



United Nations Development Programme

Country: Iraq

Project Document

Project Title Partnership Services for Support Unit to the Monitoring Committee on the Japanese ODA Loan Project (72135)

Priority A: Improving the performance and responsiveness of targeted national and sub-national institutions

UNDAF Outcome(s): Outcome A1: Targeted government institutions capacities strengthened for accountability, transparency, and provision of equitable and quality services.

Outcome A2: Government capacity at national and sub-national levels enhanced for evidence-based decision making.

Expected CP Outcome(s): Administrative and financial reform and devolution policies adopted and implemented at federal and governorate levels

(Those linked to the project and extracted from the CPAP)

Expected Output(s): Output 1: Procurement Management: Procurement plans established and monitored with monthly reports
Output 2: Financial Management: Improved financial management of implementing ministries and agencies
Output 3: Capacity Development: Areas necessary for capacity building support identified and capacity development provided

(Those that will result from the project and extracted from the CPAP)

Output 4: Supporting the Implementation of Pillar I - Activity 1-1 and of PSDS

Output 5: Baseline survey for the Institutional Capacity Development of the GCPI – preparation of the CSA with GCPI

Implementing Partner: United Nations Development Programme Iraq

Responsible Parties: United Nations Development Programme Iraq

Brief Description

FMA aims to support and strengthen monitoring capacity and activities of the Monitoring Committee, established upon agreement between Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Government of Iraq (hereinafter referred to as "GoI"), to ensure that projects are implemented in a transparent and accountable manner in accordance with JICA's rules and regulation, as well as those of GoI, in particular in procurement, contract and financial managements. The program also aims to assist GoI and implementing agencies to strengthen their capacity to implement projects in procurement and financial management and to execute the projects' budget as planned thorough UNDP's technical and procedural support in line with JICA's requirements. UNDP Iraq will assess the implementing projects of GOI and provide recommendations and technical support to GOI in order to develop efficient and effective procurement and financial management.

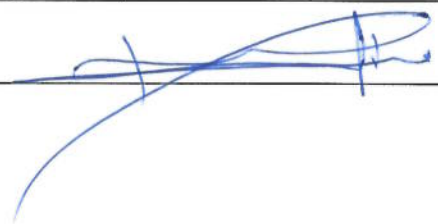
In addition, FMA also to facilitate the programme inputs and resources for the pipeline projects under Inclusive Growth and Private Sector Development Portfolio.

Programme Period:	79 months	
Key Result Area (Strategic Plan):	Restoring	the
foundations for development		
Atlas Award ID:	00058164	
Start date:	August 12, 2009	
End Date	March 31, 2018	
PAC Meeting Date	March 19, 2009	
Management Arrangements	_____	

2016/2017 AWP budget:	US\$ 2,180,826.99
Total allocated resources for the project:	US\$ 11,424,712.6
• Regular	_____
• Other:	
o Donor	JICA
o TRAC (USD 230,000)	
Unfunded budget (yet to be received by JICA based on the JICA-UNDP agreement):	US\$ 722,057.6
In-kind Contributions	

Agreed by (Implementing Partner): _____

Agreed by UNDP: _____



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I. ANNUAL WORK PLAN

Year: 2017

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount
<p>Output 1</p> <p>Procurement Management: Procurement plan established and monitored with monthly reports</p> <p>Baseline: No procurement plan.</p> <p>Indicators: Procurement Plan Established for each project. Procurement Plan Monitored and Monthly progress report prepared. # of items procured in accordance with the procurement plan.</p> <p>Targets: 11 projects out of 25 projects has fiduciary monitoring mechanism on the procurement, # of days needed to complete a transparent procurement process (Bid evaluation 90 days, contract negotiation 60 days), 90% of monthly monitoring reports using the accepted reporting standards submitted on time.</p>	<p>1-1. Activity Result Procurement plan established and monitored with monthly reports</p> <ul style="list-style-type: none"> - Action-1: Monitor the implementation of procurement plans of each project. - Action-2: Verify the procedural progress of procurement plan and monitor the implementation of procurement processes. - Action-3: Prepare monthly and quarterly reports to the Monitoring Committee and JICA. 							
		x	x	x	x	UNDP Iraq	JICA	<p>Salary & Post AdjCst-IP Staff Insurance and Security Costs International Consultants Local Consultants Contractual Services – Individual Contractual Services – Companies Travel Equipment and Furniture Communication & Audio Visual Equip Supplies Miscellaneous Expenses Facilities & Administration</p> <p>AWP attached</p>

<p>Output 2: Financial Management: Improved financial management of implementing ministries and agencies</p> <p>Baseline: Outdated and manual financial management systems Late approval of the Budget and disbursement</p> <p>Indicators: Financial management system of implementing agencies assessed and recommendations provided Financial management procedures established and monitored with monthly reports % of monthly delay from the disbursement plan Comparable efficiency between disbursement of ODA loan projects and the rest of the capital budget Gender aggregated data collected for # of beneficiaries of each of the ODA loan projects Targets: 25 projects has fiduciary monitoring mechanism, Divergence between planned and actual disbursement of less than 20%, # of days needed to complete a transparent financial management process / LC issuance of 60 days, 90% of monthly monitoring reports using the accepted reporting standards submitted on time</p>	<p>2. Activity Result: Improved financial management of implementing ministries and agencies</p> <ul style="list-style-type: none"> - Action-1: Monitor the compliance to the financial procedures in line with JICA regulations. - Action-2: Perform sample verifications of the evidences. - Action-3: Review the monthly disbursement plan (budget plan). - Action-4: Prepare monthly reports to the Monitoring Committee and JICA. 	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>UNDP-Iraq</p>	<p>JICA</p>	<p>Salary & Post Adj/Cst-IP Staff Insurance and Security Costs Local Consultants Contractual Services – Individual Travel Equipment and Furniture Communication & Audio Visual Equip Supplies Miscellaneous Expenses Facilities & Administration</p>
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<p>Output 3: Capacity Development: Areas necessary for capacity building support identified and capacity development provided</p> <p>Baseline: Line Ministry staff unfamiliar with ODA loan management</p> <p>Indicators: Areas necessary for capacity building support identified # of line ministry staff (gender aggregated) trained</p> <p>Targets: Establishing an annual capacity building plan for PMTs. 100 Iraqi official in charge of ODA loan projects trained (including 30 % of female officials)</p>	<p>3. Activity Result Capacity Development: Areas necessary for capacity building support identified and capacity development provided</p> <ul style="list-style-type: none"> - Action-1: Provide capacity development trainings to PMTs. - Action-2: Provide on-the-job capacity development to implementing line ministries concerning the project, procurement, contract, and financial managements. 	x	x	x	x	UNDP Iraq	JICA	Contractual Services – Companies Travel Facilities & Administration	AWP attached
<p>Output 4: Supporting the Implementation of Pillar 1 - Activity 1-1 and of PSDS</p> <p>Indicators: 1) if the method of data collection and processing or not 2) # of area completed data collection of PS areas,</p> <p>Baseline: 1) no method of data collection and processing 2) Only the low data collection of industrial sector was completed</p> <p>Target: 1) Establish the methodology of data collection and processing, 2) at least 3 areas of data collection</p>	<p>4. Activity Result Supporting the WG1 (PSDS Pillar 1: Understanding the PS)" and implementation of PSDS</p> <ul style="list-style-type: none"> - Action-1: Provision of Data processing, development and analysis - Action 2: Supporting the collection of data for WG1 - Action 3 Supporting the implementation of PSDS 	x	x	x	x	UNDP Iraq	TRAC	Travel Contractual Services- Companies International Consultant	AWP attached

<p>Output 5: Baseline survey for the Institutional Capacity Development of the GCPI – preparation of the CSA with GCPI</p> <p>Indicators: 1) Prodoc for CSA, 2) financial estimation of activities</p> <p>Baseline: 1) no Prodoc, 2) no financial estimation of activities</p> <p>Target: Drafting Prodoc with financial estimation of activities for CSA with GCPI.</p>	<p>5. Activity Result Baseline survey for the Institutional Capacity Development of GCPI</p> <ul style="list-style-type: none"> - Action-1: Review of current business process of GCPI Training Centre. - Action 2: Identify the gaps of the institutional capacity of GCPI Training Centre - Action 3: Propose the activities under CSA with GCPI - Action 4: Financial estimation of activities under CSA with GCPI - Action 5: Establish Prodoc for CSA with GCPI 				x	x	UNDP Iraq	TIRAC	Travel International Consultant International Consultant	US\$ 1,667,096
<p>TOTAL</p>										

Year: 2018

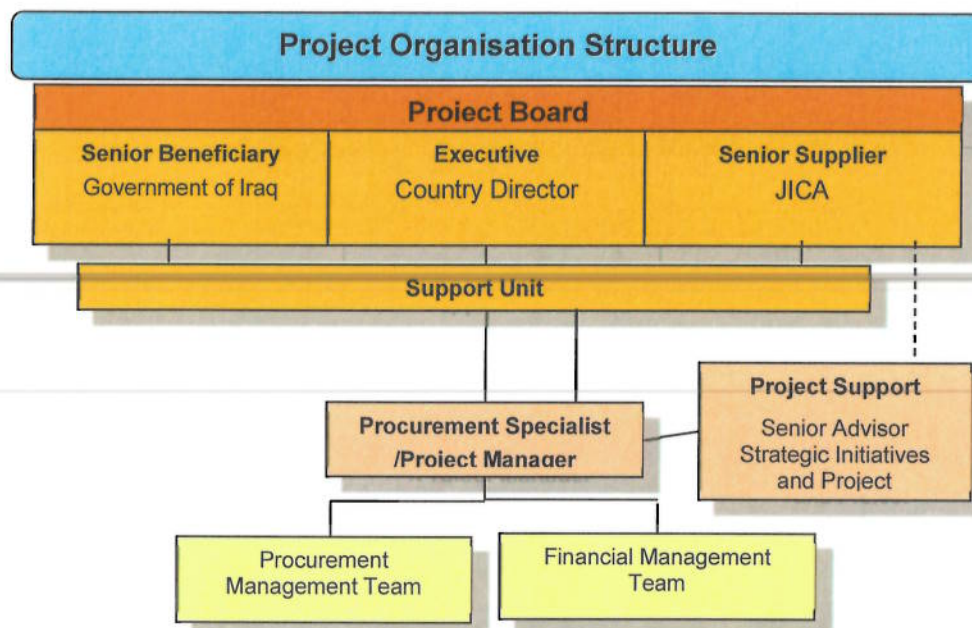
EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount
<p>Output 1 Procurement Management: Procurement plan established and monitored with monthly reports Baseline: No procurement plan. Indicators: Procurement Plan Established for each project. Procurement Plan Monitored and Monthly progress report prepared. # of items procured in accordance with the procurement plan. Targets: 23 projects has fiduciary monitoring mechanism, # of days needed to complete a transparent procurement process (Bid evaluation 90 days, contract negotiation 60 days), 90% of monthly monitoring reports using the accepted reporting standards submitted on time</p> <p>Output 2: Financial Management: Improved financial management of implementing ministries and agencies</p>	<p>1. Activity Result Procurement plan established and monitored with monthly reports - Action-1: Monitor the implementation of procurement plans of each project. - Action-2: Verify the procedural progress of procurement plan and monitor the implementation of procurement processes. - Action-3: Prepare monthly and quarterly reports to the Monitoring Committee and JICA.</p>					JICA	Salary & Post AdjCst-IP Staff Insurance and Security Costs International Consultants Local Consultants Contractual Services – Individual Contractual Services – Companies Travel Equipment and Furniture Communication & Audio Visual Equip Supplies Miscellaneous Expenses Facilities & Administration	AWP attached

<p>Baseline: Outdated and manual financial management systems Late approval of the Budget and disbursement Indicators: Financial management system of implementing agencies assessed and recommendations provided Financial management procedures established and monitored with monthly reports. % of monthly delay from the disbursement plan Comparable efficiency between disbursement of ODA loan projects and the rest of the capital budget Gender aggregated data collected for # of beneficiaries of each of the ODA loan projects Targets: 23 projects has fiduciary monitoring mechanism, Divergence between planned and actual disbursement of less than 20%, # of days needed to complete a transparent financial management process / LC issuance of 60 days, 90% of monthly monitoring reports using the accepted reporting standards submitted on time.</p>	<p>2. Activity Result Improved financial management of implementing ministries and agencies</p> <ul style="list-style-type: none"> - Action-1: Monitor the compliance to the financial procedures in line with JICA regulations. - Action-2: Perform sample verifications of the evidences. - Action-3: Review the monthly disbursement plan (budget plan). - Action-4: Prepare monthly reports to the Monitoring Committee and JICA. 	<p>x</p>		<p>UNDP Iraq</p>	<p>JICA</p>	<p>Salary & Post AdjCst-IP Staff Insurance and Security Costs Local Consultants Contractual Services – Individual Travel Equipment and Furniture Communication & Audio Visual Equip Supplies Miscellaneous Expenses Facilities & Administration</p>	
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<p>Output 3: Capacity Development: Areas necessary for capacity building support identified and capacity development provided</p> <p>Baseline: Line Ministry staff unfamiliar with ODA loan management</p> <p>Indicators: Areas necessary for capacity building support identified</p> <p># of line ministry staff (gender aggregated) trained</p> <p>Targets: Establish an annual capacity building plan for PMTs. 100 Iraq official in charge of ODA loan projects trained (including 30% of female officials)</p>	<p>3. Activity Result Capacity Development: Areas necessary for capacity building support identified and capacity development provided</p> <p>Action-1: Provide capacity building to PMTs. Action-2: Provide capacity building to implementing line ministries concerning the project management.</p>	<p>x</p>				<p>UNDP Iraq</p>	<p>JICA</p>	<p>Contractual Services – Companies Travel Facilities & Administration</p>	
<p>TOTAL US\$ 513,731</p>									

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II. MANAGEMENT ARRANGEMENTS



JICA and Gol agreed on the necessity to establish a support unit which will report to the Monitoring Committee (M/C) and JICA to monitor the fiduciary compliance, including procurement and financial management and physical verification of the activities. Also, to accelerate project implementation, the Support Unit will assist to identify any problems related to implementation of projects and to give guidance and advice to the implementing line ministries and agencies of Gol in order to resolve these problems, which would have substantial impact on the capacity development of Gol. UNDP provides the services as the Support Unit to this project.

The Support Unit will have the dual roles of (i) supporting M/C and JICA in strengthening monitoring capacity and activities of the M/C to ensure that projects are implemented in a transparent, accountable and efficient manner in accordance with JICA rules and regulations; and (ii) assisting Gol (especially PMTs under each implementing line ministries and agencies) to strengthen its capacity to implement projects with adequate procurement and financial management and to execute the loan through UNDP's technical and procedural support in line with JICA requirements.

Terms of References of the each position has been attached as Annex-II of the Project Document.

III. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment records progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log is activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log is activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) can be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot as required.
- A project Lesson-learned log is activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan is activated in Atlas and updated to track key management actions/events.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1: Procurement Management: Procurement plan established and monitored with monthly reports		
Activity Result 1 (Atlas Activity ID)	ACTIVITY1 Project Management	Start Date: Aug. 2009 End Date: March. 2018
Purpose	Monitor the procurement processes under each project, identify any problems or malfunctions delaying the project implementation and provide advice to JICA / the Monitoring Committee to resolve these problems. Act on behalf of JICA in the physical monitoring of the implementation of each project through physical verification, timely site surveys and updating the progresses of each project.	
Description	Procurement plan established and monitored with monthly reports <ul style="list-style-type: none"> - Establish procurement plans with line ministries/PMTs for each project - Monitor the implementation of procurement plans of each project - Verify the procedural progress of procurement plan and monitor the implementation of procurement processes - Prepare monthly and quarterly reports to the Monitoring Committee and JICA 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Procurement Plan Established for each project	Review by Procurement Specialist	Jan, 2018
Procurement Plan Monitored and Monthly progress report prepared	UNDP and JICA monitor and send feedback monthly	Monthly
# of items procured in accordance with the procurement plan	Review by Procurement Specialist	Monthly and Dec 2018

OUTPUT 2: Financial Management: Improved financial management of implementing ministries and agencies		
Activity Result 1 (Atlas Activity ID)	ACTIVITY1 Project Management	Start Date: Aug. 2009 End Date: March. 2018
Purpose	Assess the financial management processes of bookkeeping and information management system in the implementing agencies and the Ministry of Finance in the limited areas of the Japanese ODA loan and provide the recommendations to JICA / the Monitoring Committee. Also, monitor the financial management procedures under each project, identify any problems or malfunctions delaying the processes and provide advice and guidance to the JICA/Monitoring Committee to resolve these problems.	
Description	Improved financial management of implementing ministries and agencies <ul style="list-style-type: none"> - Assess the financial management system of implementing line ministries - Prepare a report to identify issues and recommendations - Monitor the compliance to the financial procedures in line with JICA regulations - Perform sample verifications of the evidences - Review the monthly disbursement plan (budget plan) - Prepare monthly reports to the Monitoring Committee and JICA 	
Quality Criteria	Quality Method	Date of Assessment

<i>how/with what indicators the quality of the activity result will be measured?</i>	<i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<i>When will the assessment of quality be performed?</i>
Disbursement Plan Established for each project	Review by Project Manager	Jan, 2018
Financial management procedures established and monitored with monthly reports	UNDP and JICA monitor and send feedback monthly	Monthly
% of monthly progress from the disbursement plan	Review by Project Manager	Monthly and Dec, 2017

OUTPUT 3: Capacity Development: Areas necessary for capacity building support identified and capacity development provided		
Activity Result 2 (Atlas Activity ID)	ACTIVITY2: Capacity Development/Training	Start Date: Aug. 2009 End Date: March. 2018
Purpose	Support the institutional capacity building of the implementing line ministries in procurement, project management and financial management whenever necessary.	
Description	Capacity Development: Areas necessary for capacity building support identified and capacity development provided <ul style="list-style-type: none"> - Assess the capacity of PMTs under each project and identify any areas necessary for trainings - Provide capacity building to PMTs - Provide capacity building to implementing line ministries concerning the project management 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Areas necessary for capacity building support identified	Review by Capacity Development Specialist	Feb. 2018
# of line ministry staff (gender aggregated) trained	Review by Capacity Development Specialist	Dec. 2017

OUTPUT 4: Supporting the Implementation of Pillar I - Activity 1-1 and of PSDS		
Activity Result 3 (Atlas Activity ID)	ACTIVITY3 Supporting the implementation of PSDS (2014-2030)	Start Date: Jan. 2016 End Date: Dec. 2017
Purpose	Supporting the WG1 (PSDS Pillar I: Understanding the PS) and accelerating the Gov's implementation of PSDS (2014-2030)	
Description	Supporting the WG1 (PSDS Pillar I: Understanding the PS) and implementation of PSDS <ul style="list-style-type: none"> - Provision of Data processing, development and analysis - Supporting the collection of data for WG1 - Supporting the implementation of PSDS 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
if the method of data collection and processing or not	Review by Project Manager	Jan. 2018
# of area completed data collection of PS areas,	Review by Project Manager	Jan. 2018

OUTPUT 5: Set Baseline survey for the Institutional Capacity Development of the GCPI		
Activity Result 4 (Atlas Activity ID)	ACTIVITY4 Institutional Capacity Development of the GCPI	Start Date: Aug. 2017 End Date: Dec. 2017
Purpose	Set the Baseline of the activities for the Institutional Capacity Development of the GCPI and prepare the CSA with GCPI	
Description	Baseline survey for the Institutional Capacity Development of GCPI <ul style="list-style-type: none"> - Review of current business process of GCPI Training Centre - Identify the gaps of the institutional capacity of GCPI Training Centre - Propose the activities under CSA with GCPI - Financial estimation of activities under CSA with GCPI - Establish Prodoc for CSA with GCPI 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Prodoc for CSA	Review by Project Manager	Feb. 2018
Financial estimation of activities	Review by Review by Project Manager	Dec. 2017

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IV. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

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ANNEXES

ANNEX II. UPDATED RISK LOG



Project Title: Loan Management Programme with Fiduciary Monitoring: Support Unit To Monitoring Committee On Japanese ODA Loan Projects **Award ID: 58164** **Date: May 2014**

#	Description	Date Identified	Type	Impact and Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Recruiting qualified international staffs and dispatch them to Baghdad may take time	March 2009	Operational	Could affect the project implementation schedule. P = 1 I =4	Considering the current situation in Iraq, UNDP maintain international staff in Amman with frequent visits to Baghdad.	Project Manager	Project Manager	May, 2016	No More Issue: Relocation of International staff to Iraq is complete
2	Travel limitations of international staffs inside of Iraq may affect the monitoring activities	March 2009	Operational	Could affect the project outputs P = 1 I =4	Enter into LTA with local companies to outsource monitoring activities	Project Manager	Project Manager	May, 2016	No More Issue: Instead of using LTA, national staff in Iraq monitors the activities.
3	Administration changes in implementing agencies jeopardizing current commitment to project design and inputs.	March 2009	Organizational	Could affect the project implementation P = 3 I =4	Relationships built at the technical level with the implementing agencies officials to ensure continuity in the event of change. UNDP recommends the restructuring the member of the Monitoring Committee and institutionalize in the Gol system.	Gol/JICA and UNDP team	Project Manager	May, 2017	Changed personnel of the M/C adapted the mechanism of the M/C by UNDP's recommended adjustment of the mechanism.

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4	Weakness of procurement staff in using JICA's Procurement Guidelines and international sound procurement practices and financial management	March 2009	Operational	Could affect the project implementation P = 2 I = 4	Technical assistance should be provided to PMTs in on JICA's Procurement and financial management Guidelines, preparation of bidding document and bid evaluation. Training should also be provided as well as close supervision by JICA and the Support Unit.	Project Manager	Project Manager	May, 2017	Procurement Training has provided since 2010 and significant improvement is achieved. While, the number of the trainings to be reduced by the allocated budget, it is required close monitoring of its impact.
5	Limited ability of JICA's procurement staff to supervise project in the field	March 2009	Operational	Could affect the project implementation P = 2 I = 4	The Support Unit and international/national consultants will conduct spot physical supervision and assist PMTs in reporting.	Project Manager	Project Manager	May, 2016	International Procurement Specialist and national staff in Iraq conduct site visits in consultation with JICA
6	Security conditions deteriorate making project completion difficult	March 2009	Other	Could affect the project outputs P = 2 I = 4	This risk is beyond the control of the Monitoring Committee, implementing agencies and JICA	Project Manager	Project Manager	May, 2016	The issues affected by the security conditions are under the settlement.

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