

## UNDP Management Response Template

Management Response to the Final Evaluation Report of Atlas Project ID# 00118833

“Mosul Dam Emergency Preparedness in Iraq” Project

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**Overall comments:** The overall project objectives to build comprehensive preparedness capacities for safeguarding lives, livelihoods and critical assets along the Tigris flood path was found highly relevant and consistent with need of the at-risk communities and priorities of Iraqi government at the national and subnational levels. The finding of the final evaluation reflects highly satisfactory results.

**Recommendation-1:** There is a greater need to replicate and scale-up the flood emergency preparedness practices to cover at least 4-5 major remaining dams and their flood paths. Therefore, UNDP should develop comprehensive project proposals for other dams and similarly develop a robust resource mobilization strategy to generate adequate funding for the implementation of future such projects.

### Management Response:

As of the time of concluding this project evaluation UNDP is working to formulate another phase of support which addresses this recommendation. UNDP is in discussion with NATO to replicate the dam preparedness for 4 other dams (the Darbandinkhan, Haditha, Hemrin and Dukan).

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
1. Submit a Concept Note to NATO Iraq to support flood emergency preparedness practices focusing on 4 other dams	31 October 2021	EECC Pillar	Completed	Concept Note approved by NATO Iraq and submitted to NATO Defence Capacity Building
2. Develop a Project Document for the next phase of	28 February 2022	EECC	Not Initiated	

support (if Concept Note is approved by NATO)				
<b>Recommendation-2:</b> Beside catastrophic floods, Iraq is also faced with multiple natural and manmade disasters including droughts, desertification, earthquakes, pandemics, heat waves, dust storms and chemical and nuclear contamination etc. Therefore, if resources allow, UNDP in collaboration with partners should develop and implement individual or umbrella projects to promote emergency response and preparedness covering all kind of disasters.				
<b>Management Response:</b> UNDP is aware of the importance of other hazard risks and to this end it has as of October 2021 worked on designing new programming frameworks to support Iraq. Accordingly, UNDP Iraq has submitted to interested development partners three concept notes to work on dam preparedness (NATO), on drought preparedness and risk reduction (UK) and on transboundary water negotiations (Canada and UK).				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
1. Concept notes developed on dam preparedness, drought preparedness and risk reduction and transboundary water negotiations.	31 October 2021	EECC	Completed	
2. Submit Concept Notes to development partners to secure funding (Canada, NATO, UK).	31 October 2021	EECC	Completed	
<b>Recommendation-3:</b> There is also a greater need for developing a robust and comprehensive strategy, at the national level, to address climate change and disaster risks related issues. The strategy should define various national priorities and provide guidelines and mechanism for effective coordination and implementation. UNDP should support the MoE and relevant stakeholders in the development of the required strategy and necessary implementation plans and mechanisms.				
<b>Management Response:</b> UNDP agrees with this recommendation, and UNDP has included the activity in the Concept Note/proposal submitted to NATO. In case the NATO project is funded, then the National Disaster Risk Reduction Strategy will be revised/updated following a consultative/inclusive process. UNDP will advocate with the Iraqi Parliamentarians and decisions makers to allocate funds for implementation of the strategy.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments

1. Submit a Concept Note to NATO Iraq to support flood emergency preparedness practices focusing on 4 other dams	31 October 2021	EECC Pillar	Completed	Concept Note approved by NATO Iraq and submitted to NATO Defense Capacity Building
2. Develop a Project Document for the next phase of support (if Concept Note is approved by NATO)	28 February 2022	EECC	Not Initiated	
<b>Recommendation-4:</b> The next generation of projects need to be designed based on good practices from the Mosul dam project and needs of the beneficiaries, especially vulnerable and disadvantaged segments. During the project's design phase detailed mapping exercise of key actors/stakeholders should be carried out to determine their contributions and roles. Project Result Framework should be developed in a 2-3 days' workshop set-up and the Results Frameworks should also incorporate specific indicators to measure the involvement and benefits for women and disadvantaged groups. Future projects should also develop comprehensive M&E plans and employ dedicated M&E expertise at the project level to implement and guide the M&E Plans.				
<b>Management Response:</b> This recommendation is noted and the Environment, Energy and Climate Change Portfolio will take it into account when designing its new projects.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
1. New Project Documents to include sufficient context analysis and clear implementation strategy and activities that mainstream gender-sensitivity, gender equality and ensure engagement of disadvantaged groups.	28 February 2022	EECC	Ongoing:	To be done at the Prodoc development state
2. Ensure that complete and quality Results and Resources Frameworks are developed with	28 February 2022	EECC		

SMART indicators, base-lines and clearly articulated targets which mainstream gender and other inclusion criteria.				
3. Recruit dedicated M&E technical capacity for the Environment, Energy and Climate Change Portfolio.	31 March 2022	EECC		
<b>Recommendation-5:</b> Future projects should involve more local CSOs and community based groups and strengthen their capacities to raise mass awareness regarding emergency preparedness. In this regard it is recommended to duly involve local CSOs as equal partners on longer term basis, not only as recipient of small grants.				
<b>Management Response:</b>  This will depend upon the nature of proposed interventions and the donor agreements. In case the projects have a focus on national institutional capacity development, the participation of civil society entities is expected to remain low in such projects. However, in case of community-based projects, the participation of CSOs and community groups would be essential and it is expected to be high. In both cases, UNDP will strive to including local CSOs and community-based organizations to the extent possible.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
1. Integrate strengthening the role of CSOs in the community-based disaster preparedness projects; i.e. the drought preparedness and risk reduction project.	28 February 2022	EECC	Ongoing:	CSO engagement integrated in the drought preparedness and risk reduction project.
<b>Recommendation-6:</b> Future projects should duly incorporate specific measures in their designs to mitigate impacts of COVID on project implementations. This will require designing specific activities which can be implemented remotely, using telecommunication tools and technologies. For this purpose, capacities of stakeholders should also be duly built to enable them to effectively participate and benefit from the remotely implemented activities.				
<b>Management Response:</b> Measures for COVID-19 risk reduction has been applied to all UNDP Iraq projects, including the Mosul Dam Emergency Preparedness Project. These will be continued in any UNDP projects until the global medical community (i.e. WHO) suggests that the COVID-19 no longer poses a risk to people. In addition, UNDP is working on strengthening the digital landscape in the country which will enable more remote working for stakeholders.				

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
1. COVID-19 risk reduction related strategies and relevant costs to be factored in the design of the new Projects.	28 February 2022	EECC	Ongoing:	To be done at the ProDoc development stage
<b>Recommendation-7:</b> There is a strong need to continue using social media to spread the awareness related to emergency preparedness. However, future awareness messages should be designed in a more innovative, interactive and targeted way to catch the attention of the viewers. Furthermore, content promotion tools and techniques should be also employed to reach to maximum number of targeted audience.				
<b>Management Response:</b> UNDP acknowledges the usefulness and potential of social media, however its use depends upon the nature of project interventions and results to be achieved. In case of projects which aim to reach communities for awareness raising on certain subject matters, the team will strengthen the reliance on social media and electronic media which have proven very effective mediums under the Mosul Dam Emergency Preparedness in Iraq Project.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
1. The use of Social Media will be integrated into the drought preparedness and risk reduction project being developed.	31 December 2021	EECC	Ongoing/Initiated	To be done at the ProDoc development stage
<b>Recommendation-8:</b> To give way to sustainability WHO, UNICEF and IRCS should duly incorporate the emergency preparedness related good practices in their upcoming programmes, projects and plans to replicate and scale up these interventions in their respective areas. Furthermore, IRCS should also take measures to keep the volunteers network active and awareness going on. However, IRCS resources are found to be very limited and therefore continued external financial assistance will be required in times to come.				
<b>Management Response:</b> The sustainability of project results at different levels required the involvement of multiple stakeholders and different strategies. The Project, during the implementation phase, adopted a number of strategies to ensure sustainability of results, including; i) training of trainer's approach, ii) engagement of local university faculties to serve as resource persons in future, iii) formulation of various guidelines and protocols by relevant entities, iv) commitment from the IRCS to continue the public awareness activities, including through the 200 trained volunteers etc. However,				

achieving sustainability of results remains a challenge in a crisis country context, where national institutions lack the vision, resources and political support to carryout such development activities regularly. The Project team highlighted the need for sustainability of the project results during the Project Board Meeting which was held on 26<sup>th</sup> October 2021. UNDP will communicate with the project's Responsible Parties WHO, UNICEF and IRCS the importance of sustainability of the flood preparedness results and emphasize integrating these activities into the WHO, UNICEF and IRCS regular activities/programmes.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
1. Draft a letter and send to the WHO, UNICEF and IRCS to seek their plans for sustainability of the results achieved under the agreements they implemented	31 December 2021	EECC	Ongoing/Initiated	

\* The implementation status is tracked in the ERC.