



## Kurdistan Vision 2020 Joint Programming Facility

### Joint Programme/Project Document

<b>Programme Title:</b> Capacity building and technical support for the Independent Board of Human Rights in the Kurdistan Region of Iraq	<b>Programme Number:</b>  
<b>KRG Institution(s)</b> Kurdistan Regional Government – The Independent Board of Human Rights (IBHR)	<b>Participating UN Organization(s)</b> UN Development Programme (UNDP)

Programme/ Project Coordinators	
KRG Coordinating Institution	UN Coordinating Agency
<b>Coordinator Name:</b> Tavga Rashid <b>Telephone:</b> +9647504457872 <b>E-mail:</b> meelav2003@yahoo.com	<b>Coordinator Name:</b> Nahid Hussein <b>Telephone:</b> +9647818595360 <b>E-mail:</b> Nahid.hussein@undp.org

<b>Programme Costs:</b>	<b>Programme Location:</b>										
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;"><b>KR-I Vision 2020 Facility Contribution:</b></td> <td>US\$ 1,315,429</td> </tr> <tr> <td><b>UN Organization(s)</b></td> <td>US\$ 390,000</td> </tr> <tr> <td><b>Total (USD):</b></td> <td>US\$ 1,705,429</td> </tr> </table>	<b>KR-I Vision 2020 Facility Contribution:</b>	US\$ 1,315,429	<b>UN Organization(s)</b>	US\$ 390,000	<b>Total (USD):</b>	US\$ 1,705,429	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;"><b>Governorate(s):</b></td> <td>Erbil, Sulaymaniyah and Duhok</td> </tr> <tr> <td><b>District(s):</b></td> <td>All KR-I</td> </tr> </table>	<b>Governorate(s):</b>	Erbil, Sulaymaniyah and Duhok	<b>District(s):</b>	All KR-I
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Programme Description :
<p>The project will support the development of the Independent Board of Human Rights (IBHR) of the Kurdistan Region of Iraq. Founded by law no. 4/2010, the Board has the potential to consolidate and accelerate improvements in the protection and promotion of human rights in the Kurdistan Region. Developing the Board as a credible institution and making progress towards meeting the Paris Principles on national human rights institutions will help the Kurdistan Region to meet its overall development goals. Specific responsibilities of the IBHR include: advising, monitoring and reporting on human rights issues; co-operating with international human rights organizations; and co-operating with the Iraqi federal Independent High Commission for Human Rights.</p> <p>The project will benefit the IBHR and the Kurdistan Region with exposure to the best international practices in human rights institutions. It will also bolster efforts to introduce a human rights-based approach to human</p>

development. The project will focus on making the IBHR fully operational, with appropriate organisation and staffing; strengthening the Board as an institution and developing the capabilities of its staff; and strengthening the platform for public demand for respect for human rights. The project duration is two years. Before the end of the project efforts will be made to develop consensus about the future of the IBHR and ongoing support needs.

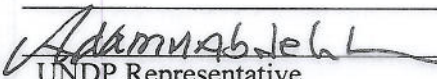


**Programme Duration**

Total duration (in months): 24 Months  
 Expected Start Date: 1 January 2014  
 Expected End Date: 31 Dec 2015

**Review & Approval Dates**

**Line Ministry/ Authority Endorsement Date:** Letter: 1/16/1367 dated 17 December 2012  
**PCN Approval Date:** MoP letter 6764 dated 4 December 2012  
**Technical Committee Review Date:**  
**Steering Committee Approval Date:**

**Signatures of Participating UN Organizations and Steering Committee Co-Chairs**

I.	<b>Name of Representative</b>	Adam Abdelmoula
	<b>Signature</b>	
	<b>Name of UN Organization</b>	UNDP Representative
	<b>Date</b>	
IV.	<b>Name of Steering Committee Chair (UN)</b>	Jacqueline Carol Badcock
	<b>Signature</b>	
	<b>Date</b>	
IV.	<b>Name of Steering Committee Chair (KRG)</b>	Dr. Ali Sindi
	<b>Signature</b>	
	<b>Date</b>	

**Relevant Kurdistan Vision 2020 Priority Area and Outcome:**

**Priority area:**

Priority area four: Effective and Honest Government.

**Outcome:**

A government that is effective, transparent, trusted, and honest

**Relevant UNDAF Priority Area and Outcome:**

**Priority area:**

1. Improved governance, including the protection of human rights.

**Outcome:**

(1.4) Governmental and non-governmental institutions protect and promote the human rights of all people in Iraq, with a focus on the most vulnerable

by  
**Source of Funds and Participating UN Organization**

**Total JP/ Project Budget (in US \$):                    \$1,705,429**

<b>Participating UN Organization</b>	<b>Kurdistan Vision 2020 Joint Programming Facility  (US \$)</b>	<b>Participating UN Organization Funds (US \$)</b>	
		Core Funds	Non –core
UNDP	\$1,315,429	\$ 390,000	
<b>Total Budget (US \$)</b>	\$1,315,429	\$ 390,000	

\* In case of Budget tranching please list the tranches here.

<b>Participating UN Organization</b>	<b>Tranche 1</b>	<b>Tranche 2</b>	<b>Total approved budget</b>
UNDP	\$526,172	\$789,257	\$1,315,429
<b>Total</b>	<b>\$526,172</b>	<b>\$789,257</b>	<b>\$1,315,429</b>

## **Joint Programme/ Project Document Outline**

This Joint Programme Document enables UN Organization/s (including specialized and non-resident UN Organizations) to implement harmonized, results focused integrated programmes/ projects. The document should not exceed the page limits indicated for each section.

### **1. Executive Summary - 1 page**

The project, ‘Developing the Independent Board of Human Rights in the Kurdistan Region of Iraq’ will support the development of the Independent Board of Human Rights (IBHR) of the Kurdistan Region of Iraq. Founded by law no. 4/2010, the Board has the potential to consolidate and accelerate improvements in the protection and promotion of human rights in the Kurdistan Region. Developing the Board as a credible institution, and making progress towards meeting the Paris Principles on national human rights institutions, will help the Kurdistan Region to meet its overall development goals. Specific responsibilities of the IBHR include: advising, monitoring and reporting on human rights issues; co-operating with international human rights organizations; and co-operating with the Iraqi federal Independent High Commission for Human Rights (IHCHR).

The project is structured around three inter-linked outputs: (i) Making the IBHR fully operational, with an appropriate organisational structure and management, and appropriately linked to Iraq’s federal IHCHR; (ii) Strengthening the IBHR by institutional development and capacity building aimed at developing long-term capabilities; and (iii) Strengthening the platform for public demand for respect for human rights. The project will foster links and sustained interaction between the Board, non-governmental and civil society organisations engaged in human rights issues, and relevant international human rights organisations.

The project will benefit the IBHR and the Kurdistan Region with exposure to the best international practices in human rights institutions. It will also bolster efforts to introduce a human rights-based approach to human development. The project will benefit from UNDP’s international experience of supporting national human rights institutions, including a ‘toolkit’ for guiding work on human rights institutions, which UNDP developed in partnership with the Office of the High Commissioner for Human Rights. One international project manager will manage implementation of the project with a team of national project staff based in Erbil and elsewhere if needed.

The project will be implemented by UNDP in partnership with the IBHR and with cost-sharing with the KRG. To oversee the project, UNDP will establish a Project Executive Board, which it will co-chair with representatives from the KRG. The board will provide oversight and strategic guidance during implementation. The project will be monitored in accordance with UNDP standard policies and procedures. A monitoring schedule will be followed, and the project manager will submit quarterly progress reports to the Project Executive Board. A mid-term review will be conducted at the end of the first year.

The project duration is two years. Before the end of the project efforts will be made to develop consensus about the future of the IBHR and ongoing support needs.

### **2. Situation Analysis**

#### **Human rights in the Kurdistan Region of Iraq**

Over the past decade the human rights situation in the Kurdistan Region of Iraq has generally improved, and overall levels of safety and security have consistently been better than elsewhere in Iraq. Nonetheless, significant human rights abuses continue to occur and much remains to be done to re-

duce and prevent abuses, and to build an environment which ensures that human rights are respected. Deficiencies in respect for human rights in the region include: inadequate respect for ethnic and religious minorities; domestic violence and sexual and gender-based violence against women and girls; deaths and physical abuse of detainees in custody; conditions in detention facilities and prisons; inadequate access to justice; and actions that impinge on freedom of speech and expression by individuals and the media. The sometimes heavy-handed and disproportionate response of security forces to protests in the region in 2011, the associated treatment of civilian demonstrators, and the 2010 law on protests also illustrate shortcomings in practices affecting human rights.

The authorities in the Kurdistan Region have been taking positive steps to improve the human rights situation. Following the protests in 2011 the Kurdistan Regional Government (KRG) and leading political parties initiated dialogue aimed at addressing the grievances of protestors. The government has also worked co-operatively with the United Nations Assistance Mission for Iraq (UNAMI) on human rights issues, responding for example to recommendations on prisoner and detainee treatment and measures for protecting women. Although women and girls suffer from inequality and discrimination in many forms, women's participation in politics has been increasing. At present 36 of the 111 members of the Kurdistan Regional Parliament are women (more than the 30% minimum quota for women's representation). In 2011 the government introduced a law on domestic violence. The authorities have also done much to address the issue of children's rights, for example through establishing police stations dedicated to working with juveniles, reformatories or detention centres for children found guilty of committing crimes, and in 2010 a telephone hotline for children who are victims of violence. Besides these measures, the government has implemented a moratorium on carrying out death sentences since 2008, and steps to abolish the death penalty are being taken.

### **An independent human rights institution**

In 2010 steps were taken to create an independent national human rights institution. In May 2010 the Kurdistan Regional Parliament passed a law (Law no. 4/2010) formally establishing an 'Independent Board of Human Rights in the Kurdistan Region' (*'Dastay Sarbakhoy Mafi Miruv la Haraimi Kurdistan'*), replacing the former KRG Ministry of Human Rights and taking over all of its staff and property.<sup>1</sup> The law specifies that:

- The Board will be answerable to the Kurdistan Parliament, will be headquartered in Erbil, and will have the right to open branches in the other governorates.
- The overall purpose of the Board is to enhance respect for and protection of human rights in accordance with international human rights law and standards, and to raise awareness about human rights.
- The head or president (*sarok*) of the Board will be selected by the Council of Ministers of the Kurdistan Region, subject to approval by the Kurdistan Regional Parliament.

Based on the law in its current form, the Board is a government-affiliated body rather than an independent human rights institution in accordance with the Paris Principles on human rights institutions set down in UN General Assembly resolution 48/143 (1993). Nonetheless, the law reflects an aspiration for the Board to be independent (as reflected by calling it the 'Independent Board'), and that aspiration is supported by many people in the Kurdistan Region of Iraq who would like to see improvements in the level of protection and promotion of human rights.

Article 4 of the law lists a range of responsibilities for the Board, including:

- Advising concerned ministries and departments about human rights;
- Advancing a culture of respect for human rights;
- Ensuring that the laws of the Kurdistan Region comply with international human rights principles;
- Evaluating state compliance with human rights law;
- Preparing reports and convening seminars and meetings on human rights;

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<sup>1</sup> The law comprises 14 articles, and is five pages long. An English translation of the original law in Kurdish has been produced by UNAMI.

- Monitoring and reporting on the human rights situation in prisons, detention centres, shelters and other such centres;
- Receiving, investigating and acting on complaints about human rights violations;
- Co-operating with non-governmental and civil society organisations which are engaged with human rights issues;
- Co-operating with international human rights organisations and other institutions to represent the Kurdistan Region in international conferences and meetings on human rights;
- Preparing an annual report on the human rights situation in the Kurdistan Region.

As of November 2012, a head of the Independent Board of Human Rights (IBHR)<sup>2</sup> had yet to be appointed, and the Board had yet to become operational; approximately 350 staff from the former Ministry of Human Rights and related offices across the Kurdistan Region were waiting to be guided as to the future of the Board.<sup>3</sup> From 2010-2012, other steps and initiatives were taken which strengthened the grounds for activating the Board. Notably, in January 2012 the KRG, the UN Office of the High Commission for Human Rights (OHCHR), and UNAMI launched a human rights action plan for the Kurdistan Region.<sup>4</sup> Key recommendations in the action plan include:

- Forming an independent board of human rights, capable of promoting respect for human rights in line with international human rights law;
- Advancing legislation to abolish the death penalty;
- Enhancing protections for female victims of violence; and
- Promoting the role of women in public life.

#### **A human rights action plan**

The Kurdistan Region Human Rights Action Plan was prepared in response to the recommendations received after the Government of Iraq completed in February 2010 its participation in the Universal Periodic Review (UPR) conducted by the UN Human Rights Council. The UPR requires all states to report on their human rights record every four years and to receive key recommendations on how to address human rights challenges. At the conclusion of the UPR process, 148 recommendations were made to the Government of Iraq, of which 135 were formally accepted. Those accepted centred on the protection of women's rights, children's rights, rights of minorities, rights of persons with disabilities, rights and protection of minorities, rule of law, and rights of freedom of opinion and association, and the rights of internally displaced persons (IDPs) and returnees. Among the recommendations was encouragement for the Government of Iraq's plans to establish a national human rights institution.

In order to implement the UPR recommendations, in June 2011 the Government of Iraq, led by the federal Ministry of Human Rights, held a national consultative conference to discuss a draft national action plan on human rights encompassing legal, institutional and policy reform based on the UPR recommendations. In addition, the Council of Representatives authorised the establishment of an Independent High Commission for Human Rights (IHCHR). The IHCHR will serve as Iraq's national human rights institution, the purpose of which will be to promote and protect the human rights of all Iraqis. A strong and independent high commission is essential for the development of an effective national human rights protection system based on the rule of law, and it has the potential to serve as a bridge between the Government and the people of Iraq, by enhancing and sustaining Iraq's domestic capacity to monitor and manage the human rights challenges facing the country. The next Universal Periodic Review report is due to be submitted in 2014.

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<sup>2</sup> The name 'Independent Board of Human Rights' (IBHR) is used in this document in accordance with the name specified in Law 4/2010. This does not mean that this project judges the Board to be independent in substance, or that its name in Kurdish or English may yet be changed. The Board has been referred to elsewhere as the 'Human Rights Board'.

<sup>3</sup> According to the acting head of the IBHR in November 2012, the former ministry comprised approximately 350 staff across ten offices, with two further sub-offices in the disputed areas.

<sup>4</sup> KRG and UNAMI, 'Kurdistan Region Human Rights Action Plan', adopted January 2012.

**Next steps**

For the Kurdistan Region, it would be a positive step to now activate and develop the IBHR in line with Law 4/2010, the Region's Human Rights Action Plan, and international good practice regarding human rights institutions. An effective, respected and ultimately truly independent Board could contribute positively to the Kurdistan Region's efforts to achieve the good governance goals in the Regional Development Strategy 2012-2014, in particular the goal of ensuring respect for essential freedoms and human rights;<sup>5</sup> it could also contribute to meeting the goals of the longer-term national development plan. It would complement efforts to strengthen democratic governance and the rule of law, to attract investment, and to improve the lives of the people of the Region.

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<sup>5</sup> KRG Ministry of Planning, 'Regional Development Strategy for Kurdistan Region, 2012-2016' (Erbil: March 2011), p. 206.

### **3. JP/ Project context and its relevance to Kurdistan Vision 2020 and UNDAF, including Cross-Cutting Themes, and UN Organization Experience including any Lessons Learned (2 pages)**

Against the background described above, and following consultations between UNDP and government and non-government stakeholders in the Kurdistan Region, UNDP has formulated this two-year project of support for the IBHR.

The strategy of the project will be to support the development of the Board by focusing on refining the IHRB's mandate, its structures, functions and capacities and simultaneously helping to strengthen the wider platform for public demand for respect for human rights in the Kurdistan Region of Iraq. In order to do this, UNDP will partner primarily with the Board and with UNAMI HRO/OHCHR, building on the latter's technical capabilities and role in Iraq to date. More broadly, where opportunities and needs arise, UNDP will partner with entities within the KRG and civil society to develop the Board in line with the law by which it was founded and consistent with the aspiration for it to become a credible and effective independent human rights institution. Throughout the project, UNDP will leverage its international experience in supporting human rights institutions and its experience of working in Iraq and the Kurdistan Region, in particular in the area of human rights and democratic governance. The project will also link the Board to Iraq's federal IHCHR, with which UNDP is also engaged under a separate project.

Gender equality, women's empowerment and the rights of women, girls and vulnerable groups will be addressed as integral parts of the outputs and activities of the project. For example, efforts will be made to support appropriate and increasing levels of women's participation throughout, and to show that respect for the rights of women, children and vulnerable groups benefits all: ultimate responsibility for that lies with the Board's stakeholders in the Kurdistan Region. However, by helping advance the Board towards a position of greater independence and productive co-operation with all relevant parties (civil society, non-governmental and international organisations, and regional and federal government) regarding human rights, the project will maximise the prospect of the Board becoming an effective and lasting human rights institution for the Kurdistan Region. Furthermore, this prospect is supported by the current legal status of the Board, the positive example of the federal Independent High Commission for Human Rights (which recently had its budget approved), and the KRG's undertaking to share the costs of this project.

The project strategy is reflected in the goal and outputs of the project outline below.

#### **The project**

The overall goal of the project will be to help the IBHR to become an effective and credible human rights institution, moving towards the model provided by the Paris Principles and exemplified by 'A-status' national human rights institutions.<sup>6</sup> Within this overarching goal, the project will work towards the following three outputs with three months inception phase at the beginning. The purpose of this inception will be to review the substantive issues related to the mandate, functions, structures and any other relevant issues :

- (i) **The Kurdistan Region IBHR is fully operational, with an appropriate organisational structure and management, and appropriately linked to the Iraqi High Commission for Human Rights (IHCHR).**

This output focuses on the structural, organisational and operational aspects of the Board,

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<sup>6</sup> The International Co-ordinating Committee of National Institutions classifies national human rights institutions 'A-status' when they are in full compliance with the Paris Principles. See: UNDP and OHCHR, 'UNDP-OHCHR Toolkit for Collaboration with National Human Rights Institutions' (December 2010), p. xi.



- Developing and introducing clear and appropriate job descriptions and terms of reference for all core positions in the IBHR;
  - Revising the system for selecting and appointing the head of the Board, in order to strengthen the independence of the position;
  - Establishing an advisory committee (or equivalent) within the Board, with members drawn from government and non-governmental actors actively involved in addressing human rights issues. During the implementation of phase I discussion will be initiated with all relevant actors, Terms of References outlining and defining the role of the advisory committee will be developed.
  - Implementing an effective arrangement for relations with the IHCHR;
- Finalizing the establishment of the advisory committee to meaningfully and effectively engage with IBHR, this will be done through organising forum and institutionalizing the relationship between the IBHR and the advisory committee.
  - Developing policy and consensus about the long-term development of the IBHR – whether it should continue to follow the international model of a human rights commission, or should follow the model of a human rights ombudsman with the ability to investigate alleged abuses, a hybrid institution dealing with issues such as maladministration and corruption, as well as human rights abuses, or a consultative/advisory body.<sup>7</sup>

**(ii) The IBHR is strengthened by institutional development and capacity building aimed at developing long-term capabilities**

This output focuses on the human rights knowledge, expertise and capacities of the Board,

- Conduct initial comprehensive assessment of human rights training needs for professional staff;
- Commence the provision of training for staff in areas of identified need (e.g. legal reform, prison reform, women and children’s rights, protection of media freedoms; minorities’ rights), with training materials provided as much as possible in Kurdish;
- Providing expert support for revision of laws and drafting of new laws (e.g. on violence against women, child protection, freedom of expression, and freedom of assembly);
- Developing the ability of the Board to contribute to future constitutional debate and to attract and retain the confidence of civil society groups;
- Establishing institutional links or contacts with all relevant government and non-governmental actors, such as the Kurdistan Region’s Parliament, the Parliament Research Centre and relevant committees in parliament (such as the Civil Society Committee); the Ministry of Interior and the Directorate for Combating Violence Against Women; the Ministry of Justice and the Judicial Training Institute; legal aid centres; the Centre for Reconciliation and Human Rights at the College of Law, Salaheddin University (Erbil); and non-governmental organisations such as Kurdish Human Rights Watch, the Kurdistan Institute for Human Rights, and Public Aid Organisation;
- Establishing appropriate links or contacts with relevant international institutions and resources, such as OHCHR, the National Human Rights Institutions Forum and the UN Human Rights Council;
- Developing Terms of References for a human rights resource centre within the Board’s headquarter premises, capable of producing documentation and training materials appropriate for Board staff, government officials, and civil society organisations;

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<sup>7</sup> Over at least the next ten years it is unlikely that it would be appropriate for the IBHR to become only an institute or centre. For information on the other models of human rights institution, see ‘UNDP-OHCHR Toolkit for Collaboration with National Human Rights Institutions’ (December 2010), pp. 22-26.

- Developing a human rights resource centre within the Board's headquarter premises, capable of producing documentation and training materials appropriate for Board staff, government officials, and civil society organisations;
- Ensuring that the Board follows up on implementation of recommendations from the last UPR, contributed to implementation of the Kurdistan Region Human Rights Action Plan, and co-ordinates the Kurdistan Region's submission to the next UPR.

**(iii) The platform for public demand for respect for human rights is strengthened**

This output focuses on public debate, dialogue and activities concerning human rights. UNDP will partner with limited number of Civil Society Organisations, other relevant actors work on enhancing their capacity to promote culture for respect of human rights.

- Provide grants for selected non-governmental or civil society organisations to conduct human rights awareness campaigns generally and in the context of specific national events (e.g. the next parliamentary elections);
- Create opportunities and support approaches for the IBHR to engage with local, regional and national media on issues of human rights, for example through organising workshops on the roles of the media and the state in relation to human rights;
- Organise regular platforms for an inclusive approach to dialogue on human rights, with membership of the advisory committee on the Board being voluntary and the committee being well regarded by the public.
- Conduct human rights activities and strengthen the links between the IBHR and different communities and institutions in KRG, through meaningful engagement with Civil Society Organisations.

**UNDP experience and lessons learned**

From the experiences of UNDP and UNAMI HRO/OHCHR ongoing support to the IHCHR at federal level, key lessons learned include:

- There should not be any delay in supporting capacity development in circumstances of crisis;
- Policy work should be coupled with bottom-up projects;
- Attempts to address issues of inter-communal conflict and tension must involve an integrated approach including both top-level and grassroots initiatives;
- It is essential that grassroots initiatives are locally led and driven by, including vulnerable groups, both to maintain credibility and to ensure that initiatives are tailored to the local context;
- It is also clear from other projects conducted in Iraq that initiatives cannot simply be based on single events but must lead to identifying, and undertaking, further action, in order to ensure the sustainability of results; and
- Iraqi CSOs will be more effectively capacitated by working on concrete issues whilst they are being institutionally strengthened.

Specifically from UNDP's work on the 'High Commission for Human Rights in Iraq: Capacity Building and Technical Support' project (phase I), the main lessons learned are summarized as follows:

- The Iraqi High Commission for Human Rights, as a constitutionally mandated independent national human rights institution, is a landmark development in Iraq's human rights protection system to date and can provide an effective mechanism through which human rights can be promoted, protected, and mainstreamed. The extent of the IHCHR's success will depend, importantly, on the skills, vision, and decisions of the members of the Board of Commissioners.

- During the implementation of such projects, it is important to let some matters run in their natural course and have the people involved discuss and learn. But it is also important to make sure that Iraq moves forward and not backward to ensure that gains of the last year or more are not eroding.

The key benefits which UNDP will bring to the project will be:

- Strong experience in supporting the development of national human rights institutions elsewhere in the world and, simultaneously with this project, supporting the development of the IHCHR in Baghdad;
- Ability to connect the Board with international human rights norms and organisations, for training; and
- Solid systems and standards for project implementation and reporting.

Across the three project outputs, UNDP will play a guiding and supporting role for the Board. It would not be appropriate for UNDP to try to pre-determine the exact shape and manner of operation of the Board; however, UNDP and the project will facilitate the process and enhance the capability of the Board's leadership to review and lead the development of the Board in accordance with best practices for national human rights institutions. From this perspective, the project is taking an advocacy and technical assistance-based approach to developing the Board.

Within UNDP's country programme in Iraq and the Kurdistan Region, the project will contribute towards the intended outcome of 'Enhanced rule of law, protection and respect for human rights, in line with international standards'. The project takes into account relevant lessons UNDP has learned from working in Iraq, such as, UNDP should expand cost-sharing with government; that it should not delay capacity development; and that it should integrate gender during the project design.<sup>8</sup> The project will also take account of relevant findings from a recent UNDP Iraq 'outcome evaluation', when these are available.

The project duration is two years. Before the end of the project efforts will be made to develop consensus about the future of the IBHR and ongoing support needs.

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<sup>8</sup> See UNDP Iraq, 'Country Programme Action Plan 2011-2014' (March 2011), p. 5.

**Table 1: Results Framework**

<b>JP/ Project Title</b>	<b>Developing the Independent Board of Human Rights (IBHR) in the Kurdistan Region of Iraq</b>						
<b>Relevant MDG(s)</b>	<b>All MDGs, as the MDGs are basic human rights and the project addresses human rights in general and in any specific areas focused on by IBHR and partners</b>						
<b>KR-I Vision 2020 Priority Area/Sub-Priority Area</b>	<b>Government; Effective and Honest Government</b>						
<b>UNDAF Priority Area</b>	<b>(1) Improved governance, including the protection of human rights</b>						
<b>Relevant KR-I Vision 2020 Priority Area Outcome:</b> A government that is effective, transparent, trusted, and honest.							
<b>Relevant UNDAF Priority Area Outcome:</b> (1.4) Governmental and non-governmental institutions protect and promote the human rights of all people in Iraq, with a focus on the most vulnerable.							
<b>JP/ Project Outputs</b>	<b>UN Organization Specific Output (Applicable in case of JP)</b>	<b>UN Organization/</b>	<b>Other Implementing partner(s)</b>	<b>Performance Indicators</b>	<b>Baseline</b>	<b>Target</b>	<b>Means of Verification</b>
JP/ Project Output 1: The Kurdistan Region IBHR is fully operational, with an appropriate organisational structure and management, and appropriately linked to the Iraqi High Commission for Human Rights (IHCHR)	1.1 Develop and introduce clear and appropriate job descriptions and terms of reference for all core positions in the IBHR.	UNDP UNAMI HRO	IBHR	Qualitative assessment of organisational structure and size of the Board, and its linkage to IHCHR.	Head of IBHR yet to be appointed by end of 2013 which is not in line with Paris Principles and Board inactive, with approximately 350 staff of whom 60 are professional staff with specialisations related to human	IBHR has an organisational structure that in line with Paris Principles and the international standards.	Report from IBHR and assessment by UNDP.
	1.2 Develop a framework to regulate the relations between the Kurdistan Region IBHR and the federal IHCHR.	UNDP UNAMI HRO	IBHR				
	1.3 Provide best practice on structures and operating regu-	UNDP	IBHR				

	lations and guidelines for HRIs, as well as technical and other support in developing and agreeing on the structure and regulations for the IBHR.	UNAMI HRO	
	1.4 Establish a human rights documentation centre within or associated with the IBHR and open to the public.	UNDP UNAMI HRO	IBHR
	1.5 Conduct a comprehensive needs assessment of staffing, assets and resources necessary for the Board to perform its duties, and develop an appropriate staffing and procurement plan to ensure adequate staff and basic office equipment are in place to enable the Board to function properly.	UNDP UNAMI HRO	IBHR
	1.6 Advise and assist the KRG to ensure funding of the IBHR is adequate to fulfil its mandate.	UNDP UNAMI HRO	IBHR
	1.7 Revise the system for selecting and	UNDP	IBHR

rights.

	appointing the head of the Board in order to strengthen the independence of the position.	UNAMI HRO	
	1.8 Establish an advisory committee (or equivalent) within the Board, with members drawn from government and non-governmental actors actively involved in addressing human rights issues.	UNDP UNAMI HRO	IBHR
	1.9 Implement an effective arrangement for relations with the IHCHR.	UNDP UNAMI HRO	IBHR
	1.10 Develop policy and consensus about the long-term development of the IBHR – whether it should continue to follow the international model of a human rights commission, follow the model of a human rights ombudsman with the ability to investigate alleged abuses, a hybrid institution dealing with issues such as maladministration	UNDP UNAMI HRO	IBHR

	and corruption, as well as human rights abuses, or a consultative/advisory body.						
JP/ Project Output 2: The IBHR is strengthened by human rights training and capacity building, aimed at developing the capability of the Board to be a lasting and credible national human rights institution	2.1 Providing human rights-related training for professional staff in areas of identified need (e.g. legal reform, prison reform, women and children's rights, protection of media freedoms; minorities' rights, human rights documentation, public awareness-raising campaigns), with training materials as much as possible in Kurdish.	UNDP UNAMI HRO	IBHR	Number of Board staff who have received human rights and other professional training during the project	No training received by Ministry of Human Rights (Abolished to establish the IBHR) professional human rights staff during 2013	# number of Technical and core staff trained in their specialized area of work. Two Human Rights Reports (UPR) issued jointly with IHCHR.	IBHR staff development data, and assessment by UNDP
	2.2 Arrange for delivery of a range of training programmes (e.g. on-site training courses, workshops, study tours).	UNDP UNAMI HRO	IBHR				
	2.3 Develop the ability of the IBHR to deliver human rights training and to coordinate a network of human rights experts, trainers and practitioners in the Kurdistan Region.	UNDP UNAMI HRO	IBHR				

2.4 Develop an IBHR roster of national trainers on human rights and stock of updated training materials.	UNDP UNAMI HRO	IBHR
2.5 Arrange for training for professional and support staff in the Board in identified areas of management, administrative and other skills needs (e.g. strategic planning, project management, report writing, communication skills, public relations, gender).	UNDP UNAMI HRO	IBHR
2.6 Provide expert support for revision of laws and drafting of new laws (e.g. on violence against women, child protection, freedom of expression, and freedom of assembly).	UNDP UNAMI HRO	IBHR
2.7 Develop the documentation centre so that it produces documentation and training materials appropriate for Board staff, government officials, and civil society or-	UNDP UNAMI HRO	IBHR



	ganisations.		
	2.8 Develop the ability of the Board to contribute to future constitutional debate and to attract and retain the confidence of civil society groups.	UNDP UNAMI HRO	IBHR
	2.9 Establish institutional links or contacts for regular consultation with all relevant government and non-governmental actors, such as the Kurdistan Parliament, the Parliament Research Centre and relevant committees in parliament such as the Civil Society Committee; the Ministry of Interior and the Directorate for Combating Violence Against Women, the Ministry of Justice and the Judicial Training Institute, legal aid centres, the Centre for Reconciliation and Human Rights at the College of Law,	UNDP UNAMI HRO	IBHR

	Salaheddin University (Erbil), and non-governmental organisations such as Kurdish Human Rights Watch, the Kurdistan Institute for Human Rights, and Public Aid Organisation.		
2.10	Establish appropriate links or contacts with relevant international institutions and resources, such as OHCHR, the National Human Rights Institutions Forum and the UN Human Rights Council.	UNDP UNAMI HRO	IBHR
2.11	Ensure that the Board follows up on implementation of recommendations from the last UPR.	UNDP UNAMI HRO	IBHR
2.12	Ensure that the Board contributed to implementation of the Regional Action Plan.	UNDP UNAMI HRO	IBHR
2.13	Ensure that the Board co-ordinates the Kurdistan Region's submission to the next UPR.	UNDP UNAMI HRO	IBHR

JP/ Project Output 3: The platform for public demand for respect for human rights is strengthened

<p>3.1 Provide grants for non-governmental or civil society organisations to conduct human rights awareness-raising campaigns generally and in the context of specific national events (e.g. the next parliamentary elections).</p>	<p>UNDP UNAMI HRO</p>	<p>IBHR</p>				
<p>3.2 Help human rights organisations fulfil their role to monitor and report on the human rights situation through training and mentoring on reporting skills and monitoring activities.</p>	<p>UNDP UNAMI HRO</p>	<p>IBHR</p>	<p>Number of examples of collective joint action on a human rights issue; qualitative assessment of the platforms available for public debate and advocacy about human rights</p>	<p>With the Board inactive, occasional campaigns (e.g. a campaign by the Directorate for Combating Violence Against Women) are the only joint public-government platform for human rights advocacy</p>	<p>2 Joint UPR reports, and 4 campaigns organised and produced jointly with CSOs, KBA and other relevant Human Rights actors. organised</p>	<p>Joint assessment by UNDP and human rights NGOs</p>
<p>3.3 Foster opportunities for the IBHR to engage with local, regional and national media on issues of human rights, for example through organising workshops on the roles of the media and the state in relation to human rights.</p>	<p>UNDP UNAMI HRO</p>	<p>IBHR</p>			<p>Qualitative assessment of the platforms for public debate and advocacy on human rights established with CSOs, Academic Institutions and KRG Parliament.</p>	
<p>3.4 Provide technical advice to the Board to develop a comprehensive commu-</p>	<p>UNDP UNAMI HRO</p>	<p>IBHR</p>				

<p>nication and public human rights education strategy.</p>		
<p>3.5 Encourage an inclusive approach to dialogue on human rights, with membership of the advisory committee on the Board being voluntary and aiming for the committee to gain the respect and confidence of the public.</p>	<p>UNDP UNAMI HRO</p>	<p>IBHR</p>
<p>3.6 Conduct a standardised annual survey of public opinion of the Board and human rights in the Kurdistan Region (asking questions which can be used to gauge progress on all three outputs).</p>	<p>UNDP UNAMI HRO</p>	<p>IBHR</p>

## 5. Management and Coordination Arrangements<sup>9</sup>

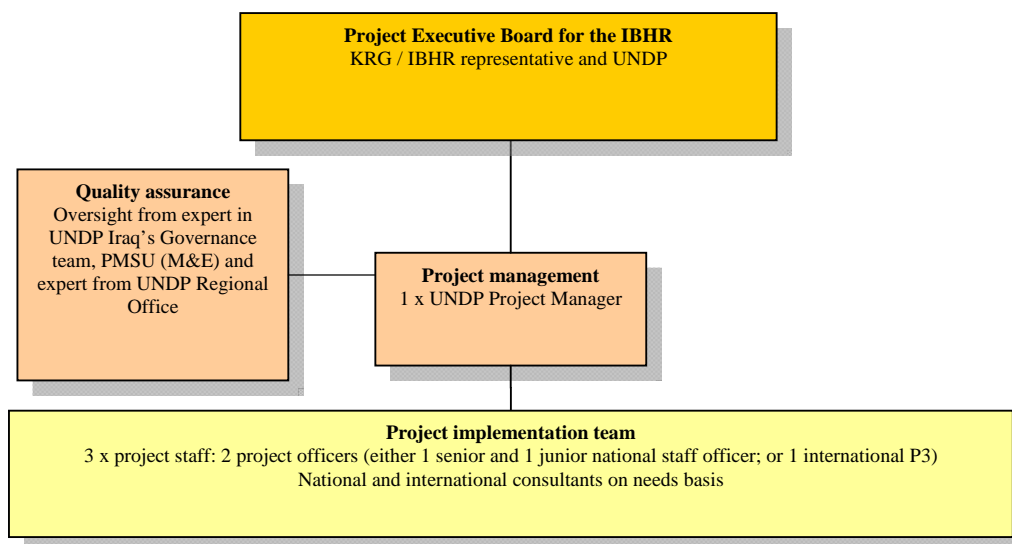
To oversee the project, UNDP will establish a Project Executive Board, which it will co-chair with representatives from the KRG. The board will provide oversight and strategic guidance during implementation of the project in the Kurdistan Region. Subsidiary working groups for sub-areas of the project may also be established as needed.

One international project manager will manage implementation of the project with a team of national and international project staff based in Erbil and elsewhere if needed. Additional programme support and quality assurance will be available from UNDP Iraq's head office in Baghdad, if needed. The project staff reporting to the project manager will comprise three project officers. The three project officers will be a combination of one international, one senior and one junior national officer.

Where possible the use of in-house expertise from UNDP and UNAMI HRO or OHCHR will be preferred. However, where this is not possible, specialist consultants and trainers may be hired as necessary to assist with the implementation of training components and technical assistance. All consultants will be recruited in accordance with UNDP rules and regulations.

UNDP Iraq's Head of Governance Cluster, its human rights project manager, and human rights national and international project officers will provide technical and co-ordination support to the project. UNDP will be represented on the Project Executive Board by UNDP Iraq's Country Director or a designated representative. UNDP's Programme Management Support Unit (PMSU) will support monitoring and evaluation and quality control of the project.

### Project oversight and organisation structure



### UNDP and partners

The principal partnership in the project will be between IBHR and the UNDP, with technical support from UNAMI HRO/OHCHR. Around this partnership, where the opportunity or need arises, UNDP will involve, KRG Parliament, other national and international entities as contributing partners. These may include governmental and non-governmental partners in the Kurdistan Region (e.g. the Kurdistan Parliament Research Centre, the Directorate for Combating Violence Against Women, legal aid centres, Kurdish Human Rights Watch, and the Kurdistan Institute for Human Rights), and UN organisations active in an area relevant to the

<sup>9</sup> In case of a Joint Programme, this section does not substitute for the UN Organization-specific arrangements required by respective internal policies.

Board (e.g. UNICEF on women and children's rights, UN WOMEN on women's empowerment, the International Labour Organization on rights to employment, and the UN High Commission for Refugees on refugee rights).

UNDP has substantial experience of engaging with government institutions and civil society in the Kurdistan Region of Iraq. Projects and initiatives have engaged with the government, parliament, and civil society on issues such as improving budget planning and implementation, media freedoms, and infrastructure rehabilitation. In Iraq UNDP has worked on human rights issues with other UN agencies, such as UNICEF, UN WOMEN, ILO and UNHCR. As the lead UN Country Team agency for governance, it is appropriate for UNDP to engage in developing human rights institutions in the Kurdistan Region of Iraq. UNDP is able to draw on wide international experience of providing policy advice, technical support and capacity development in the overlapping field of human rights, democratic governance and institutional development.

Within the project UNDP will lead on providing technical expertise on human rights institutions and human rights-based approaches to development. The project will benefit from the Human Rights Strengthening Programme (HURIST), a joint programme between UNDP and OHCHR, and from the 'toolkit' for guiding work on national human rights institutions, which UNDP developed in partnership with OHCHR.<sup>10</sup> The toolkit has been reviewed and approved by a number of human rights commissions, such as the South African Human Rights Commission, and provides comprehensive guidance on developing national human rights institutions and linking the roles and responsibilities of such institutions to development. Complementing this, UNDP has wide experience of applying a human rights-based approach to human development.<sup>11</sup>

UNDP and OHCHR have worked together effectively in Iraq, for example under the Assisting Communities Together joint initiative for grants to civil society groups. Under this initiative, in 2011 OHCHR and UNDP provided support to civil society organisations and funded four non-governmental organisations to carry out activities to promote a culture of human rights in Iraq.

#### **Fund and resources mobilization:**

The first phase of the project will be implemented by UNDP in partnership with the IBHR, with government cost-sharing from the KRG and UNDP/UNDAF funded Human Rights project. Next phase of the project will be funded from Kurdistan Vision 2020 joint programming Facility. UNDP will also continue to mobilize additional funding from third party costing sharing from interested donors such as the EU and US Department of State.

## **6. Feasibility, risk management and sustainability of results**

The following table summarises the main risks facing the project, their potential impact, and the ways in which these risks can be mitigated and managed as shown below.

A Risk Log will be set up in ATLAS (the project management software system) at the outset of the project to be updated quarterly.

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<sup>10</sup> UNDP and OHCHR, 'UNDP-OHCHR Toolkit for Collaboration with National Human Rights Institutions' (December 2010).

<sup>11</sup> See 'UNDP-OHCHR Toolkit' (2010), chapter 5.

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**RISK LOG :**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Up-date	Status
1	<i>Safety and security:</i> e.g. threats towards human rights activists and project staff or partners	2012	Operational Political Regulatory	Probability: 2 Impact: 4	Any threats towards the personal safety and security of human rights activists or other persons involved in the project must be taken seriously. To minimise the possibility of such threats, UNDP will emphasise the independence and neutrality of the IBHR and the activities within the project.	UNDP	Project Manager	2013	ongoing
2	<i>Political obstruction:</i> e.g. interference in <i>operation of the Board undermining independence of the Board</i>	2012	Political	Probability: 4 Impact: 4	The risk of political obstruction is essentially but, were it to happen, the impact could be large. UNDP will look to Law 4/2010 and the support of the KRG (and its demonstration through cost-	UNDP	Project Manager	2013	Ongoing

					sharing) to protect the project from political interference.				
3	<i>Conflict:</i> e.g. outbreaks of violent conflict in part of the Kurdistan Region or disputed areas	2012	Operational Political	Probability: 2 Impact:3	Outbreaks of violent conflict might make it necessary for UNDP to temporarily withdraw staff from affected areas; however the IBHR would be likely to maintain its presence and operations except in extreme circumstances. The risk of conflict is higher in the disputed areas, but IBHR's presence and exposure in these areas is less.		Project Manager	2013	Ongoing
4	<i>Sustainability:</i> e.g. disruption or reallocation of funds due to support the project	2012	Financial Operational	Probability: 2 Impact: 4	The project will invest in dialogue and building consensus about the future direction of the IBHR beyond 2013-2014. Through this UNDP will try to maximise KRG and donor support for the continuation of the IBHR. The pro-	UNDP	Project Manager	2013	Ongoing



					ject will not be affected if UNAMI's mandate is not extended beyond July 2013: if this happens, the project will continue to cooperate directly with UN OHCHR.				
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## 7. Monitoring, Evaluation and Reporting

Monitoring and evaluation of the project will be conducted as per the MoU between the Participating UN Organization/s and the Kurdistan Vision 2020 Joint Programming Facility Administrative Agent (AA), with regards to standard policies, procedures and requirements. UNDP may undertake its own monitoring and evaluation (M&E) activities (such as baseline collection, studies, reviews and/ or evaluations) for effective measurement of results of their respective activities.

Reporting will be conducted as per Participating UN Organization/s' Memorandum of Understanding with the AA, stipulated under Section IV & V of the Signed MoU between the KRG and the UNCT as well as the standard requirements of UNDP's policies and procedures.

The key M&E and reporting activities are described below.

<b>MECHANISM</b>	<b>DISTRIBUTION</b>	<b>DESCRIPTION</b>	<b>DEADLINE</b>
Quarterly Progress Report	Project Board	Quarterly reports will record progress towards outputs and financial performance.	Each quarter
Issue Log	Internal	An Issue log will be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.	Continuous
Risk Analysis	Internal	A risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.	Continuous
Lessons-learned Log	Internal	A project Lessons-learned log shall be activated and regularly updated to ensure ongoing learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.	Continuous
Monitoring Schedule Plan	Internal	A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.	Continuous
Annual Review Report	Project Board	An Annual Review Report shall be prepared by the Project manager and shared with the Project Board. As a 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.	End of Financial Year

Final Report	Project Board	Based on the above report, a Final Report shall be conducted as soon after the conclusion of the PIP as possible, to assess the performance of the PIP. 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.	End of PIP
Reports identified in Section IV	KRG & Donor	Reports include: an annual narrative progress report; a final narrative report; an annual certified financial statement as of 31 December; and a final certified financial statement.	Various
Project Evaluation	All Stakeholders	A project evaluation will be conducted by UNDP if needed, in collaboration with all key stakeholders, during the last year of implementation.	At the end of the Project Period

## 8. Legal Context

The Memorandum of Understanding between Participating UN Organizations and the United Nations Development Programme, co-signed by the Kurdistan regional Government and the UN Agencies including UNDP, is an operational and joint programming tool, provides coordination mechanism to facilitate the effective and efficient collaboration between the Participating UN Organizations and the host Government for the implementation of the Facility. It articulates the operational Aspects of Kurdistan Vision 2020 Joint Programming Facility in the Kurdistan Region of Iraq starting on 1 November 2013 and ending on 31 December 2017.

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 Partners/Executing UN Organization agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this JP/ Project are used to provide support to individuals or entities associated with terrorism and that the recipients of*

*any amounts provided by Participating UN organizations 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 programme document.*

**Table 2**

**Work Plan for:** Capacity building and technical support for the Independent Board of Human Rights in the Kurdistan Region of Iraq

**Period Covered by the Work Plan : 1 January 2014 to 31 December 2015**

Output (as per Results Framework)	Key activities	Timeframe (by quarters since start of project in Year 1)								Responsible parties	Planned budget by output (US\$)
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8		
1	1.1 Develop and introduce clear and appropriate job descriptions and terms of reference for all core positions in the IBHR									UNDP, IBHR,	516,426
	1.2 Develop a framework to regulate the relations between the Kurdistan Region IBHR and the federal IHCHR.										
	1.3 Provide best practice on structures and operating regulations and guidelines for HRIs, as well as technical and other support in developing and agreeing on the structure and regulations for the IBHR.										
	1.4 Establish a human rights documentation centre within or associated with the IBHR and open to the public.										
	1.5 Conduct a comprehensive needs assessment of staffing, assets and resources necessary for the Board to perform its duties, and develop an appropriate staffing and procurement plan to ensure adequate staff and basic office equipment are in place to enable the Board to function properly.										
	1.6 Advise and assist the KRG to ensure funding of the IBHR is adequate to fulfil its mandate.										
	1.7 Revise the system for selecting and appointing the head of the Board in order to strengthen the independence of the position.										
	1.8 Establish an advisory committee (or equivalent)										

	within the Board, with members drawn from government and non-governmental actors actively involved in addressing human rights issues.											
	1.9 Implement an effective arrangement for relations with the IHCHR.											
	1.10 Develop policy and consensus about the long-term development of the IBHR – whether it should continue to follow the international model of a human rights commission, follow the model of a human rights ombudsman with the ability to investigate alleged abuses, a hybrid institution dealing with issues such as maladministration and corruption, as well as human rights abuses, or a consultative/advisory body.											
2	2.1 Conduct initial comprehensive assessment of human rights training needs for professional staff										UNDP, IBHR	530,076
	2.2 Provide human rights-related training for professional staff in areas of identified need (e.g. legal reform, prison reform, women and children’s rights, protection of media freedoms; minorities’ rights, human rights documentation, public awareness-raising campaigns), with training materials as much as possible in Kurdish.											
	2.3 Arrange for delivery of a range of training programmes (e.g. on-site training courses, workshops, study tours).											
	2.4 Develop the ability of the IBHR to deliver human rights training and to co-ordinate a network of human rights experts, trainers and practitioners in the Kurdistan Region.											
	2.5 Develop an IBHR roster of national trainers on human rights and stock of updated training materials.											
	2.6 Arrange for training for professional and support staff in the Board in identified areas of management, administrative and other skills needs (e.g. strategic planning, project management, report											

	writing, communication skills, public relations, gender).										
	2.7 Provide expert support for revision of laws and drafting of new laws (e.g. on violence against women, child protection, freedom of expression, and freedom of assembly).										
	2.8 Develop the documentation centre so that it produces documentation and training materials appropriate for Board staff, government officials, and civil society organisations.										
	2.9 Develop the ability of the Board to contribute to future constitutional debate and to attract and retain the confidence of civil society groups.										
	2.10 Establish institutional links or contact, through outreach and communication strategy, for regular consultation with all relevant government and non-governmental actors, such as the Kurdistan Parliament, the Parliament Research Centre and relevant committees in parliament such as the Civil Society Committee; the Ministry of Interior and the Directorate for Combating Violence Against Women, the Ministry of Justice and the Judicial Training Institute, legal aid centres, the Centre for Reconciliation and Human Rights at the College of Law, Salaheddin University (Erbil), and non-governmental organisations such as Kurdish Human Rights Watch, the Kurdistan Institute for Human Rights, and Public Aid Organisation.										
	2.11 Establish appropriate links or contacts, through outreach and communication strategy, with relevant international institutions and resources, such as OHCHR, the National Human Rights Institutions Forum and the UN Human Rights Council.										
	2.12 Moni-										

	tor and guide the Board on following up on implementation of recommendations from the last UPR.											
	2.13 Support the Board in contributing to implementation of the Regional Action Plan.											
	2.14 Support the Board in co-ordinating and providing the Kurdistan Region's submission to the next UPR.											
3	3.1 Provide grants for non-governmental or civil society organisations to conduct human rights awareness-raising campaigns generally and in the context of specific national events (e.g. the next parliamentary elections).											
	3.2 Help human rights organisations fulfil their role to monitor and report on the human rights situation through training and mentoring on reporting skills and monitoring activities											
	3.3 Foster opportunities for the IBHR to engage with local, regional and national media on issues of human rights, for example through organising workshops on the roles of the media and the state in relation to human rights.											
	3.4 Provide technical advice to the Board to develop a comprehensive communication and public human rights education strategy.											
	3.5 Encourage an inclusive approach to dialogue on human rights, with membership of the advisory committee on the Board being voluntary and aiming for the committee to gain the respect and confidence of the public.											
	3.6 Conduct a standardised annual survey of public opinion of the Board and human rights in the Kurdistan Region (asking questions which can be used to gauge progress on all three outputs), and building on UN agencies experiences .											
<b>Total Planned Budget (US\$)</b>											<b>UNDP, IBHR</b>	<b>658,926</b>
											<b>1,705,429</b>	



1. Budget: (budgets must be submitted in excel as well)

Table 3

**PROGRAMME BUDGET (Facility funds only)**

<b>PROGRAMME BUDGET</b>		<b>ESTIMATED UTILIZATION OF RE-SOURCES (US\$)</b>	
<b>CATEGORY</b>	<b>AMOUNT (US\$)</b>	<b>Year 1</b>	<b>Year 2</b>
<b>1. Staff and other personnel costs</b>	150,000	50,000	100,000
<b>2. Supplies, commodities, Materials</b>	14,250	5,250	9,000
<b>3. Equipment, Vehicles and Furniture including Depreciation</b>	7,500	7,500	0
<b>4. Contractual Services</b>	769,081	315,500	453,581
<b>5. Travel</b>	80,000	40,000	40,000
<b>6. Transfers and Grants Counterparts</b>	150,000	50,000	100,000
<b>7. General operating and Other Direct Costs</b>	58,542	23,413	35,129
<b>Total Programme Costs</b>	<b>1,229,373</b>	<b>491,663</b>	<b>737,710</b>
<b>8. Indirect Support Costs** (7%)</b>	86,056	34,416	51,640
<b>TOTAL</b>	<b>1,315,429</b>	<b>526,079</b>	<b>789,350</b>

UNDP will contribute an additional \$390,000 to the staffing costs.

\* Based on the undg Harmonized Financial Reporting to Donors for Joint Programmes approved in 2012. Definition of the categories can be found in the instruction which is available on [www.undg.org](http://www.undg.org).

\*\* Indirect support cost should be in line with the rate or range specified in the Kurdistan Vision 2020 Joint Programming Facility TOR, MOU and SAA which is 7%

**ANNEX A: Detailed Budget – UN (must be submitted by each Participating UN Organization)<sup>12</sup>**

**DETAILED UN PROGRAMME/ PROJECT BUDGET<sup>13</sup>**

CATEGORY	ITEM DESCRIPTION	UNIT COST	NUMBER OF UNITS (Year 1)	Budget Year 1	NUMBER OF UNITS (Year 2)	Budget Year 2	Grand Total Budget
<b>1. Staff and other personnel costs (incl. individual consultants)</b>	<b>Programme Staff</b>			<b>0</b>		<b>0</b>	<b>0</b>
	Project Manager (full-time, Erbil)	0	4	0	8	0	0
	Project Officer (full-time, Erbil)	0	7	0	12	0	0
	Project Officer (full-time, Erbil)	0	7	0	12	0	0
	<b>Individual Consultants</b>			<b>50,000</b>		<b>100,000</b>	
	Technical Expert	25,000	2	50,000	4	100,000	150,000
	<b>Sub-total 1:</b>			<b>50,000</b>		<b>100,000</b>	<b>150,000</b>
<b>2. Supplies, commodities, materials</b>	Stationery and office supplies	150	7	1,050	12	1,800	2,850
	Office maintenance	150	7	1,050	12	1,800	2,850
	Communications	450	7	3,150	12	5,400	8,550
<b>Sub-total 2:</b>			<b>5,250</b>		<b>9,000</b>	<b>14,250</b>	
<b>3. Equipment, vehicles and furniture (incl. depreciation)</b>	IT equipment for 3 project staff	2,500	3	7,500	0	0	7,500
<b>Sub-total 3:</b>				<b>7,500</b>		<b>0</b>	<b>7,500</b>
<b>4. Contractual services</b>	<b>Training</b>			<b>211,000</b>		<b>325,000</b>	<b>536,000</b>
	Annual planning workshop	15,000	1	15,000	1	15,000	30,000
	Seminars / workshops	8,000	2	16,000	5	40,000	56,000
	Training for target groups	40,000	2	80,000	3	120,000	200,000
	Training of trainers	25,000	2	50,000	4	100,000	150,000
	Study tours	25,000	2	50,000	2	50,000	100,000

<sup>12</sup> Detailed budget must be submitted in excel format as well.

<sup>13</sup> Please provide the detailed budget breakdown only for the first programme/project year and not for the full programme duration

	<b>Other</b>			<b>104,500</b>		<b>128,581</b>	<b>233,081</b>
	Survey of public opinion of Board and human rights situation	7,500	1	7,500	1	7,500	15,000
	Development and printing of training materials	15,000	1	15,000	1	15,081	30,081
	Develop resource centre in IBHR	2,000	7	14,000	0	0	14,000
	Outreach campaign	19,000	2	38,000	4	76,000	114,000
	Conference on the future of the IBHR	30,000	1	30,000	1	30,000	60,000
<b>Sub-total 4:</b>				<b>315,500</b>		<b>453,581</b>	<b>769,081</b>
<b>5. Travel</b>	Missions	5,000	4	20,000	4	20,000	40,000
	Quarterly coordination and review meetings	5,000	4	20,000	4	20,000	40,000
<b>Sub-total 5:</b>				<b>40,000</b>		<b>40,000</b>	<b>80,000</b>
<b>6. Transfers and grants</b>	Civil society organisation grants	10,000	5	50,000	10	100,000	150,000
<b>Sub-total 6:</b>				<b>50,000</b>		<b>100,000</b>	<b>150,000</b>
<b>Sum of sub-totals 1-6:</b>				<b>468,250</b>		<b>702,581</b>	<b>1,170,831</b>
<b>7. General operating and other direct costs</b>	M&E	1%		4,683		7,026	11,708
	Communications	1%		4,683		7,026	11,708
	Common premises	1%		4,683		7,026	11,708
	Security	2%		9,365		14,052	23,417
<b>Sub-total 7:</b>			<b>23,413</b>		<b>35,129</b>	<b>58,542</b>	
<b>8. Indirect support costs</b>	GMS	7%		34,416		51,640	86,056
<b>Sub-total 8:</b>				<b>34,416</b>		<b>51,640</b>	<b>86,056</b>
<b>GRAND TOTAL (Sum of sub-totals + items 7 and 8)</b>				<b>526,079</b>		<b>789,350</b>	<b>1,315,429</b>

UNDP will contribute an additional \$390,000 to the staffing costs.