Republic of Iraq
FIELD-BASED PREPAREDNESS PROJECT
19 December 2021 | Baghdad, Iraq

Finalizing and Endorsing the Recommendations and Outcome of Gap Analysis Workshop and Thematic Areas Discussions as Part of Field-Based Preparedness Project in Federal Iraq

Defining Roles and Responsibilities

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https://logcluster.org/preparedness/irq19
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Introduction

The Field-Based Preparedness Project was rolled out in Iraq with the key objective of strengthening the national supply chain’s resilience and increasing cooperation, coordination, and exchange of information between government and humanitarian actors. After high-level preliminary meetings with government officials, UN agencies, INGOs, and NGOs, the project was introduced to the humanitarian community, and partnership with Joint Crisis Coordination Center (JCMC) was established. During the fourth quarter of 2019, the activities of the project focused mainly on building cooperation, understanding, commitment, and collaboration with stakeholders through several methods, including engagement in the project activities. Additionally, the early stages of the project centered around building a comprehensive understanding of logistics gaps and challenges and mapping capacities. The facts finding phase was conducted by collecting information through different means, including meetings, focus groups, and questionnaires. The outcomes of the facts finding stage served as a roadmap for the gaps analysis and development of an action plan.

During the Gaps Analysis Workshop (GAW), conducted in September 2021, the collected facts were presented and attendees from different affiliations and backgrounds were assigned to six groups to further discuss logistics challenges and develop recommendations. Prior to the GAW, several meetings with the workshop facilitators from JCMC and humanitarian community (WHO, UNDP, and WFP) were conducted to agree on the thematic areas that were discussed during the workshop, and to develop a list of facilitation questions.

Led by Global Logistics Cluster and facilitated by WFP and JCMC, the two-day GAW aimed to develop a plan of action that consists of (1) bottlenecks, (2) suggested recommendations by subject matter experts, (3) main activities to achieve solutions, (4) responsible entities that will take the lead during activities, (5) and defined timeline. The developed plan of action incorporated the feedback of the participants, captured the essence of the discussions during the discussion sessions ensuring thoroughness, and formulated in presentable format.
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After successful completion of the GAW and development of the plan of action Annex A, the preparations for the endorsement meeting started. A list of invitees from government entities and selected humanitarian actors were developed and followed by meetings with government partners to train and prepare facilitators on presenting the assigned thematic area and managing discussions.

Background

Iraq is one of the initial countries selected by the Logistics Cluster partners to implement the Field-Based Preparedness Project (FBPP) due to its exposure to natural disasters and other manmade events. The selection process for at-risk countries was conducted through a consultative process based on different risk indices, which are focused on the national logistics performance and capacity indicators, and climate risk indicators. The project addresses one of the objectives of the Logistics Cluster set by the Inter-Agency Standing Committee (IASC) to build national capacity in preparedness and contingency planning through the strengthening of the capacities of national actors to prepare for and respond to disasters.

From 2014 to early 2019, the Logistics Cluster was active in Iraq supporting the humanitarian community while responding to the country’s growing humanitarian needs. Logistics constraints, mainly caused by limited access, insufficient exchanging of information, an unstable security situation, and damaged/destroyed infrastructure in affected areas, triggered the need for Logistics Cluster intervention. Since the activation of the Logistics Cluster, operations were shaped based on needs identified by the humanitarian community and government partners. The Logistics Cluster activities were mainly implemented in the following three areas:
- **Coordination** through regular meetings held in main operational hubs and field locations throughout the country.
- **Information Management** (IM) linking partners and sharing relevant information through several communication platforms, including a dedicated website, skype group and mailing list.
- **Provision of Logistics Services** through common storage, rapid deployment of Mobile Storage Units (MSUs) to remote field locations, emergency transport, and customs facilitation. Furthermore, capacity building and training activities covering operational and management level staff were conducted.

[1](https://logcluster.org/preparedness/irq19)
Following a gap analysis exercise conducted at the end of 2018 in consultation with key stakeholders, it was agreed to deactivate the Logistics Cluster and transition to a sector working group to address ongoing operational issues. During the fourth quarter of 2019, the FBPP was rolled out focusing on strengthening national emergency response capacity and building common response strategy.

Objectives

The plan of action endorsement meeting was led by JCMC and facilitated and supported by GLC and WFP to:

- Endorse the plan of action and set the necessary preparations for execution phase.
- Present the final version of the developed plan of action to the stakeholders after modifying the timeline to reflect the current situation.
- Engage stakeholders in the project activities and build commitment and understanding of upcoming steps and the direction of the project.
- Illustrate the required actions from the project stakeholders and the expectations from WFP and JCMC.
- Clearly define the roles and responsibilities and available support from the project owner and senior management at JCMC.
- Prioritize a list of actions based on needs, viability, and stakeholders’ feedback.
- Harmonize the joint efforts of government and humanitarian actors contributing to the execution of the plan of action.

During the meeting, it was clearly stated that the plan of action along with the endorsement meeting outcomes/report will be submitted for the senior management approval and endorsement. This step will be essential to begin the implementation phase of the project.

Participants

The workshop participants represented government entities directly involved in the implementation phase and FBPP project activities. Representatives of the government are the main stakeholders, who will take responsibility for coordinating and executing the activities. Additionally, a representative from Swedish Civil Contingencies Agency (MSB) attended the meeting based on an invite from JCMC, as the MSB showed interest in the project and can relate with current activities of the organisation in Iraq. A list of attendees can be found in Annex B.
Session Activities & Outcomes

The main outcome of the meeting is the endorsement of the plan of action by all the stakeholders and project participants. The engagement of participants and establishing of commitment by the project stakeholders were identified as a main factor for the success of the project. Below is breakdown of the activities carried out during the meeting:

- During the first session of the meeting, a presentation about the progress of project activities was provided. This was followed by elaboration about the project and meeting objectives.
- An overview about the facts finding and capacity mapping stages was presented.
- A briefing was provided about the activities and outcomes of GAW, and the subsequent activities carried out resulted in the development of the plan of action.
- Detailed presentation about the activities in the plan of action by thematic area was presented followed by an exercise by using online interactive tools (Menti.com), which helped engaging participants and collecting feedback on activity prioritization. The exercise for collecting and presenting real-time feedback from the participants was conducted and the outcomes were incorporated in the plan of action.

At the end of the meeting, it was clear that participants will be relied on during the implementation phase and will play a major part in the coming weeks and months. Each of the focal points will be responsible for carrying out the necessary activities relevant to his/her position. Additionally, the roles and responsibilities were explained, and a follow up mechanism with focal points was put in place. The agenda of the meeting can be found in Annex C.

Outcome of Interactive Activities

All the participants in the meeting were encouraged to participate in the interactive online exercise (Menti.com.) The main objective of using the online interactive tool is to create feedback sharing environment and to collect information from the participants to be included in the plan of action. For each of the six thematic areas listed below, questions were developed, and participants’ input was collected.

1- Land Transportation and Warehousing
2- Air Transportation
3- Access Humanitarian Shipment Movement Facilitation
4- Customs, Taxes, and Entry Points
5- Regional Coordination and Cooperation during Emergency Response and Information Management
6- Private Sector and Academic Engagement

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The participants were asked which logistics fields should be discussed further during this meeting and their answers showed that the (1) Humanitarian Cargo Movement Facilitation and (2) Coordination are the topics they are most interested in discussing.

After presenting the plan of action per thematic area, the participants were given time to share their input. This exercise was followed by interactive online feedback sharing and presenting. The outcome of the discussions per thematic areas and online interactive exercise are summarized below:

### Land Transportation and Warehousing

This thematic area was one of many others that witnessed intensive discussions. This area has many identified bottlenecks, challenges, and recommendations as well as a long list of associated activities. The participants all agreed that establishing logistics centres in strategic locations is one of the most important and valued activities in this area. The need for having up-to-date maps for road, bridges, and other essential logistics infrastructure, and sharing the maps with active humanitarian actors on regular basis or upon request was ranked as 2nd in term of importance (following logistics centre establishment activities). The below activities related to this thematic area are listed in sequence (from most to least important):

1. Developing a database for registered transportation companies and their capacities,
2. Providing and updating information about the floating bridges that can be used during crisis response,
3. Providing information about the capacity of the railroad and the mechanism for contracting with Iraqi Railways company,
4. Sharing a comprehensive capacity assessment for the State Company for Land Transport and explaining the requirements for contracting with the company.

### Air Transportation

This thematic area was presented by the national logistic preparedness officer/GLC. After presenting the identified bottlenecks, challenges, recommendations, and activities, the interactive exercise was opened to the participants, allowing them to choose which of the challenges they believe is the most important to manage early in the implementation phase. Below is the summary of the participants’ choices listed from the most to least important:

1. Using new technologies and platforms for sharing information about the status of the shipments,
2. Providing information about the logistics capacities of air cargo at the Iraqi international airports for humanitarian use during crisis,
3. Providing facilitation by the concerned authorities (air cargo) to accept updates in the AWB,
4- Providing facilitation and flexibility by granting import approvals on estimation basis, taking into account reasonable and justifiable changes in weights and number of boxes. It is important to further clarify on this point in order to ensure compliance with rules, policies, and instructions.

**Access and Humanitarian Shipments Movement Facilitation**

This thematic area was presented by JCMC focal points and was one of the areas that received great attention and witnessed many productive discussions from concerned entities. Similarly, at the end of the presentation and discussion, the interactive online tool was shared with the participant to vote and rank activities from most to least important. Below is the outcome of the exercise:

1- Submitting requests for movement facilitation by using online platform, with the possibility of following up on the status by requesters,
2- The requirements for obtaining movement facilitation letter are clear, realistic, unified, and valid at all the security checkpoints,
3- Security controls and checkpoints rely solely on the letter of the National Operations Centre, and there is no need for additional approvals,
4- The hotline is activated, and the contact points are identified and circulated,
5- Facilitate the process of extending the movement facilitation letter according to a mechanism that is clear and smooth for both parties.

**Customs, Taxes, and Entry Points**

This thematic area received great attention, especially from the subject matter experts and representatives of Ministry of Finance / Customs Authorities. Discussions were constructive. The viability of carrying out the recommended activities were assessed. After back-and-forth discussions, the online interactive session was available for participants’ input. Based on the feedback received and activities prioritization exercise, the below activities were listed from the most to the least important:

1- Developing a unified electronic platform for submitting import permits and customs and taxes exemptions requests with capability for tracking the status of requests.
2- Establishing a one-stop-shop for granting the required approvals for exemption request of humanitarian goods.
3- Updating emergency protocols to reflect current situation.
4- Sharing clear information about the requirements for obtaining import and export permits and customs and taxes exemptions.
Coordination was one of the topics that the majority of participants agreed to name as a key area that needs to be further navigated. Mainly, coordination between the government actors during crisis response. Along with coordination, information management was also identified as a complementary factor to the coordination. The Logistics Information Exchange platform (Log.IE) and the current progress towards the implementation of the platform by JCMC and GLC were briefly presented.

After presenting recommendations and activities, the participants were asked to share their feedback and input through the online interactive environment and to prioritize the activities from most to least important. Below is a list ranking the activities:

1- Creating a comprehensive platform for exchanging and sharing logistics information and reporting of accidents, risks, and emergency events,
2- Developing protocols with neighboring countries in order to support and provide the necessary facilitation during crises,
3- Establishing National Humanitarian Logistics Preparation Working Group of defined focal points from the government and humanitarian sides, who meet periodically to share information, updates, and plans.

The private sector and academic engagement was the last thematic area presented by JCMC representatives. The participants commented that the contribution of the private sector during crisis preparedness and response is not observed. As part of the community, the private sector needs to be involved in the preparedness project and to be invited in the future activities. Likewise, the academic sector needs to incorporate the humanitarian supply chain and logistics in the colleges and institutes courses. After presenting the thematic area, the online interactive tool was used to collect and present the participants’ feedback. Below is the summary of the collected feedback and list of prioritized activities:

1- Establishing a database containing information about logistics service provider companies and their capabilities.
2- Developing a curriculum in logistics management during crises that is taught at universities and academic institutes and encouraging research in the humanitarian supply chain and logistics.
3- Ensuring participation of the private sector (telecommunications and logistics companies) in logistics preparations and crisis response activities.

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Conclusion

The meeting was concluded by agreeing on the below points:

- Holding the participating entities responsible for taking on leading role during implementation stage of the plan of action.
- Ensuring commitment from the participants for achieving project objectives.
- Following up mechanism is active and in place to ensure evaluating and capturing the progress of activities, while support is provided whenever is needed.
- Activities of the plan of action are well clarified, and the expectation from the participants are explained.
- Illustrating the extend of support that can be given from by JCMC and GLC to carry out the required activities.
- Obtaining approvals from the senior management to initiate the execution phase of the plan of action.
- Incorporating the need to engage additional relevant entities in the project, such as Central Organization for Standardization and Quality Control (COSQC).
### Annex A: Plan of Action

#### Challenges

A need to establish strategic logistics centers and specialized logistics areas in the governorates that can be used by the humanitarian community (Government actors, UN agencies, and international NGOs) participating in the crisis response.

Lack of mobile and quick storage units and lack the knowledge for setting and preparing them for storage

Insufficient Information about the capacity and number of available floating bridges (stored or currently used) that can be used during crisis response and emergencies.

#### Recommendations

Establishing Logistics Centers in the governorates in strategic places near evacuation areas and camps that can easily be accessed and under governor’s authority.

Enable Governors’ capacity for quick and mobile storage that can be erected nearby evacuation areas.

Information about floating bridges that can be used during crisis response and emergencies is available.

#### Activities

1. Under the coordination and supervision of JCMC Head Quarter (HQ), conducting regular meetings with the responsible entities at the governorates and relevant authorities to study the steps for obtaining the necessary permissions and approvals for establishing logistics centers,

2. Working with JCMC offices at the governorates to plan the establishment of the logistics centers and choose the appropriate areas/locations,

3. Developing Standard Operating Procedures by JCMC HQ for managing the logistics centers.

1. Initiating discussions with UN agencies and humanitarian organizations to assess their capacity for providing/donating mobile storage units to governorates,

2. Providing mobile storage units – at least one storage unit for each logistics hub / governorate,

3. Coordinating with JCMC HQ to train a designate team on erecting and setting mobile storage units.

1. Organizing meetings with relevant entities and authorities responsible for providing floating bridges represented by Ministry of Defense – Military Engineering Directorate and Department of Military Affairs for Civilian Purposes – to quantify the number of available floating bridges that can be used during emergencies and their capacities and sizes, Identifying focal points responsible for providing information about the floating bridges and supporting setting the bridges up when required during crisis.

#### Responsible

- JCMC HQ
- JCMC Offices at the governorates
- WFP – Coordination
- JCMC offices in the governorates
- JCMC HQ
- WFP
- UNHCR
- JCMC HQ
- Ministry of Defense – Military Engineering Directorate
- Department of Military Affairs for Civilian Purposes

#### Timeline

6 – 12 Months

6 - 12 Months

9 - 12 Months

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| The lack of a comprehensive assessment and information about the land transport fleet of the State Company for Land Transport | 1. Coordinating with Ministry of Transportation – The state company for land transportation to benefit from the land transport fleet during crises.  
2. Conducting a comprehensive capacity assessment and mapping of the land fleet and sharing information with interested parties, upon request.  
3. Identifying the mechanisms and requirements for contracting with the state company for land transportation and making them available to the humanitarian community. | 6 - 12 Months |
| The information about contracting the company during crisis is not available nor clear. | - JCMC HQ  
- The State Company for Land Transportation  
- WFP | - JCMC HQ to lead and coordinate meetings and collect the required information and share it with humanitarian actors. | Coordination and information meetings during crisis. |
| Information about roads, bridges, and informal roads is usually not available for the humanitarian community during crisis and not shared with the relevant authorities on a regular basis or as needed. | 1. Maps of bridges and roads (official and unofficial) are updated periodically during crises, and a network for communication and information sharing is activated.  
2. Conducting coordination meetings with security forces and responsible authorities operating in the impacted areas to share information and updates about the roads and bridges availability and condition during crises.  
3. Reflecting the information about the updates, roads and bridges on maps and sharing them with humanitarian actors when needed/upon request. | 6 – 12 Months |
| There is not enough information available to the humanitarian community about transportation by railroad. | Providing comprehensive information about the capacity of the railroad transportation and the mechanism for contracting with Iraqi Railways Company.  
1. Holding meetings with the Iraqi Railways Company to request information and conduct a comprehensive assessment for the railways’ capacity to transport humanitarian aids,  
2. Identifying the future expansion plans of the railway network and determining the future benefit of the humanitarian communities from this expansion,  
3. Sharing information through a unified official platform specialized in logistical information to be available to the humanitarian community. | 6 – 12 Months |
| There isn’t a database or sufficient information of the registered transport companies. | A database for registered transport companies and their capabilities is available for humanitarian community use.  
1. Coordinating with relevant authorities (Ministry of Transport + Ministry of Commerce + Chambers of Commerce) to develop a database of registered transportation companies and their capabilities and share it with humanitarian community as needed. | 9 - 12 Months |

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### Challenges

**Obtaining approvals for humanitarian shipments on estimated/expected basis; is not possible (available or active), especially changes in the weights and number of boxes during transportation is common and frequently occurred.**

**The length of the period required to obtain approvals for air shipments leads to changes in the Air Waybill (AWB), which requires a re-approval process.**

**Information about the logistics capabilities of the air cargo department at the airports (Baghdad, Basra, and Najaf) is not available.**

**Sharing information about incoming shipments is through direct contact, and there are no fixed or clear mechanisms.**

### Recommendations

- Providing facilitation and flexibility by granting import approvals on estimation basis, taking into account reasonable changes in weights and number of boxes.

- Providing facilitation by the concerned authorities (air cargo) to accept updates in the AWB number.

- Providing information about the logistical capabilities of air cargo at Iraqi international airports for humanitarian use during crises.

- Using technology and platforms for sharing information about the status of shipments.

### Activities

1. Conducting coordination meetings to clarify the roles and responsibilities of the Customs and Air Cargo Authorities regarding air cargo clearance and processing.

2. Discussing ways and solutions to clear shipments (partial or in full) on expected/estimation basis that is close to reality.

3. Establishing coordination mechanism and sharing clear instructions about procedures and updates related to the process of clearing shipments on estimation basis and thus overcoming problems related to the change in weights and the number of boxes during air freight.

1. Defining a clear communication channel between the shipper and air cargo authority to update information about shipments and to inform about any changes in the AWB.

2. Specifying an email for air cargo authority for sending updates about AWB.

3. Publishing contact information of air cargo authorities (including emails and phone numbers) to follow up on requests and respond to inquiries, if any.

1. Conducting a preliminary assessment by the responsible authorities (air cargo departments) about the logistics capacities and sharing the available information with the humanitarian community.

2. Sharing information on a logistics information platform.

3. Reviewing and updating the information periodically or as needed.

### Responsible

- JCMC HQ
- Air Cargo Authority
- Customs Authority
- WFP

### Timeline

- 6 – 12 Months
- 6 - 9 Months

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**Access and Humanitarian Shipments Movement Facilitation**

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| The requirements for obtaining movement facilitation letter are sometimes not clear (for medical and non-medical materials) and sometimes other/different requirements are requested at checkpoints. | The requirements for obtaining movement facilitation letter are clear, realistic, unified, and valid at all the security checkpoints. | 1- Sharing instructions for the requirements to obtain the movement facilitation letter for humanitarian shipments and staff, depending on the type and nature of the shipments (medical or non-medical),
2- Generalizing and unifying requirements for all checkpoints and security controls,
3- Circulating and sharing the requirements and updates of the movement facilitation for humanitarian shipments with the national humanitarian Logistics preparedness Working Group and during periodic meetings. | NOC JCMC HQ WFP UNDP | 6 – 12 Months |
| No sharing of updates about the requirements (if any) with the identified focal points from humanitarian community and with the national humanitarian Logistics Preparedness Working Group through periodic meetings and e-mails. | Active participation of NOC authorities during the periodic meetings of the National Humanitarian Logistics Preparedness Working Group. | 1- Coordinating with the National Operations Center to agree on a mechanism to extend the period granted on the movement facilitation of humanitarian shipments, provided that a new request is submitted that includes the reason for not transferring during the period granted previously and attaches the previous approval in order to issue an extension. | NOC JCMC HQ WFP UNDP | 6 – 9 Months |
| The period given in the movement facilitation letter is sometimes insufficient/too short and there is no quick mechanism for requesting extension. | Facilitate the process of extending the movement facilitation letter according to a mechanism that is smooth for both parties. | 1- Obtaining the approvals for establishing an electronic platform by the National Operations Center.
2- Establishing an electronic platform to submit requests for movement facilitation with status follow up capacities. | NOC JCMC HQ WFP UNDP | 9 – 12 Months |
| There is no platform for submitting and tracking the status of movement facilitation requests. | Submitting requests to facilitate movement electronically, with the possibility of following up on the status of the request. | 1- Determining defined contact information (phone number or hotline) that works around the clock for the National Operations Center,
2- Communicating with operations centres across Iraq to provide humanitarian organizations with their 24-hour telephone hotlines. | NOC JCMC HQ WFP UNDP | 6 – 9 Months |
| There is no possibility for communicating with the entities granting the movement facilitation approvals (the National Operations Center) in the event that humanitarian shipments are stopped at the security checkpoints. | The hotline is activated, and the contact points are identified and circulated. | 1- Circulating approvals to the concerned entities and obligating the security forces to consider the letter of the National Operations Center, as it is the authority responsible for granting movement approvals for humanitarian shipments. | NOC JCMC HQ WFP UNDP | 3 – 6 Months |

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## Challenges

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| The time required for processing and granting customs and tax exemption and approval for importing humanitarian goods is long. | Establishing a one-stop-shop for granting the required approvals to exempt and import humanitarian goods, which contributes to the reduction of the time required for processing requests. | 1- Coordination with the concerned authorities to establish a one-stop-shop for reviewing importation requests submitted by humanitarian actors and granting the required customs and taxes exemptions and approvals, 2- Forming a committee from relevant authorities to review requests and grant approvals for importing and exempting humanitarian shipments, according to the type of the imported materials. | - JCMC HQ  
- Ministry of Foreign Affairs - Protocol Department  
- Ministry of Finance – Customs Authorities  
- NOC  
- Relevant authorities (Ministry of Interior, Ministry of Communications)  
- UNDP  
- Ministry of Health  
- Relevant security authorities  
- Border Port Commission | 9 – 12 Months |
| Emergency protocols are not updated regularly.                               | Emergency Protocols are updated to reflect current situation.                   | Update emergency protocols periodically - semi-annually - and share them with humanitarian actors upon request. | - JCMC HQ  
- WFP  
- UNOCHA | Annually or semi-annually – Depends on the need |
| Submitting humanitarian import permits and customs and tax exemption requests in paper format and without using the modern technology and electronic platforms, and there is no possibility to track the status of the requests. | A unified electronic platform for submitting import permits and customs and taxes exemptions requests with capability for tracking the status of requests. | 1- Coordinating with relevant authorities to establish a unified platform for submitting import permit and customs and tax exemption requests, 2- Adding a feature in the platform that enables requesters to follow up on the status of requests. | - JCMC HQ  
- Ministry of Foreign Affairs - Protocol Department  
- Ministry of Finance - Customs  
- NOC  
- Relevant authorities (Ministry of Interior, Ministry of Communications)  
- UNDP  
- WFP | 6 – 12 Months |
| - Instructions and requirements for obtaining permits and customs and taxes exemptions (import and export) are sometimes unclear.  
- There is no mechanism for sharing updates, instructions and requirements for customs and taxes exemptions. | The humanitarian community has a clear idea about the requirements for obtaining import and export permits and customs and taxes exemption and is aware of updates in procedures and requirements in a timely manner. | 1- Sharing the requirements for obtaining import permit and customs and taxes exemption for various materials (medical - non-medical: foodstuffs, wired and non-wired communication devices, cars, etc.) with focal points and members of the National Humanitarian Logistics Preparations Working Group, Sharing updates with the aforementioned working group on a regular basis through group meetings, 2- Sharing the customs clearance processes at border crossings and make them available to the public. | - JCMC HQ  
- Ministry of Foreign Affairs - Protocol Department  
- Ministry of Finance - Customs  
- NOC  
- Relevant authorities (Ministry of Interior, Ministry of Communications)  
- UNDP  
- WFP | 6 – 9 Months |

## Activities

- Coordination with the concerned authorities to establish a one-stop-shop for reviewing importation requests submitted by humanitarian actors and granting the required customs and taxes exemptions and approvals,  
- Forming a committee from relevant authorities to review requests and grant approvals for importing and exempting humanitarian shipments, according to the type of the imported materials.

## Responsible

- JCMC HQ  
- Ministry of Foreign Affairs - Protocol Department  
- Ministry of Finance – Customs Authorities  
- NOC  
- Relevant authorities (Ministry of Interior, Ministry of Communications)  
- UNDP  
- Ministry of Health  
- Relevant security authorities  
- Border Port Commission

## Timeline

- 9 – 12 Months  
- Annually or semi-annually – Depends on the need  
- 6 – 12 Months  
- 6 – 9 Months

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### Regional coordination and cooperation during emergency response & information management

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| There are no cooperation protocols with neighbouring and regional countries that can be activated during crises and disasters. | Developing protocols with neighbouring countries in order to support and provide the necessary facilitation during crises. | 1- The Ministry of Foreign Affairs informs and addresses diplomatic missions, embassies, and consulates in neighbouring countries to take their role in the event of crises and disasters, by working and coordinating with the countries to facilitate the entry of aids, teams, and equipment, according to the 1961 Vienna agreements.  
2- JCMC issues recommendations for the required support and needs. | - Ministry of Foreign Affairs  
- JCMC HQ provides the needs | 9 – 12 months |
| The need to enhance coordination and exchange of information before and during crises. | The National Humanitarian Logistics Preparation Working Group, which includes defined focal points from the government and humanitarian sides, is active and meet periodically to share information, updates, and plans. | 1- Under the leadership of JCMC HQ, activating the national Humanitarian Logistics Preparations Working Group through coordination and periodic meetings of focal points from the humanitarian (UN agencies and humanitarian organizations) and government sides.  
2- Sending invitations to relevant government entities to nominate focal points from their side, to participate in the coordination and information share meetings,  
3- Organizing periodic meetings (monthly or every two months) for sharing information and updates on procedures, challenges, and plans. | - JCMC HQ  
- WFP  
- Relevant entities from:  
  - Gov.  
  - UN Agencies  
  - INGO | 6 – 9 Months |
| A comprehensive, centralized, and unified platform for exchanging and sharing logistics information and reporting of accidents, risks and emergency events is not available. | A comprehensive platform for exchanging and sharing logistics information and reporting of accidents, risks and emergency events is established. | 1- Coordinating with JCMC HQ to establish a platform that contains basic information about the logistical infrastructure and developing an environment for sharing information,  
2- Providing resources, expertise, and support to establish a comprehensive logistics information platform,  
3- Populating the platform with relevant data and ensuing sustainability and validation  
4- Establishing partnerships and agreements with government entities as well as humanitarian actors and agree on a mechanism for sourcing data and relevant information for the platform,  
5- Organizing a workshop with the participation of government and humanitarian representatives to determine the need information that can be provided through the platform. | - JCMC HQ  
- WFP  
- Other Gov. entities  
- UN Agencies  
- NCCIraq | 6 – 12 Months |

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## Challenges

- There are no academic courses for humanitarian logistics whether in the public or private universities.
- No encouragement to develop research in the field of humanitarian logistics.

## Recommendations

1. Developing a curriculum (or a specialization) in logistics management during crises that is taught at universities and academic institutes.
2. The development of research in the humanitarian supply chain and logistics is encouraged and adopted.

## Activities

1. Organizing meetings with ministries and educational institutes to include courses specialized in crisis and emergency management and humanitarian supply chain and logistics as part of the curriculum at the relevant colleges or institutes,
2. Encourage research efforts in the field of crisis management and humanitarian supply chain and logistics,
3. Adopting and applying the outcomes of research in the humanitarian supply chain and logistics fields to improve response during crises.

## Responsible

- JCMC HQ
- Ministry of Higher Education and Scientific Research
- WFP

## Timeline

9 – 12 Months

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### Private Sector & Academia Engagement

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Recommendations</th>
<th>Activities</th>
<th>Responsible</th>
<th>Timeline</th>
</tr>
</thead>
</table>
| There is no participation of the private sector in crises response and logistics preparations activities. | Effective participation of the private sector (telecommunications and logistics companies) in logistics preparations, crisis response activities. | 1- Reaching out to private sector companies to identify their activities in the humanitarian field and to urge them to invest in logistics preparedness activities and information sharing.  
2- Encouraging private sector companies to take their responsibility towards the community during crises, considering them an essential part of the society. | JCMC HQ  
Private sector companies  
Communications and Media Commission  
WFP | 6 – 9 Months |
| No database for logistics service providers and mapping of their capacities. | A database containing information about logistics service provider companies and their capacities is available. | Establishing a database containing information about the logistics services provider companies and their capacities and sharing it with humanitarian community, when needed. | Ministry of Planning  
Ministry of Trade  
Ministry of Transport  
Chamber of Commerce  
Iraqi Federation of Industries  
Ministry of Industry and Minerals  
JCMC HQ | 9 – 12 Months |
Annex B: List of Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Najim Abd Taher</td>
<td>Manager of Air Cargo</td>
<td>Iraq Civil Aviation Authority</td>
</tr>
<tr>
<td>Emad Ahmed Mohammed</td>
<td>Major General</td>
<td>MoD</td>
</tr>
<tr>
<td>Ali Hasan Abdulrazzaq</td>
<td>Operation Manager</td>
<td>National Operations Center</td>
</tr>
<tr>
<td>Ragheed Kamil Abd Ali</td>
<td>Senior Engineer</td>
<td>Ministry of municipal and construction</td>
</tr>
<tr>
<td>Omar Taha Omar</td>
<td>Engineer</td>
<td>MoMD</td>
</tr>
<tr>
<td>Samer Abdulamer Mohsin</td>
<td>Deputy of General Director</td>
<td>Mo Trade</td>
</tr>
<tr>
<td>Haider Reyad Abdulamer</td>
<td>Engineer / Central Center for Statistics</td>
<td>Mo Planning</td>
</tr>
<tr>
<td>Dr. Ahmed Atheed Jwad</td>
<td>Chief Medical Doctor</td>
<td>MoA</td>
</tr>
<tr>
<td>Ghasan Hadi</td>
<td>Director of the Operations</td>
<td>Border Port Commission</td>
</tr>
<tr>
<td>Asad Albadri</td>
<td>Liaison Officer</td>
<td>WFP</td>
</tr>
<tr>
<td>Saif Altatoz</td>
<td>Communication Officer</td>
<td>WFP</td>
</tr>
<tr>
<td>Noor Abdulqadeer Abdulwahab</td>
<td>Coordinator</td>
<td>IRCS</td>
</tr>
<tr>
<td>Aqeel Baqir</td>
<td>IM Officer</td>
<td>JCMC</td>
</tr>
<tr>
<td>Yaseen Mahmoud</td>
<td>Civil Defense</td>
<td>MoL</td>
</tr>
<tr>
<td>Arkan Saeed Yaseen</td>
<td>Director of Planning Unit</td>
<td>Mo Transportation / State Company of Transport</td>
</tr>
<tr>
<td>Dr. Raed Nazar Jamal</td>
<td>Head of Planning Unit - Customs Authorities</td>
<td>MoF</td>
</tr>
<tr>
<td>Lawand Bro</td>
<td>Emergency Preparedness and Response Officer</td>
<td>WFP</td>
</tr>
<tr>
<td>Amer Fadil</td>
<td>JCMC</td>
<td>JCMC</td>
</tr>
<tr>
<td>Naseer Abdalsattar Abduljabar</td>
<td>Head of JCMC</td>
<td>JCMC</td>
</tr>
<tr>
<td>Raad Fakher Hussien</td>
<td>Liaison Officer</td>
<td>UNDP</td>
</tr>
<tr>
<td>Akiko Ahl</td>
<td>MSB</td>
<td>MSB</td>
</tr>
<tr>
<td>Sadeeq Jawad</td>
<td>Deputy Head of JCMC</td>
<td>JCMC</td>
</tr>
<tr>
<td>Zaid Kbah</td>
<td>National Logistics Preparedness</td>
<td>WFP</td>
</tr>
</tbody>
</table>

https://logcluster.org/preparedness/irq19
Annex C: Meeting Agenda

<table>
<thead>
<tr>
<th>Activities</th>
<th>Explanation</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcoming remarks</td>
<td>Welcoming remarks by WFP and followed by JCMC</td>
<td>09:00 - 09:15</td>
</tr>
<tr>
<td>An overview about the objectives of the meeting and the outcome of the Gaps</td>
<td>Explaining the expected objectives from the meeting and sharing the outcome of the GAW and the</td>
<td>09:15 - 09:45</td>
</tr>
<tr>
<td>Analysis Workshop</td>
<td>developed plan of action</td>
<td></td>
</tr>
<tr>
<td>Summary of the logistics challenges and plan of action</td>
<td>Presenting the outcome of facts finding and plan of action</td>
<td>09:45 - 10:00</td>
</tr>
<tr>
<td>Presenting the thematic area</td>
<td>Land transportation and Warehousing</td>
<td>10:00 - 10:30</td>
</tr>
<tr>
<td><strong>Coffee Break</strong></td>
<td></td>
<td><strong>10:30 - 10:45</strong></td>
</tr>
<tr>
<td>Presenting the thematic area</td>
<td>Air Cargo</td>
<td>10:45 - 11:15</td>
</tr>
<tr>
<td>Presenting the thematic area</td>
<td>Access and humanitarian cargo movement facilitation</td>
<td>11:15 - 11:45</td>
</tr>
<tr>
<td>Presenting the thematic area</td>
<td>Customs, taxes and entry points</td>
<td>11:45 - 12:15</td>
</tr>
<tr>
<td>Presenting the thematic area</td>
<td>Coordination and information management</td>
<td>12:15 - 12:45</td>
</tr>
<tr>
<td>Presenting the thematic area</td>
<td>Private Sector and Academia</td>
<td>12:45 - 01:15</td>
</tr>
<tr>
<td>Closing</td>
<td>Closing remark by JCMC</td>
<td>01:15 - 01:20</td>
</tr>
</tbody>
</table>

**Lunch Break and End of Activities**                                      | 01:20                                                                                           |