessments for selected remaining JCMC Governorate offices to be conducted jointly by JCMC and UNDP in Q3</li> <li>• UNDP to provide technical assistance for drafting the ToR for the governorate offices.</li> <li>• Follow-up for purchase and delivery of requested office equipments.</li> </ul>
M2: JCMC head and governorate representation offices use an interactive web-portal for coordination, collaboration, exchange of information, learning and reporting. Completed by Q2 of 2017 by use and quality enhancement measured throughout the project period		<ul style="list-style-type: none"> <li>• To support an interactive web-portal JCMC requested to UNDP following ICT items: A/C, laptop, scanner, Internet Router, External Hard, Sheathed fiber cable multi-mode with connectors on both sides, Switch CISCO 24 port POE, SFP multi-mode, UPS (APC 500) etc. The procurement process of the ICT items is underway.</li> <li>• JCMC is making very active use of a WhatsApp group for daily communication within the network of offices. → <i>RAG Status: Delayed/delays expected</i></li> </ul>	<ul style="list-style-type: none"> <li>• Once the hardware is procured and installed, and staff are trained, website will be strengthened for maximizing its usage including interactive features and remote access. It is expected that this milestone will be delayed to Q4, 2017.</li> <li>• The procurement of ICT items to be completed in Q3/Q4.</li> </ul>
M3: JCMC Head Office operates through an efficient organizational set-up with an officially endorsed organogram, structured		<ul style="list-style-type: none"> <li>• With the support of UNDP crisis response specialist, six out of 10 JDs were revised and endorsed by JCMC.</li> </ul>	<ol style="list-style-type: none"> <li>1. Revise and draft the additional 6 job-descriptions.</li> <li>2. Support JCMC in developing a multi-annual action plan for transformation of JCMC from an office into a directorate</li> </ol>

units and clearly defined roles and responsibilities for staff and management Organogram and JDs endorsed by Q1, 2017 and measurable change in efficiency achieved by Q2, 2017		<ul style="list-style-type: none"> <li>Through the job-descriptions, primary targets (staff) for each training topic have been selected. → <i>RAG Status: Delayed/likely to be completed in Q3</i></li> </ul>	general for disaster and crisis management.
M4: JCMC Governorate offices operate through an efficiency organizational set-up with officially endorsed ToR and organogram Progress measured quarterly through the year		<ul style="list-style-type: none"> <li>2 assessments of JCMC governorates offices in Babylon and Ninewa were carried out. → <i>RAG Status: On track</i></li> </ul>	<ul style="list-style-type: none"> <li>Continue assessment of the other Governorate offices of JCMC.</li> <li>UNDP to provide technical assistance to JCMC in drafting ToR and organogram for the governorate offices. ToR to be developed in Q3. The ToR will include a basic organizational structure and JDs for key functions across all governorate offices for harmonization purposes.</li> <li>Sponsor participation of selected staff in training workshops.</li> </ul>
Section C2			
Output 2: JCMC has enhanced the quality of products and services to priority recipients/clients			
<i>Indicator: 1 Consistency and continuity in the development and circulation of key information products such as weekly and monthly situation reports, daily briefs to the PM and other key government officials, topic specific reports, etc. Consistency and continuity of coordination and facilitation activities as measured through activity</i>			
<i>Indicator: 2 Quality and value added of information products and coordination/facilitation services as rated a) by key recipients and b) pre-defined (in the M&amp;E plan) quality standards</i>			
Milestones	RAG	Description of Activities Achieved during reporting quarter under indicators and milestones and measured against the previous quarter	Activities Plans for Next Quarter to achieve the milestones.
M1: JCMC information and analysis products are tailored to the needs of individual key clients. By Q2,2017 with continued improvement to follow		<ul style="list-style-type: none"> <li>JCMC is providing information to clients through its communication products including through website as well as through one-to-one communication.</li> <li>Due to non-availability of suitable candidates the procurement process for recruiting an information analysis and reporting specialist could not be completed during Q2. The process has been reactivated and likely to be completed in Q3</li> <li>English language training for the staff (8) of JCMC continued to develop their communication, analysis and reporting skills. According to GEI training report, the attendance during the training events was 100 percent. A qualitative training assessment for each student was carried out and reported by the training institution, showing that participants are progressing well. → <i>RAG Status: Started and on track</i></li> </ul>	<ul style="list-style-type: none"> <li>Imbed an information analysis and reporting specialist to provide in house training and mentorship.</li> <li>Facilitate a visit from the Swedish Civil Contingency Agency (MSB) to assess JCMC's capacity development needs in this area and identify potential MSB support to address capacity gaps.</li> <li>English language training will continue for 8 JCMC staff</li> </ul>
M2: JCMC has procedures and human		<ul style="list-style-type: none"> <li>Training programme for developing the skills of the staff in priority</li> </ul>	<ul style="list-style-type: none"> <li>The Information Analysis and Reporting</li> </ul>

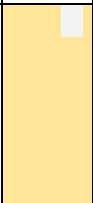
<p>capacities to conduct consolidated response gap analysis on a continuous basis. By Q2, 2017 with continued improvement to follow</p>		<p>areas did not start due to the delay in the procurement process in Q2. The process is likely to be completed in Q3. → RAG Status: Delayed</p>	<p>Specialist will initiate training, mentoring and coaching of the staff for developing their competence of conducting gap analysis.</p> <ul style="list-style-type: none"> <li>Once the training vendor is finalized, a training plan will be prepared according to the identified priorities.</li> </ul>
<p>M3: JCMC has further refined and strengthened its procedures and work-flows to fulfill its facilitation role vis-à-vis key humanitarian partners.  By Q2, 2017 with continued improvement to follow</p>		<ul style="list-style-type: none"> <li>Due to busy schedule of officials no planned meetings or seminars with Q&amp;A sessions took place during the quarter. These meetings/ seminars are supposed to raise awareness about the work of JCMC among key stakeholders and strengthen the collaboration between these actors.</li> <li>ICRRP and UNDP DRR Specialist supported JCMC's coordination role in this regard. → RAG Status: Delayed</li> </ul>	<ul style="list-style-type: none"> <li>Meetings and seminars with Q&amp;A sessions are planned for Q3 to raise awareness about the work of JCMC among key stakeholders and strengthen the collaboration between these actors.</li> <li>The new JCMC website will have a section where organizations can access information about JCMC's facilitation role and download forms for applications.</li> <li>A meeting is planned for all humanitarian actors and UN agencies operating in Ninewa in August 2017 to introduce JCMC head office and the governorate office and to launch JCMC -led coordination mechanisms for the governorate.</li> <li>Continue follow-up coordination meetings amongst UNDP's DRR team, UNDP ICRRP and JCMC</li> </ul>

Section C.3

Output 3: JCMC achieves priority staff development and learning targets

*Indicators: 3.1 Number of staff benefitting from learning opportunities in priority thematic areas*

*Indicators: 3.2 Progressive increase in learning outcomes for targeted staff and management as measured quarterly through knowledge tests*

Milestones	RAG	Description of Activities Achieved during reporting quarter under indicators and milestones and measured against the previous quarter	Activities Plans for Next Quarter to achieve the milestones.
<p>M1: Targeted staff have enhanced skills and knowledge in information analysis and reporting. By Q4, 2017 (quarterly progress measurement)</p>		<ul style="list-style-type: none"> <li>English language training for the staff (8) of JCMC continued. According to GEI training report, the attendance of the participants was 100 percent. A qualitative training assessment for each student was carried out and reported by the training institution, showing that participants are progressing well.</li> <li>Due to non-availability of suitable candidates the procurement</li> </ul>	<ul style="list-style-type: none"> <li>5 JCMC staff participate in a training on monitoring and evaluation.</li> <li>Information analysis and reporting specialist will be identified and contracted, this time using UN and other professional rosters.</li> <li>Information analysis and reporting specialist</li> </ul>



		<p>process for recruiting an information analysis and reporting specialist could not be completed during Q2. The process has been reactivated and likely to be completed in Q3</p> <p>→ <i>RAG Status: On track</i></p>	<p>will be imbedded for in-house training and mentorship in Q3</p>
M2: Targeted staff have enhanced skills in managing teams and processes. By Q4, 2017 (quarterly progress measurement)		<ul style="list-style-type: none"> <li>Procurement process for recruiting an information analysis and reporting specialist was completed without success during Q2.</li> </ul> <p>→ <i>RAG Status: On track</i></p>	<ul style="list-style-type: none"> <li>Procurement process has been reactivated and likely to be completed in Q3</li> </ul>
M3: Targeted staff have enhanced skills and knowledge in coordination. By Q4, 2017 (quarterly progress measurement)		<ul style="list-style-type: none"> <li>The Coordination Specialist, embedded into the JCMC, is providing support to JCMC to improve the knowledge and skills of the staff through continuous mentoring and coaching. This intervention is aimed at improving the competence of the staff in the function of coordination.</li> <li>Procurement process launched to identify training partner for continued training on this topic</li> </ul> <p>→ <i>RAG Status: On track</i></p>	<ul style="list-style-type: none"> <li>The training vendor, one finalized, will start the development and implementation of training modules</li> <li>Learning and Development Specialist onboard into UNDP ICRRP</li> </ul>
M4: Targeted staff have enhanced skills and knowledge in response gap analysis. By Q4, 2017 (quarterly progress measurement)		<ul style="list-style-type: none"> <li>The Coordination Specialist, embedded into the JCMC, is providing support to JCMC to improve the knowledge and skills of the staff through continuous mentoring and coaching. This intervention is aimed at improving the competence of the staff in the function of response gap analysis.</li> </ul> <p>→ <i>RAG Status: On track</i></p>	<ul style="list-style-type: none"> <li>The training vendor, one finalized, will start the development and implementation of training modules</li> <li>Learning and Development Specialist onboard into UNDP ICRRP</li> </ul>
<b>Section C.4</b>			
<b>Output 4: Progress is made towards clarifying the role of JCMC in relation to the provision of the draft law and strategy</b>			
<i>Indicator 1: Official government endorsement of revised JCMC ToR and JCMC technical input to the draft bill when submitted to the COMSEC for legal and technical review</i>			
<b>Milestones</b>	<b>RAG</b>	<b>Description of Activities Achieved during reporting quarter under indicators and milestones and measured against the previous quarter</b>	<b>Activities Plans for Next Quarter to achieve the milestones.</b>
M1: The scope of work of the JCMC is clearly defined and officially endorsed. By Q1, 2017		<ul style="list-style-type: none"> <li>ToR was developed and endorsed by the Prime Minister in Q1. Endorsed ToR has been shared with international partners through Ministry of Foreign Affairs (MoFA)</li> </ul> <p>→ <i>RAG Status: Completed</i></p>	<ul style="list-style-type: none"> <li>A multi-annual action plan is being developed for transforming JCMC from an office into a directorate general for disaster and crisis management.</li> </ul>
M2: Measures taken to consolidate the draft bill, national strategy and JCMC mandate. By Q4, 2017		<ul style="list-style-type: none"> <li>No action taken during the reporting period.</li> </ul> <p>→ <i>RAG Status: Achievement expected per plan</i></p>	<ul style="list-style-type: none"> <li>JCMC is likely to start the process during Q3/Q4.</li> </ul>

## Section D: Progress achieved under outcomes (JCC)

Government leadership in crisis response is the norm with international stakeholders playing a supportive role when needed and requested		
<i>Indicator 1: Clarity and consistency of legal, administrative and institutional arrangements for disaster and crisis management in the KRI</i>		
<i>Indicator-2: Existence of institutional and operational arrangements for building domestic expertise and good practice</i>		
Milestones	RAG	Progress from start to the end of Q2
M1: KRG has a vision and Roadmap for creation of a consolidated regional disaster and crisis management system. By Q1,2017		<ul style="list-style-type: none"> <li>Following extensive consultations and with the support of UNDP, JCC developed a strategy (Roadmap) for 2017-2020 identifying key measures to be taken by the KRG to establish a system for disaster risk reduction, preparedness, response and early recovery. The strategy (Roadmap) for 2017-2020 was endorsed by the cabinet in Q2 (on 14 May 2017). → <i>RAG Status: Completed</i></li> </ul>
M2: Disaster and crisis management models tailored to the KRI context are presented to the Council of Ministers for consideration, selection and enforcement. By Q2, 2017		<ul style="list-style-type: none"> <li>Currently, the activities are at planning stage and the JCC intends to conduct periodic monitoring and reporting to keep all relevant stakeholders updated. Implementation of the plan will depend on technical and financial support from international partners and continued government commitment, leadership and financing. → <i>RAG Status: Delayed or delays expected</i></li> </ul>
M1: The mandate and scope of work of the Academy is officially expanded and a 3-year strategy developed and endorsed. By Q2, 2017		<ul style="list-style-type: none"> <li>Mol has established an Academy for building the capacity of civil defense institutions and staff. It has been agreed between the Academy and the JCC that the mandate shall be expanded to include all aspects of disaster and crisis management. The academy is newly established and lacks an elaborate mandate, operating procedures and capacities to incorporate disaster and crisis management. In order to achieve this milestone, the KRG endorsed 2017-2020 strategic plan and identified a number of activities to be implemented under the leadership of JCC. As of the reporting quarter, implementation has not yet started. In Q3 and Q4 all the planned activities will be mobilized with the support from UNDP. In addition, a Disaster and Crisis Management specialist will be imbedded into JCC to provide technical support in Q3. → <i>RAG Status: Delayed or delays expected</i></li> </ul>
M2: Partnerships are formed between the Academy and other similar learning centers and academic institutions nationally and internationally. By Q3, 2017		<ul style="list-style-type: none"> <li>Disaster and Crisis Management specialist will be imbedded into JCC to provide technical support in Q3 toward achieving this milestone. → <i>RAG Status: Delayed or delays expected</i></li> </ul>

## Section E: Progress achieved under JCC outputs (Summary of Quarterly Progress)

Section: E1
Output 1: JCC achieves priority institutional development targets
<i>Indicator 1: Degree of harmonization in organizational set-up, procedures and work-flows within the JCC network of offices</i>
<i>Indicator 2: Extent of organized coordination and collaboration within the JCC network of offices</i>

Milestones	RAG	Description of Activities Achieved during reporting quarter under indicators and milestones and measured against the previous quarter	Activities Planned for next quarter to achieve the milestones
<p>M1: Harmonized standard operating tools, mechanisms and procedures are efficiently and consistently used. By Q3, 2017</p>		<ul style="list-style-type: none"> <li>Baseline assessment of JCC was conducted by an international expert during Q2. The baseline assessment found Standard Operating Procedures (SOPs) for some of JCC's core activities including SOPs for the key JCC coordination meetings (HCF, CIMIC, JCC council and JCC, JCMC and MODM meetings, etc.). In addition, ten (10) reporting and assessment guidelines were found at the JCC head office. Most of the SOPs were found in the Kurdish language. Moving forward, JCC should consolidate its existing standard operating procedures and developed further SOPs for work processes that today do not have SOPs. Furthermore, JCC must ensure that staff involved in each work process is well familiar with the relevant SOPs. For work processes that involve all or several offices, it is necessary to ensure that the SOP is developed jointly with the relevant offices and all staff trained in the application of the SOPs</li> <li>A mentorship/coaching on 'project result framework, monthly narrative and financial reporting template' was held in Q2 (on 13 and 19 June 2017). The mentorship coaching was carried out by UNDP M&amp;E expert and targeted the Director Administration and Finance and other related staff.</li> </ul> <p>→ RAG status: On track or achievement expected per plan</p>	<ul style="list-style-type: none"> <li>M&amp;E mentorship to be continued in Q3</li> <li>Organize institutional M&amp;E training for 5 JCC staff</li> </ul>
<p>M2: The organizational structure and JD's are revised for optimal performance against mandate. By Q3</p>		<ul style="list-style-type: none"> <li>Baseline assessment conducted during Q2 found that JCC head office has Job Description (JDs) for all filled positions. However, given that the JDs were developed in the early stages of JCC creation, it is necessary to revise these JDs based on lessons learned, institutional restructuring and operational priorities of the JCC. The JCC four-year plan calls for revision and alignment of all JCC JDs.</li> <li>An organizational capacity self-assessment was administered to JCC DG, 3 directors, and JCC Erbil governorate director to indicate their assessment scores against indicators under output one. The score allocated in the baseline assessment is 2.4/4 for Organogram for JCC head office and Governorate offices, Staffing of JCC head office and Governorates offices and status of Job Descriptions (JD)</li> </ul>	<ul style="list-style-type: none"> <li>According to endorsed JCC four-year plan, organizational structure and JDs are expected to be revised in Q3 and Q4</li> <li>Disaster and Crisis Management specialist will be imbedded into Q3 and provide technical support toward achievement of this milestone</li> </ul>

		→ <i>RAG Status: On track or achievement expected per plan</i>	
M3: Mechanisms, tools and procedures for efficient exchange of information, joint planning and coordination within the JCC network of offices are reinforced. By Q2, 2017		<ul style="list-style-type: none"> <li>• Coordination Specialist was imbedded into JCC HQ in January and from February the same specialist was imbedded into JCC Erbil to support improved coordination until June 2017.</li> <li>• Baseline assessment started in Q1 was completed in Q2.</li> <li>• Baseline assessment conducted through an organizational capacity self-assessment found that the area that received the lowest self-assessed score was information sharing tools and mechanisms with an average rate of 1.8 out of 4. This low score is concerned primarily with the absence of standard and harmonized IM and reporting systems and procedures within the governorate offices and between the governorate offices and the JCC head office. This is an area that requires urgent action given that information sharing, communication and information management constitutes the backbone of effective coordination.</li> </ul> <p>→ <i>RAG Status: Started and on track</i></p>	<ul style="list-style-type: none"> <li>• Disaster and Crisis management consultant will be imbedded into the JCC HQ to reinforce JCC HQ's leadership role in internal and external coordination</li> </ul>

Section E2			
Output 2: Target JCC staff have gained increased skills and knowledge in priority topics			
<i>Indicator 1: # of people trained/mentored in each priority topic</i>			
<i>Indicator 2: Learning outcomes in each priority topic</i>			
Milestones	RAG	Description of Activities Achieved during reporting quarter under indicators and milestones and measured against the previous quarter	Activities Plans for Next Quarter to achieve the milestones.
M1: Targeted staff have enhanced skills and knowledge in the use of ICT and in information analysis and reporting. By Q4, 2017. Progress measured quarterly		<ul style="list-style-type: none"> <li>• Baseline assessment completed. The organizational capacity self-assessed average score on "Targeted staff have enhanced skills and knowledge in the use of ICT and in information analysis and reporting" was found to be 2.2 out of 4.</li> </ul> <p>→ During the reporting period, the UNDP embedded consultant conducted 34 mentorships, briefing and interactive sessions for JCC head office and Erbil Governorate JCC staff on the priority topics. A total of 19 staff attended the sessions. The consultant conducted pre and end training knowledge assessment. Participants achieved an average 22% of a score at the pre-training assessment while 61% of a score at the end training assessment. Average increase of the knowledge calculated as 39%</p> <p>→ <i>RAG Status: On track or achievement expected per plan</i></p>	<ul style="list-style-type: none"> <li>• Reach final agreement with MSB on division of responsibilities on this milestone and plan interventions for Q3 accordingly.</li> <li>• Organize institutional M&amp;E training for 5 JCC staff</li> <li>• Learning Development Specialist to be on-board.</li> </ul>

<p>M2: Targeted staff have enhanced skills in managing teams and processes. By Q4, 2017 with progress measured quarterly</p>	<ul style="list-style-type: none"> <li>• Baseline assessment completed. The average score on capacity of staff in managing teams and processes is 1.6 out of 4. <i>JCC DG reported that there is a general improvement at the JCC in managing teams but highlighted that individual directors and directorates are lacking basic capacity in managing processes and teams. Managing teams is a complex task at the JCC as this is concerned with internal team management as well as managing and coordinating teams composed of members from diverse government offices. This requires a combination of technical skills as well as soft skills in people management, conflict management, negotiations, process management, communication and more.</i></li> <li>• A consultant has been embedded into JCC Suleymanieh to develop capacity of the staff in coordination related process management.</li> <li>• Imbedded consultant into Erbil JCC completed mentoring support to help building capacity in coordination related process management → <i>RAG Status: On track or achievement expected per plan</i></li> </ul>	<ul style="list-style-type: none"> <li>• Imbedded consultant to continue support to JCC Suleymanieh to help building capacity in coordination related process management</li> <li>• UNDP is in communication with Harvard University to design and deliver a customized training on leadership in crises for senior staff of JCC and other partner ministries and departments.</li> </ul>
<p>M3: Targeted staff have enhanced skills and knowledge in coordination. By Q4, 2017 with progress measured quarterly</p>	<ul style="list-style-type: none"> <li>• International Coordination Consultant provided coaching and mentorship to the staff of JCC HQ and Erbil Governorates in the area of coordination.</li> <li>• M&amp;E plan and tools developed</li> <li>• Procurement process to identify training partner/s under process</li> <li>• A consultant contracted and imbedded into JCC Suleymanieh for mentorship and in-house training</li> <li>• Baseline assessment results indicate that present status of skills and knowledge of coordination among staff is 2.4/4. → <i>RAG Status: Started and on track</i></li> </ul>	<ul style="list-style-type: none"> <li>• Imbedded consultant at JCC Suleymanieh continues support in enhancing skills and knowledge in coordination at Governorate level</li> <li>• Learning Development Specialist to be on board</li> </ul>
<p>M4: Targeted staff have enhanced skills and knowledge in preparedness and response planning and M&amp;E. By Q4, 2017 with progress measured quarterly</p>	<ul style="list-style-type: none"> <li>• M&amp;E plan and tools developed and baseline assessment completed</li> <li>• Organizational capacity self-assessed score on "Targeted staff have enhanced skills and knowledge in coordination." was with an average rate of 1.8 out of 4.</li> <li>• The process of contracting a training vendor for priority areas training including crisis preparedness and response planning is at the final stage. → <i>RAG Status: Started and on track</i></li> </ul>	<ul style="list-style-type: none"> <li>• Disaster and crisis management specialist will be imbedded into JCC HQ</li> <li>• Learning and Development Specialist on board and provide technical assistance to JCC into areas of coordination, monitoring, reporting and institutional development.</li> <li>• Continue English language training to Erbil JCC and start similar training to Suleymanieh and Duhok.</li> </ul>

Section E.3

Output 3: JCC has improved the quality of coordination products and services in support of the on-going crisis response operations

Indicators: 3.1 Continuity and quality of key JCC services and products as rated by key recipients/participants

Milestones	RAG	Description of Activities Achieved during reporting quarter under indicators and milestones and measured against the previous quarter	Activities Planned for Next Quarter to achieve the milestones.
<p>M1: Regular situation reports (such as daily and weekly briefs, thematic situation updates, Common Operating Pictures, and other information products) are produced and the quality is rated satisfactory or higher by key recipients. Gradual progress measured quarterly.</p>	<p>On Track</p>	<ul style="list-style-type: none"> <li>M&amp;E plan and tools developed to measure progress and applied.</li> <li>Coordination specialist imbedded into JCC Erbil office completed training and mentoring to the team on priority topics, including information processing and reporting.</li> <li>Baseline assessment completed. The baseline assessment included a perception satisfaction survey on JCC information products and included nine key recipients/respondents (UNOCHA, UKAID, MOP, MODM, DFR, UNICEF, UNHCR, IOM and NGO groups). The results of the perception survey indicate that 33.33% of the respondents gave the JCC products a score between 2 and 3, 66.67% a score of 3. No respondent gave the lowest (1) or highest (4) score possible.</li> <li>During reporting quarter JCC sent out 122 DBs, 12 WBs report. Besides, JCC produced and distributed following reports: report on humanitarian support granted to Iraq and ratio of Kurdistan Region, report on KRG's roles and contribution to the Mosul Humanitarian emergency response, number of reports about recent statistics on IDPs and refugees in the Kurdistan Region, report on the strategic priorities for building resilience of the IDPs, refugees and host communities in KRI etc.</li> </ul> <p>→ <i>RAG Status: Started and on track</i></p>	<ul style="list-style-type: none"> <li>Continued application of developed M&amp;E tools</li> <li>M&amp;E training for 5 staff members of JCC dealing with monitoring and reporting to be conducted</li> <li>Continued production and distribution of regular situation report (such as daily and weekly briefs, thematic situation updates, Common Operating Pictures, and other information products)</li> </ul>
<p>M2: Scenario plans, needs and gap analysis and resource mobilization plans are produced in a timely manner and rated satisfactory or higher by key recipients/users. Gradual progress measured quarterly</p>	<p>On Track</p>	<ul style="list-style-type: none"> <li>M&amp;E plan and tools developed to measure progress</li> <li>Baseline assessment found most of the respondents who received the Joint Humanitarian Contingency Plan for Mosul Liberation Operations expressed appreciation of this Government initiative, particularly the JCC's lead role in steering the process and producing the document. The scenario plan, needs, and gap analysis, beneficiary estimation, the detailed description of different assistance plan and breakdown of</li> </ul>	<ul style="list-style-type: none"> <li>Disaster and crisis managements specialist imbedded into JCC HQ</li> <li>Learning and Development Specialist will be on-board.</li> </ul>

		<p>resources requirement in the contingency plan was very well articulated. Some respondents suggested that, due to rapidly changing context periodic revision of the contingency plan would be useful for the humanitarian community through a consultative process. Lessons learned should also be considered for the same purpose.</p> <p>→ <i>RAG Status: Started and on track</i></p>	
<p>M3: Vital coordination mechanisms are activated and operate in an effective and harmonized way as measured by the rating of participating entities Gradual progress measured quarterly</p>		<ul style="list-style-type: none"> <li>• HCF meeting: During the reporting quarter 2 HCF meeting were held on May 8 and June 19, 2017 respectively. A total of 50 and 40 persons were invited in the two HCF meetings: a total of 46 and 35 participated in the meetings respectively.</li> <li>• For the baseline assessment, a perception survey of the HCF was carried out with the participation of key participating entities, namely, IOM, UN OCHA, MSB, UNICEF, DFR, UNHCR, and MODM. The result of the survey indicated 25% of the respondents gave the HCF a score of 2.5/4 and 62.50% of gave a score of 3/4. Only one respondent (12.50%) given score 2/4 while none of the respondent given score extremely low and high score.</li> <li>• CIMIC: During the reporting period 3 CIMIC meetings were held on 12 April, 21 May and 14 June 2017. The average participants for these 3 meetings were around 5 persons. The busy schedule of the military partners from KRG, Iraqi Government and other foreigner partners with Mosul Operation made obstacles to have wide range meetings between the above-mentioned parties. Moreover, there were emergency meetings between JCC and different partners.</li> <li>• During the reporting quarter, 10 coordination and joint planning meetings (7 meetings in Suleymanieh Governorate Office and 3 meetings in Duhok Governorate Office) took place in the Governorate Offices.</li> <li>• Customs clearance, visa processing, travel/movement permits, other similar services: A satisfaction rating on “clearance, visa processing, travel/movement permits” was conducted during baseline assessment services. Most of the participants gave the JCC a score of ¾.</li> </ul> <p>→ <i>RAG Status: Started and on track</i></p>	<ul style="list-style-type: none"> <li>• UNDP will continue support to the JCC coordination forums, such as JCC Council, HCF, CIMIC, Governorate Cluster Coordination etc.</li> <li>• Consultant to continue providing in-house training and mentorship to JCC Suleymanieh</li> </ul>

Section E4

Output 4: KRG introduces a legal, institutional and administrative framework for disaster and crisis management in the KRI

Indicator 1: Existence of strategies, concept notes, proposals and their endorsements by the KRG - Mol/COMSEC

Milestones	RAG	Description of Activities Achieved during reporting quarter under indicators and milestones and measured against the previous quarter	Activities Plans for Next Quarter to achieve the milestones.
<p>M1: Regional vision and strategy formulated. By Q2, 2017</p>		<ul style="list-style-type: none"> <li>Following extensive consultations and with the support of UNDP, JCC developed a strategy (Roadmap) for 2017-2020 identifying key measures to be taken by the KRG to establish a system for disaster risk reduction, preparedness, response and early recovery. The strategy was submitted to the KRG Council of Ministers and was endorsed in Q2 14 (May 2017).</li> </ul> <p>→ <i>RAG Status: Completed</i></p>	
<p>M2: Regional disaster and crisis management models/options presented for KRG consideration. By Q32017</p>		<ul style="list-style-type: none"> <li>No action taken in Q2 but KRG Council of Ministers endorsed the strategies/roadmap for 2017-2020</li> <li>Process started to procure a disaster and crisis management consultant who will be imbedded into the JCC HQ</li> </ul> <p>→ <i>RAG Status: Delayed or delays expected to Q4</i></p>	<ul style="list-style-type: none"> <li>According to strategy/roadmap, UNDP and JCC will jointly launch the 360-degree study in Q3/Q4</li> <li>Disaster and crisis management consultant will be imbedded into the JCC HQ</li> </ul>
<p>M3: A strategy and action plan developed to operationalize the selected disaster and crisis management model and upon endorsement, implementation of strategy and action plan by Q3, 2017</p>		<ul style="list-style-type: none"> <li>Process started to procure a disaster and crisis management consultant to be imbedded into the JCC HQ</li> </ul> <p>→ <i>RAG Status: On track or achievement expected per plan</i></p>	<ul style="list-style-type: none"> <li>Disaster and crisis management consultant will be imbedded into the JCC HQ</li> </ul>
<p>M4: Champions of disaster management are identified and mobilized among senior KRG officials by Q1, 2017</p>		<p>JCC is working on operationalization of the strategy approved by Council of Ministers. Identification of champions would part of the operational plan.</p> <p><i>RAG Status: Delayed</i></p>	<p>UNDP will provide technical support to JCC to achieve this milestone.</p>



Section E5

Output 5: The MoI has made institutional and operational arrangements for developing domestic expertise and good practice in disaster and crisis management

Indicators: 5.1 Change in the mandate of the Academy

Indicator: 5.2 Partnership between JCC/the Academy and other institutions

Milestones	RAG	Description of Activities Achieved during reporting quarter under indicators and milestones and measured against the previous quarter	Activities Plans for Next Quarter to achieve the milestones.
<u>M1</u> : The mandate of the MoI Civil Defense Academy is officially expanded to incorporate all aspects of disaster and crisis management by Q2, 2017	Orange	<ul style="list-style-type: none"> <li>The JCC Strategy for 2017-2020 was endorsed by KRG council of ministers in Q2. However, no further action taken for achievement of this milestone in Q2. This milestone will be delayed to Q3 and Q4 → <i>RAG Status: Delayed to Q3/Q4</i></li> </ul>	<ul style="list-style-type: none"> <li>Disaster and crisis management consultant will be imbedded into the JCC HQ</li> </ul>
<u>M2</u> : A 3-year strategy developed for operationalization of the Disaster and Crisis Management Academy by Q3, 2017	Yellow	<ul style="list-style-type: none"> <li>The JCC Strategy for 2017-2020 endorsed by KRG Council of Ministers in Q2. This milestone will be delayed to Q3 and Q4. → <i>RAG Status: Will be completed by Q3/Q4</i></li> </ul>	<ul style="list-style-type: none"> <li>According to endorsed strategy/road map UNDP and JCC will mobilize activities for operationalization of the Disaster and Crisis Management Academy in Q3 and Q4.</li> <li>Disaster and crisis management consultant will be imbedded into the JCC HQ</li> </ul>
<u>M3</u> : Partnerships formed between JCC/The Academy and relevant academia and public/private learning centers by Q4, 2017	Yellow	<ul style="list-style-type: none"> <li>No action taken in Q2 but the KRG council of ministers endorsed the strategies/road map for 2017-2020. Activities for achievement of this milestone would be included in the operational plan of the JCC. → <i>RAG Status: Completion expected by Q4 as per plan</i></li> </ul>	<ul style="list-style-type: none"> <li>UNDP and JCC will launch a study on how to build the academy and how to create strategic partnerships most likely in Q4.</li> <li>Disaster and crisis management consultant will be imbedded into the JCC HQ</li> </ul>
<u>M4</u> : Partnerships formed between JCC/the Academy and 'sister' institutions with a similar mandate in other countries by Q3, 2017	Yellow	<ul style="list-style-type: none"> <li>No action taken in Q2 but the KRG council of ministers endorsed the strategies/roadmap for 2017-2020. Activities for achievement of this milestone would be included in the operational plan of the JCC. → <i>RAG Status: Completion expected by Q3 as per plan</i></li> </ul>	<ul style="list-style-type: none"> <li>UNDP and JCC will launch a study on how to create strategic partnerships with a similar mandate in other countries.</li> <li>Disaster and crisis management consultant will be imbedded into the JCC HQ</li> </ul>

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Annex-1: PROJECT RISK MONITORING

SL #	Description	Type	Probability(P)/ Impact (I) On a scale from 1 (low) to 5 (high)	Counter Measures / Management Response	Monitored by	Status
1	Weakened or lost political interest	Political	<p><i>Description:</i> For the JCMC, lost political interest could, in the worst-case, result in abolition of the office. A more likely impact would be that JCMC becomes less influential.</p> <p>For the JCC as an institution, given that it is a Directorate General, would survive lost political support but could, similar to the JCMC, lose its level of influence</p> <p><i>P</i> = 1</p> <p><i>I</i> = 4 for JCMC and 3 for JCC</p>	<p>The head of National Operations Centre (NOC) is directly linked to the office of the Prime Minister. The JCMC is under direct administrative supervision of the General Secretary of the Council of Ministers (COMSEC) who is also the Chief of Staff of the Prime Minister Office. The head of JCMC/NOC holds weekly meetings with the UN Humanitarian Coordinator (HC) and these close links to the senior decision-makers, the structure of the JCMC allows for quick government action.</p> <p>During the reporting period, there was no indication of this risk materializing. On the contrary, both the JCMC and JCC enjoyed high political support. Therefore, no measures were taken.</p> <p>JCC Dohuk is the exception as JCC is competing with BRHA for political support at the Governorate level. To this end, and through other funding sources, UNDP supported JCC Dohuk in strengthening its human resources team to gradually assume its mandated duties.</p>	The Project Manager, JCMC Executive Director, JCC Director General	<p>Reducing particularly with the JCMC ToR approved and KRG Cabinet endorsed JCC 2017-20 strategic road map</p> <p>JCC Dohuk is the exception where the status remains unchanged</p>
2	Resistance and obstruction from different spoilers from within the government	Political Operational	<p><i>Description:</i> During the first 1.5 years, the spoilers could prevent JCMC and JCC from carrying out their duties and even delay proposals, plans and activities. However, now that both the JCMC and JCC have solid mandates and political support, the negative impact of spoilers has been significantly</p>	<p>The head of National Operations Centre (NOC) is directly linked to the office of the Prime Minister. The JCMC is under direct administrative supervision of the General Secretary of the Council of Ministers (COMSEC) who is also the Chief of Staff of the Prime Minister Office. The head of</p>	The Project Manager, JCMC Executive Director, JCC Director General	<p>Reducing except for JCC Dohuk where some challenges remain to be overcome</p>

			reduced.  <i>P</i> = 1 for both institutions for the next period <i>I</i> = 2	JCMC/NOC holds weekly meetings with the UN Humanitarian Coordinator (HC) and these close links to the senior decision-makers, the structure of the JCMC allows for quick government action.		
3	Removal of senior appointees and 'champions' of the institutions from office	Operational Organizational Political	<i>Description:</i> For both institutions, there would be a significant impact should key 'guardians' such as the Minister of Interior of the KRG, the JCC Director General or the head of NOC/JCMC leave or be removed from their positions. However, the impact would be particularly severe for the JCMC as it is more vulnerable due to its status as an office as opposed to a Directorate.  <i>P</i> = 1 for the next period <i>I</i> = 3 for the JCC and 4 for the JCMC	No action was necessary during the reporting period as this risk remained low. <i>But for longer period similar mitigation measure taken as risk1</i>	The Project Manager, JCMC Executive Director, JCC Director General	Unchanged
4.	Failed government prioritization resulting from lack of understanding or appreciation for measures/steps necessary for advancing a national/regional agenda for strengthened disaster and crisis management	Political Operational	<i>Description:</i> For the JCMC the impact would be limited as no major policy/strategy decisions are planned for 2017 that could be derailed/prevented. For the JCC, the impact would be high as this could result in rejection of the JCC roadmap for 2017-2020 and thus prevent JCC from taking important steps forward  <i>P</i> = 2 for the next reporting period <i>I</i> = JCMC 2, JCC 3	JCC actively advocated with the Prime Minister's office through the Minister of Interior to ensure approval of the Road Map	The Project Manager, JCMC Executive Director, JCC Director General	Reduced The JCC strategy (Road map) for 2017-2020 endorsed by KRG cabinet in Q2
5.	Low staff motivation, disabling institutional environment for learning, and other factors obstructing real learning outcomes	Organizational Operational	<i>Description:</i> The impact for the JCMC would be medium to high: given the small number of staff, the motivation of each staff member is critical for organizational delivery.  For the JCC, the impact would be medium and affect the continuity and quality of services and products	UNDP agreed to technically and financially support key JCC Coordination forums to motivate staff support and contribution and help them feel as part of a performing and appreciated organization. For both the JCMC and JCC staff, the trainings and mentorships have been a strong motivating factor.	The Project The Project Manager, JCMC Executive Director, JCC Director General	Reduced compared to 2015 as portion of salary is paid and increase in number of staff for both JCMC and JCC has

			<p><math>P = 2</math> for the JCMC since salaries are paid and 3 for the JCC as salaries are not paid regularly and there is an accumulated fatigue.  <math>I = 4</math> for the JCMC and 3 for the JCC</p>			reduced the work load on individual staff.
6.	JCMC and JCC are not able to lead on institutional and system strengthening under the pressure of delivering on their current responsibilities	Operational Organizational	<p><i>Description:</i> The small number of JCMC staff increases the impact to medium or high as any sudden emergency would require JCMC to pause organizational development measures. For the JCC, the impact is low to medium, particularly since the number of staff in both JCC Head Office and Governorate Offices have increased.</p> <p><math>P = 3</math> (Depending on development of Mosul operations)</p> <p><math>I = 4</math> for JCMC and 2 for the JCC</p>	JCMC and JCC both have got clear mandate from the respective governments. The present project aims to develop and strengthen their institutional and human capacity for improved performance. Development of leadership skills and practices are priority areas of support under the project.	The Project Manager, JCMC Executive Director, JCC Director General	Increased
7.	Failed government financing of the operations of JCMC and JCC	Operational	<p><i>Description:</i> If the two institutions had no budget at all, the impact would be high. However, while both institutions are lacking an activity budget, staff salaries (reduced salaries for JCC), rent and bills are covered by the government and therefore their operational costs are partially covered</p> <p><math>P = 3</math></p> <p><math>I = 3-4</math> (the impact is reduced due to coverage of operational costs)</p>	<p>No space for advocacy within the reporting period given that the lack of budget is linked to a government blanket policy and no exceptions are made for specific institutions. Keep continues advocacy with JCMC and JCC over the project period.</p> <p>The project financially supported certain JCMC and JCC activities such as travel and meetings to support continuity</p>	The Project Manager, JCMC Executive Director, JCC Director General	Unchanged
8.	Security conditions preventing UNDP staff and consultants from working in Erbil, Baghdad and the other relevant governorates	Operational	<p><i>Description:</i> The impact would be that the important mentorship, advisory and in-house training activities are delayed or cancelled. The impact is higher for the JCMC given the large number of governorate offices, some in particularly difficult security environments. This makes it difficult for support through international experts.</p>	No action was taken but agreement reached with the JCMC that, in order to increase support to the governorate offices, a national consultant will be contracted by UNDP to jointly with the JCMC HO team increase support to the governorate offices. The project will increasingly look for national consultants for different capacity-building assignments	The Project Manager, JCMC Executive Director, JCC Director General	Unchanged

		<p>Side-note: the Iraqi Government has placed a visa ban on Bangladeshi nationals. Due to this ban, the UNDP M&amp;E Expert – of Bangladeshi nationality – could not travel as planned. As a result, the M&amp;E exercise was delayed as he could not travel to Baghdad to conduct the JCMC assessment.</p> <p><i>P</i> = 3 for JCMC governorate offices and 1 for JCC and JCMC head offices  <i>I</i> = 3 for JCMC governorate offices and 1 for JCC</p>	<p>for the JCMC and JCC head and governorate offices.  In order to complete the baseline assessment of JCMC and collect data for M&amp;E exercise, services of staff/consultant based in Baghdad will be utilized.  Ensure strong coordination efforts through the Early Recovery Cluster and other agencies and take timely contingency measures if needed to align project implementation.  Close monitoring of the security situation.</p>		
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