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## United Nations Development Programme Iraq

### Developing Disaster Risk Management Capacities in Iraq

#### QUARTERLY PROGRESS REPORT

(JAN – MARCH 2014)

<b>Project Title:</b>	Developing Disaster Risk Management Capacities in Iraq
<b>UNDP Project #:</b>	00086493
<b>Project Duration:</b>	July 2013 – June 2016
<b>Project Resources:</b>	Total US\$ 6.519 million; BCPR, UNDP TRAC,
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<b>UNDAF Outcome(s)</b>	Outcome 4. GoI has the institutional framework to develop and implement MDG-based pro-poor, equitable and inclusive socio-economic and environmental policies and strategies
<b>Implementing Partner:</b>	Counterpart Ministry: Ministry of Science and Technology (MoST)
<b>Responsible Partner:</b>	Ministries of Planning, Agriculture, Environment, KRG, 3 Governorates – Erbil, Ninawa and Maysan
<b>Project Location(s):</b>	Iraq

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## Executive Summary:

The implementation of the project has been delayed considerably due to the delay in filling the key position of DRR Specialist which completed in February 2014. This is a new project which has remained largely unfunded, and this has caused significant challenges for proceeding to implementation. To kick-start priority activities, UNDP Iraq made an allocation of USD 100k which helped to work out an implementation plan of the project at a limited scale in 2014.

During the first quarter of 2014, the activities of the project were mostly focused on establishing partnership with the key counterparts and partners at various levels. A series of meetings were held during the first quarter with the project partners, UN agencies and the stakeholders at large. The discussions of the meeting have led to build an agreed position on the key principles and strategies to be adopted for pursuing DRR model in Iraq.

The meeting on 4 March 2014 with Dr. Sameer Raouf, who has been leading the National DRR Committee, was particularly instrumental and contributed significantly to define the way forward for implementation of this new DRR project. It has been agreed that Disaster Risk Management (DRM) in Iraq should adopt a holistic and government wide approach instead of a single agency led reactive response to disaster emergency. For building capacity on DRR, the priority focus will be to establish a national DRR Centre, a dedicated institution with authority and capacity to coordinate and drive the DRR process in Iraq. The project should build on the existing DRR initiatives and should promote a coherent framework that deals with disaster and climate risks at various levels and tiers.

During the first quarter, the project organized meetings with the key actors at regional and governorate levels. The meetings with Mr. Mamand Babakir, Legal Adviser, KRG who is the member of the National DRR Committee and the six Coordinators of GEC (Governorate Emergency Cell) were useful to understand the vulnerability context as well as DRR priorities at the regional and governorate levels.

The project explored the potential for partnerships with relevant UN agencies in Iraq. A series of meetings were held during first quarter with the focal persons in the different UN agencies in Iraq which included: UNOCHA, UNESCO, UNICEF, UNHCR, WFP and others. These meetings helped to map out ongoing activities of the UN partners, and more importantly, it helped to convey UNDP's upcoming and future plan for DRR activities in Iraq.

While resource mobilization will continue to be the major thrust, the project has revisited each of the outputs and activities and has worked out a new strategy for its implementation within the context of constrained resources. The inception workshop planned for April would help to discuss in details with the stakeholders to finalize the new implementation strategy before submission to the senior management. This would lead a significant revision of the work plan during second quarter of 2014.

## Context:

### Background:

Iraq is increasingly exposed to a myriad of natural and human induced disasters which include drought, floods, epidemics, sandstorms, desertification, destruction of marshlands, soil salination of fertile lands, earthquakes, and industrial and chemical hazards. The country's vulnerability to these hazards is worsened by the effects of war for Iraq. Modern Iraq has inherited weak policies and institutions to deal with disaster risks. The disaster vulnerable people in Iraq have been experiencing increasing number of disasters in recent past, and the country has gained painful realization of very inefficient response actions in each and every time.

### Rationale:

The Government of Iraq (GoI), despite being constrained by increasing number of political violence and sectarian conflicts, has recognized the importance and urgency of disaster risk management and has started reinvigorating institutional and legal systems to address this pressing challenge. A National Committee on Disaster Risk Reduction has been set up under the chairmanship of the Minister for Science and Technology which include high level representation of relevant national ministries and departments. A new DRM law has been drafted by the committee with support from UNDP which has proposed to establish a National Disaster Risk Management Centre (NDRMC) in Iraq. However, the GOI needs support for implementation of DRR measures and in setting-up the Centre, for which UNDP's assistance has now called for. A number of disasters affected governorates have also requested UNDP's support separately. In response to these requests, UNDP has designed this project with the purpose of building national capacity on disaster risk management in Iraq.

The project intends to enable the different levels of Iraqi government and communities to reduce losses and damages from natural and human-induced disasters by adopting effective mitigation and preparedness approaches. The priorities of Hyogo Framework of Action formed the basis of project's strategic results, and also the interventions were designed in line with the priorities established by the national DRR committee and the consultation with national stakeholders.

### Intended Objectives:

The key objectives of the project are to enable the different levels of Iraqi government and communities to reduce losses and damages from natural and human-induced disasters by adopting gender-sensitive preparedness, response and risk reduction approaches.

### Main Project Stakeholders:

- The Ministry of Science and Technology being the Chair of the National DRR Committee will serve as the key counterpart of the project.
- The project intends to benefit the Government and the vulnerable people in Iraq through effective partnership with stakeholders at large which include federal ministries, Civil Defense, governorates, universities, civil society organizations and media representatives.

The project will contribute to the achievement of the UNDAF 2011-14 Outcome 3.4, which calls for UNDP support to enhancing national capacities for DRR.

## Implementation Progress

While the official date of commencement of the project was 1 July 2013, the implementation of the project has been delayed considerably due to delay in filling the key position of DRR Specialist which was completed in February 2014. It needs to be mentioned upfront that the project has remained largely unfunded, and this has caused significant challenges for stepping to implementation.

The activities of the project have begun on 21 February 2014 upon the arrival of the International DRR Specialist recruited with financial support from the BCPR. To kick-start priority activities, UNDP Iraq made an allocation of USD 100k which helped to work out an implementation plan of the project at a limited scale in 2014.

During the first quarter of 2014, the activities of the project were mostly focused on establishing partnership with the key counterparts and partners at various levels with the view to define a way forward for project implementation within the challenging context of resource unavailability. The project organized a series of meetings with the partners and the stakeholders in order to review the updated context of DRR in Iraq and the opportunities and challenges it presents for implementation of the project.

The meeting on 4 March 2014 with Dr. Sameer Raouf, who has been leading the National DRR Committee, was particularly significant in this regard. The meeting was instrumental to build a consensus with the key counterpart in the Government of Iraq. The discussions had led to draw strategic directions and had contributed significantly to define the way forward for implementation of this new DRR project. The purpose of the meeting were threefold: (a) to reach a consensus with the counterpart about organizing the inception workshop of the project, (b) to highlight the importance of resource mobilization, and (c) to discuss and agree on the key steps and way forward for establishment of the proposed DRR centre. The discussion of the meeting had led to build an agreed position with the counterpart about the key principles and strategies to be adopted for pursuing DRR model in Iraq. These inter alia include:

- Disaster Risk Management (DRM) in Iraq should adopt a holistic and government wide approach instead of a single agency led reactive response to disaster emergency.
- The national DRR Centre should build on the existing DRR initiatives in Iraq and should aim to link ongoing efforts at various levels into a coherent national framework.
- While DRR deals with existing risks, Climate Change Adaptation (CCA) aims to manage future disaster risks and therefore it is important to craft national DRR framework that includes disaster and climate risks in Iraq. This is particularly important for the Arab region which is going to be the worst hit by climate change impacts.
- As the first step to build DRR capacity in Iraq, establishment of a national DRR centre will be prioritized. This would help to fill the critical institutional vacuum and will lead effective disaster risk management in Iraq.

The project also organized meeting with the key actors at regional and governorate levels during the first quarter. The meeting on 23<sup>rd</sup> Feb 2014 with Mr. Mamand Babakir, Legal Adviser, KRG who is the member of the National DRR Committee was very useful to understand the needs and entry points for DRR Capacity building in the KRG while the meeting with the six Coordinators of GEC

(Governorate Emergency Cell) helped understand the vulnerability context as well as the DRR priorities at the governorate level.



During this quarter, the project also reached out to the UN partners and organized a series of meetings with the focal persons in the different UN agencies in Iraq which included: UNOCHA, UNESCO, UNICEF, UNHCR, WFP and others. These meetings helped to map out ongoing activities of the UN partners and, more importantly, it helped to convey UNDP’s upcoming and future plan for DRR activities in Iraq.

DRR brings a development perspective to disaster management and calls for a government wide approach to deal with the disaster challenges through systematic assessment disaster risks and adopting an effective mitigation plan. Hence, there exists potential opportunities for pursuing DRR results through many ongoing development projects of UNDP. The project has organized meetings with some of the projects that offer potential entry points for DRR.

With resource mobilization being a concern, the project has revisited each of the outputs and activities. The project felt the need to develop a new strategy for its implementation within the context of constrained resources. The April inception workshop will facilitate discussions in detail with the stakeholders to finalize the new implementation strategy before submission to the senior management. This would lead a significant revision of the work plan during second quarter of the year.

Following table explains the proposed implementation strategy that will be discussed in the inception workshop. The work plan of the project is expected to be revised in the second quarter based on the agreed implementation strategy:

Table-1:

Outputs	Implementation Strategy	Priority Tasks in 2014
Output 1: National institutional and technical capacities established for gender-sensitive disaster risk management;	Currently, the institutional responsibility for DRR has been diffused in an uncoordinated way among a number of ministries/ departments with inconsistent roles and mandates to respond to specific hazards in Iraq. The need for a central institution is strongly felt by the National DRR Committee.	The key activities to be undertaken in delivering results under this output will be: <ul style="list-style-type: none"> <li>- To develop a concept note for establishment of the proposed DRR centre in Iraq.</li> <li>- To finalise the organogram and develop the TORs for</li> </ul>

Outputs	Implementation Strategy	Priority Tasks in 2014
	<p>Output 1 has therefore set as the most priority activity and the DRR Specialist will focus on establishing this new centre in close coordination with the National DRR Committee. A concept note will be prepared for discussion in the inception workshop which will outlined actions for the way forward in a resource constrained environment.</p>	<p>the key positions of the proposed DRR centre based on the discussions in the inception workshop.</p> <ul style="list-style-type: none"> <li>- To develop a Standing Operating Protocol for the National DRM Centre.</li> <li>- Improve risk Information management and early warning dissemination</li> <li>- Development of human resources capacity</li> </ul>
<p>Output 2: Disaster risk reduction integrated into selected sectors to reduce risks from recurring high priority disasters in a gender-sensitive manner;</p>	<p>The Ministry of Planning and Development Cooperation will be the key partner for integration of DRR into development planning. Considering on relevance to DRR and the importance of their contributions to national development, four sectors which include agriculture, water resources, environment and education will be prioritized for integration of DRR into their policies, plans and programmes.</p> <p>The key strategies in this regard will be:</p> <ol style="list-style-type: none"> <li>(a) Till the required resources are made available, the DRR project will limit its current assistance in partnership building and advocacy on integrating DRR into these sectoral development plans and programmes.</li> <li>(b) Once the DRR training facilities are instituted with support from the GOL, sector specific DRR Training will be imparted to the officials of the relevant ministries/ departments.</li> <li>(c) The current engagement of UNDP/UN agencies will be mapped out and potential entry point for DRR will be actively explored by the project.</li> <li>(d) The relevant ministries/ departments will be sensitized to make provisions for a sectoral expert who will be engaged to develop</li> </ol>	<p>The key priority tasks that will be pursued under output2 are the followings:</p> <ul style="list-style-type: none"> <li>- Establishing focal points in the four sectoral ministries (agriculture, water resources, environment and education).</li> <li>- Map out UN sectoral engagement and explore DRR entry points</li> <li>- Technical note for sectoral integration of DRR and a detailed work plan.</li> <li>- Organize training on DRR for the officials of relevant ministries/departments</li> </ul> <p>On securing resource commitment, following activities will be initiated/ undertaken:</p> <ul style="list-style-type: none"> <li>- Disaster Risks Assessed in priority development sectors (MoE, MoWR, MoA, MoED &amp; Meteorology etc)</li> <li>- Development of Tools, guidelines initiated to integrate DRR into sectoral development plans.</li> </ul>

Outputs	Implementation Strategy	Priority Tasks in 2014
	sectoral DRR plans in Iraq under the technical guidance of UNDP DRR specialist.	
Output 3: Institutional and legislative capacities of high priority governorates strengthened for gender-sensitive disaster risk reduction and preparedness;	<p>Subject to resource availability, the project will provide technical support to three high risks governorates and they are: Erbil, Ninawa and Miysan.</p> <p>The primary focus of UNDP's assistance will be to review the existing DRM practices at the KRG and the three Governorates. Partnership will be established to work out a detail DRR plan for KRG and each of the Governorates.</p> <p>Efforts will be made to sensitize the officials of the KRG and the Governorates for their resource commitment to support implementation of their respective DRR plans.</p> <p>Each of the regional and governorate partners will be requested to hire a national expert and UNDP will provide technical advisory support to the national expert for implementation of their DRR Plan.</p> <p>UNDP/UN agencies are engaged in to support implementation of regional and local development plan. The project will map out the potential entry point for DRR through existing UNDP/UN projects and programmes at the regional and local levels.</p>	<ul style="list-style-type: none"> <li>– Establish DRR focal points for the KRG and the three Governorates.</li> <li>– Assess existing practices and recommend improvement for disaster preparedness, response and risk reduction including policies and institutional structure.</li> <li>– Training for governorate officials and technical assistance for gender-sensitive</li> </ul>
Output 4: Local and community level capacities improved in selected municipalities for gender-sensitive disaster risk reduction;	<p>Again, the DRR project may not be able to secure full budget that may allow implementation of the planned activities against output 4.</p> <p>However, DRR project will actively pursue to integrate DRR into local and urban planning process in Iraq.</p> <p>In doing so, the project will review the existing DRM practices and capacities in</p>	<ul style="list-style-type: none"> <li>– Initiate partnership and establish DRR Focal points in the selected municipalities and local communities.</li> </ul> <p>On availability of resources:</p> <ul style="list-style-type: none"> <li>– Analyse the existing policies, strategies and institutional systems;</li> <li>– Make recommendations to</li> </ul>



Outputs	Implementation Strategy	Priority Tasks in 2014
	<p>the selected high risk municipalities and local communities to address disaster risks at the local.</p> <p>The officials and the communities will be provided with training to understand the local risks environment due to natural disasters and climate change impacts as well as to prioritize actions as part of mitigation plan.</p> <p>Each of the municipalities and local authorities will be advised to hire a national expert on DRR. Necessary advisory and technical guidance and training support will be provided to the locally recruited national expert for implementation of the disaster mitigation plan.</p>	<p>improve local disaster risk management system including early warning system and community based disaster risk management etc.;</p> <ul style="list-style-type: none"> <li>- Training and exposure visits for enhanced knowledge and technical know-how.</li> </ul>

## Challenges

The fundamental challenge faced by the project is the lack of resources to support implementation of the activities. Out of the total requirement of USD 6.5 million, the project has so far managed to secured resources only from BCPR to support the cost of a DRR Specialist (International) for two years. UNDP CO has provided a start up fund of USD 100,000 to initiate some of the priority activities. This is very negligible compared to actual requirement. The progress of implementation will therefore depend on the ability of UNDP to secure resources, either from the GoI or from the donors, to support the planned results.

Existing DRM practices follow a relief and response based model. The concept of DRR is rather new in Iraq and the existing understanding of a comprehensive and multi-hazard approach for disaster risk management is very poor. While this justifies project rationale for building DRR capacities in Iraq, there remains huge challenge at the beginning to get the partners onboard for implementation of the DRR activities particularly under output-2 i.e. mainstreaming DRR and also those under output 3 and 4 at the governorate level. This calls for sustained engagement in terms of close coordination and frequent meetings with the partners during the inception phase.

The enactment of DRR Law which was drafted with technical support from UNDP is crucially important to drive the process of achieving DRR results planned under the project. However, due to volatile political context and the uncertainties in the parliamentary process after the national election, it is not clear when the DRR law will be passed in the parliament. This would require upstream policy advocacy for enactment of Draft DRR law in Iraq.

The project is currently managed under the environment port-folio in the CO with a full time DRR Specialist (International). The project document has the provision of a number full time Specialists as well as short term Experts against planned outputs and activities. While it would be very difficult, if not impossible, to recruit all the national technical positions due to lack of resources, it is important to build a core project team with one national DRR Expert and one Project Admin and Finance Associate for implementation of the priority activities under the project.

## Issues

The approved annual work plan of the project seems to be unrealistic under the current context as explained in the earlier sections. Based on the agreed outcome of the inception workshop, a revised work plan will be proposed during the second quarter.

The project has identified potential entry points for DRR results through a number of ongoing UNDP Projects. The project will develop integrated work plan for DRR results, particularly those relating to for outputs 2, 3, and 4, in coordination with the relevant projects during the second quarter.

## Lessons Learned

The project has just started its implementation in the third week of last February and it may be too early to register important lessons during the 40 days of implementation in the first quarter. However, some of the lessons that became evident during this period are:

- The national counterpart has been eagerly waiting for UNDP assistance for DRR. UNDP has been rightly positioned to lead among UN agencies on DRR.
- While there remains significant challenge for meeting with the partners and visiting vulnerable communities in central part, KRG offers potential opportunity to implement DRR activities on the ground.
- The existing understanding and capacity on DRR is very poor. In fact, DRR is commonly misunderstood here and is often mixed up within the domain of emergency preparedness and recovery. DRR is linked to the measures to deal with the underlying risk factors and this new project on DRR capacity building should not focus on capacity building for relief and response.

## Future Plans

The key focus for the second quarter is to organize the inception workshop in partnership with the National DRR Committee. Inception workshop will be key start up event of the project that will engage the partners and stakeholders to review, discuss and provide feedback to the project team in prioritizing and finalizing the work plan of the project 'Developing DRR Capacities in Iraq'. The workshop will invite the concerned focal person from UN agencies and also from relevant UNDP projects in order for drawing collective inputs for developing a doable work plan and agreed implementation strategy for the project within the challenging context of resource limitation.

As explained earlier, the primary focus for DRR capacity building will be to establish a National DRR Centre in Iraq. The inception workshop in the next quarter will engage the participants and trigger discussions to conceptualize the proposed National DRR Centre. A concept paper for the proposed National DRR Centre has been drafted which will be presented in the inception workshop and will be finalized with the feedback received from the participants.

While the Table-1 provides the revised indicative plan with implementation strategy and priority tasks against each output of the project, following table lists the activities to be accomplished during the next quarter:

Table-2 : Planned Activities during the 2<sup>nd</sup> Quarter, 2014

Output	Planned Activities during 2nd Quarter (April-June), 2014
Output 1: National institutional and technical capacities established for	The key activities to be undertaken in delivering results under this output will be:

Output	Planned Activities during 2nd Quarter (April-June), 2014
gender-sensitive disaster risk management;	<ul style="list-style-type: none"> <li>- Finalise the concept note for establishment of the proposed DRR centre in Iraq.</li> <li>- Finalize the organogram and develop the TORs for the key positions of the proposed DRR centre based on the discussions in the inception workshop.</li> <li>- Initiate the process of developing a Standing Operating Protocol for the National DRM Centre.</li> <li>- Support MoST in the development of risk Information management and early warning dissemination</li> </ul>
Output 2: Disaster risk reduction integrated into selected sectors to reduce risks from recurring high priority disasters in a gender-sensitive manner;	<ul style="list-style-type: none"> <li>- Establishing focal points in the four sectoral ministries (agriculture, water resources, environment and education).</li> <li>- Map out UN sectoral engagement and explore DRR entry points</li> <li>- Technical note for sectoral integration of DRR and a detailed work plan.</li> <li>- Initiate the process for preparation of training module on DRR for the officials of relevant ministries/departments</li> </ul>
Output 3: Institutional and legislative capacities of high priority governorates strengthened for gender-sensitive disaster risk reduction and preparedness;	<ul style="list-style-type: none"> <li>- Establish DRR focal points for the KRG and the three Governorates.</li> <li>- Initiate discussions for undertaking assessment of the existing practices and recommend improvement for disaster preparedness, response and risk reduction including policies and institutional structure.</li> <li>- Initiate the process of preparing training module for governorate officials and technical assistance for gender-sensitive</li> </ul>
Output 4: Local and community level capacities improved in selected municipalities for gender-sensitive disaster risk reduction;	<ul style="list-style-type: none"> <li>- Initiate partnership and establish DRR Focal points in the selected municipalities and local communities.</li> </ul>

## Financial Section:

Table 1: Funding Overview

Donor	Commitment (Currency of the Agreement)	Received (Currency of the Agreement)	Received (USD)	UNORE	Balance (Currency of the Agreement)
UNDP TRAC	100,000\$	100,000\$	100,000\$		-
BCPR TRAC	704,080.00\$	352,028\$	352,028\$		352,0524
Total	804,080.00\$	452,028.00\$	452,028.00\$		352,0524

Table 2: Expenditure Status (by activity)

Activity	Budget (A)	Donor	Cumulative Expenditure Status at [Date, i.e. end of preceding quarter]		Expenditure in Reporting Quarter		Quarter Total Expenditure (F=D+E)	Total Expenditure (G=B+C+F)	Budget Balance (H=A-G)	Delivery Rate (% I =G/A)
			Commitment (B)	-Expenses + full asset cost (C)	Commitment (D)	Expenses + full asset cost (E)				
Act1	269,682.000	00012	0.00	0.00	0.000	6,725.86	6,725.86	6,725.86	262,956.14	2.5%
Act2	66,673.00	00012	0.00	0.00	0.00	2,938.6	2,938.6	2,938.6	63,734.4	4.4%
Act3	65,673.00	00012	0.00	0.00	0.00	1,232.86	1,232.86	1,232.86	64,440.14	1.8%
Act4	10,000.00	00012	0.00	0.00	0.00	0.00	0.00	0.00	10,000.00	0%
Act5	40,000.00	00012	0.00	0.00	0.00	32.00	32.00	32.00	39,968.00	0%
GMS	0.00									
Total	452,028.00\$		0.00	0.00	0.00	10,897.32	10,897.32	10,897.32	441,098.68	2.4%

Table 3: Expenditure Status (by donor)

Donor	Budget	Activity	Expenditure Status at [18 March 2014]		Expenditure in Reporting Quarter		Quarter Expenditure	Total Expenditure	Balance	Delivery
			Commitment	Disbursement	Commitment	Disbursement				
00012	452,028.00	Act 1,2,3,4,5	0.00	10,897.32	0.00	10,897.32	10,897.32	10,897.32	441,098.68	2.4%
GMS	0.00									
Total	452,028.00 \$		0.00	10,897.32	0.00	10,897.32	10,897.32	10,897.32	441,098.68	2.4%

## Annexes

### Annex I: Performance Tracking Matrix

As explained in earlier section, the project experience an unique implementation context and will develop a new implementation strategy and work plan during the second quarter. It is more relevant to complete the matrix below once the revised work plan is approved

Annex II: Risk Log:

Project Title: Developing Disaster Risk Management Capacities in Iraq							Award ID:	Date: April 2014		
#	Description	Date Identified	Type	Impact and Probability	Counter measure/ Mitigation Strategies/ Management Response	Owner	Submitted, updated by	Last Update	Status	
1	Delay in the startup of the program	December 2012	Operational	There would be subsequent delays in the implementation of program activities and challenges in resource mobilization.  P = 1 I = 5	<ol style="list-style-type: none"> <li>1. Ensure flexibility in program design to accommodate possible delays;</li> <li>2. Organize launching workshop as an opportunity to develop detail implementation plans involving Member States</li> <li>3. Continuously monitor developments</li> </ol>	MoST, UNDP		March 2014	<p>The project stepped into implementation without securing resource commitment from any sources except the support from BCPR for a full time DRR Specialist.</p> <p>A revised implementation strategy has been developed in consultation with the counterparts which include flexibility and also pursuing DRR results through ongoing projects/programmes</p>	



					related to integration and ensure close consultation and collaboration with GOI				
2	Inflation levels exceed those anticipated in the budget.	December 2012	Financial	High inflation will increase implementation costs and result to a reduction in program activities.  P = 2 I = 4	UNDP will regularly assess and plan timely actions	MoST UNDP Project Manager			No change.
3	Below anticipated resource mobilization for the program	December 2012	Financial	Reduced resources will entail the prioritization of program activities and slowdown program implementation.  P = 3 I = 3	Organize donor roundtable conferences and group meetings Access climate financing	MoST, UNDP Project Manager		March 2014	Resource mobilization remains a continued thrust and two meetings held with the donors (Turkey and France) and a number of meetings are being planned.
4	The Iraqi government, ministries,	December 2012	Strategic	Advocacy to National DRR Committee to	Bilateral meeting with other organizations	MoST, UNDP Project			This has been discussed and some in-kind support are

	governorates and urban authorities don't provide funding to implement the recommendations made by the experts			<p>mobilize support from GOI to allocate funding for implementation of recommendations</p> <p>P = 2 I = 5</p>	(donors) providing support to GOI/governorates	Manager			being mobilized.
5	Delay in the Implementation due to lack of project staffs/personnel	March 2014	Operational	<p>There would be subsequent delays in the implementation of program activities</p> <p>P = 1 I = 5</p>	<p>Revise the work plan and ensure flexibility in program by drawing a new implementation strategy against each outputs involving counterparts and stakeholders Identify and propose core staffs needed to support implementation of the programme in 2014</p>	MoST, UNDP			A revised implementation strategy has been developed and also the ToRs for at least one national expert and one associate have been developed for submission.

