IRAQ UNDAF FUND
Project Document

Participating UN Organization	**Priority Working Group:**
UNDP	Governance and Human Rights

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Project Title:	**Project Number:**
Enhancing Transparent Participatory Governance and Human Rights	P1-04

Project Costs:		**Project Location:**	
IRAQ UNDAF FUND:	US$3,091,526	**Governorate(s):** Nation-wide	
Govt. Contribution:	0	**District(s):**	
UN Organization Core:	0		
Other:		**Town(s):**	
TOTAL (USD):	**US$3,091,526**		

Project Description (limit 200 words):

UNDP in close consultations with national counterparts proposes to undertake a series of interlinked and complementary interventions within a programmatic framework that aims to promote transparent participatory governance and strengthen human rights in Iraq. The proposed UNDP programmatic framework will have four main outputs focusing on strengthening human rights and transparency through participatory governance mechanisms. First, the project will support the mandate and organisational structure of the Human Rights Commission, including the establishment of sub-national commissions. Second, support will be provided for the long term institutional development of the Human Rights Commission and its outreach capabilities through participatory governance mechanisms. Third, participatory governance will be promoted through accountability mechanisms by ensuring that frameworks, institutions and processes are in place to promote integrity, transparency and accountability at all levels of government. This will involve support for the ongoing roll out of the Government of Iraq's National Anti-Corruption Strategy, strengthening the capacities of key parliamentary committees (Integrity, Finance) to address corruption issues, enhancing the engagement of civil society organisations and media in addressing corruption and providing technical support for the establishment of a new KRG Commission of Integrity. Fourth, civil society organisations in Iraq will be utilised to promote participatory and transparent governance. This will involve financial and technical support to civil society organisations with a focus on enhancing their engagement with parliament and relevant parliamentary committees.

Line Ministry / Authority Responsible:	Project Duration:
Council of Representatives Committee on Civil Society Organisations	Total duration (in months) 24 months
	Expected Start date[1]: 01 April 2012
High Commission for Human Rights	Expected End date: 01 April 2014
Commission of Integrity	

Review & Approval Dates

Line Ministry/ National Authority	
Endorsement Date:	14 December 2011 & 18 December 2012
PCN Approval Date:	05 January 2012
PWG/ Sub-PWG Review Date:	15 February 2012
Steering Committee Approval Date:	5 April 2012

Signatures of Participating UN Organizations and Steering Committee Chair

I.	Name of Representative	Peter Batchelor
	Signature	*PGBatchelor*
	Name of UN Organization	UNDP
	Date	10 May 2012
II.	Name of Steering Committee Chair (UN)	Edward Kallon
	Signature	
	Date	19/4/2012
III.	Name of Steering Committee Chair (GOi)	Thamer Ghadban
	Signature	
	Date	

[1] The official start date of any approved project programme occurs when funds are transferred by MDTF Office.

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Relevant NDP Goal(s): 12.4.6: Inclusiveness of all groups in the development process

Relevant UNDAF Priority Area Outcome: Priority 1: Improved governance, including protection of human rights. The project will respond specifically to **UNDAF Outcome 1.2:** The Iraqi state has more efficient, accountable and participatory governance at national and sub national levels

Project Budget Breakdown
by
Source of Funds and Participating UN Organization

Total Project Budget (in US $): 3,091,526

<u>**Budget Breakdown by Source:**</u>

Participating UN Organization	Iraq UNDAF Fund (US $)	GOI Funds (US $)	Participating UN Organization Funds (US $)	
			Core Funds	Non –core
UNDP	3,091,526	0	0	0
Total Budget (US $)	**3,091,526**	0	0	0

Funds Tranching:

The release of project funds will be done in two tranches. The table of disbursements is as follows:

Participating UN Organisation	Iraq UNDAF Fund Budget (US$)	First Tranche (US$)	Second Tranche (US $)
UNDP	3,091,526	1,574,585	1,516,941
Total Iraq UNDAF Fund Budget (US$)	**3,091,526**	**1,574,585**	**1,516,941**

Executive Summary

In partnership with National Institutions, UNDP proposes to undertake a series of organically linked and complementary interventions within a programmatic framework that aims to tackle two fundamental challenges of the new Iraq, **the trust of citizens in and towards its government, and the accountability of the government towards the Iraqi citizens and the country's resources**. This question of trust versus accountability is central to the relationship between rights-holders and duty bearers and lies at the root of good governance throughout the world. Ultimately, focus must be on the universally accepted notions of human rights and transparent governance.

The four main programmatic pillars are defined within a human rights and accountable participatory governance framework addressing the rights-holder—duty-bearer relationship

The first pillar focuses on the **human rights institutions** primarily from the duty-bearers angle, supporting the main institutions and supporting their capability to reach out to people and into the regions and governorates of the country. This pillar has provisions of support to:

- define the Human Rights Commission's mandate and organisational structure;
- establish offices for the Human Rights Commission in four governorates;
- the Council of Representatives (COR) Human Rights Committee;
- carefully craft interventions that establish sub-national commissions in KRG, within the overall regulatory framework of the High Commission of Human Rights at the federal level.

The second pillar will see the strengthening of the human rights regime in Iraq from the rights-holders perspective, through the development and nurturing of **participatory governance mechanisms**, with a strong emphasis on the rights of women and children. This will involve support for:

- civil society in terms of education;
- exposure and capacity development for effective advocacy;
- general public education on human rights approaches and their implications and benefits;
- outreach capabilities of the Human Rights Commission at all levels.

The third pillar will focus on promoting transparent participatory governance through accountable governance mechanisms by ensuring that national and regional frameworks, institutions and processes are in place to promote **integrity, transparency and accountability at all levels of government**. This will involve support to:

- the on-going roll out of the Government of Iraq's National Anti-Corruption Strategy;
- strengthen the capacities of key parliamentary committees (Integrity, Finance, Economy, Investment) to address corruption issues;
- provide technical support for the Council of Representative's accountability and oversight mechanisms;
- the establishment of a new KRG Commission of Integrity;
- bolster the capacities of the KRG Board of Supreme Audit.

The fourth pillar will aim to address **participation, transparency and accountability deficiencies from a citizen's perspective**, aiming to:

- bring citizens to a position of government monitoring in areas of ethics, development planning/budgeting as well as public procurement;
- demand competition, transparency and accountability in contracting;
- promote freedom of information, citizen monitoring and whistle blower protection mechanisms;
- establish a curriculum for investigative journalism in areas of good governance.

Through this programmatic framework, the National Institutions and UNDP will help facilitate a more meaningful, participatory and frank dialogue between Iraqi government, its citizens and the international community on human rights and resource utilization in Iraq. This initiative is particularly well-timed in light of regional and national unrest on issues of participatory, accountable and democratic governance.

Situation Analysis

The capacity of the Iraqi state to exert legitimate authority, and to rule by the law, is weakened by the cumulative effect of years of violence and general degradation of state institutions. Weak implementation of the rule of law and an uncertain security situation have also created a poor environment for the state to perform its other functions and for socioeconomic development, while making the consolidation of peace challenging.

Capacity constraints of formal justice institutions remain and access to justice for the poor and women, amongst others, continue to be limited. Violence against women is a widespread problem in Iraq that precludes women's full and equal participation in development. While there have been some modest legislative reforms on the personal status law and penal code in the Kurdistan Region, the national legislative framework offers limited protection of women's rights and freedoms.

Independent Human Rights Commissions have been key institutions for promoting and protecting human rights in countries of political transition and post-conflict societies. In Iraq, the adoption of the law no. 53 (2008) on the Iraq High Commission on Human Rights (IHCHR) by the Council of Representatives (CoR) was an important step in establishing a national institution to strengthen the protection of human rights for all Iraqis and a critical step for the development of an effective national protection system where the rule of law prevails. The IHCHR will, when it is established, create an internal capacity to monitor and manage the human rights challenges facing the country.

Currently UNDP and UNAMI HRO are providing support to the Committee of Experts to develop selection framework and nominate the Human Rights Commissioners through a project funded by the UNDG Iraq Trust Fund. During the current implementation of the projects, gaps and factors that may affect the eventual performance of the IHCHR have been identified. These can be summarised as follows:

- Limited engagement with civil society, institutions, and different constituents working in human rights.
- Limited capacity at the governorate level.
- Limited access of women and vulnerable groups.
- Absence of effective engagement mechanism with media, academia, and legal institutions.
- Limited capacity of the CoR Human Rights Committee.
- Under-trained commissioners and staff.
- Overlap and contradicting mandate with sub-national office within the KRG.

The establishment of the IHCHR will take a period of time to become fully operational. In this interim period, the CoR Human Rights Committee is the most suitable institution to fill this void; however, the Committee currently has a limited capacity to undertake significant extra work. As such, capacity building initiatives are being targeted through this project at the Committee to ensure that human rights efforts in Iraq continue to advance and improve the lives of the Iraqi people.

In view of the above, the UNAMI HRO and UNDP are supporting a project on Capacity Building of the IHCHR (2011- 2013), which is carefully designed to address related gaps. This project seeks to promote an effective role for the IHCHR to function as a leading institution to promote and protect Human Rights in Iraq. The project document in hand extends its support for institutional capacity development of the IHCHR at the federal and sub-national levels to adequately promote and protect human rights. The project will supports expanding the national demand for human rights.

Weak implementation of legal and human rights frameworks and, in some areas, cultural and social structures are impacting women's capacities to participate effectively in public life, to access services and economic opportunities, and to claim their rights. The handling of detainees also remains an issue of concern. Each Millennium Development Goal is directly affected by a lack of fulfilment of human rights in Iraq, the inability of the state to dispense its obligations for the fulfilment of the rights of Iraqis and by the weak capacity of citizens to claim their rights.

The concept of a functioning civil society in Iraq is still a recent phenomenon. While the civil society sector has grown exponentially since 2003, it still faces serious structural issues. The organizational and ethical weaknesses found in many civil society organizations (CSOs) negatively affect their ability to best serve the people of Iraq and gain credibility and respect in order to take a real partnership role with the government and donors. Many CSOs function in name only, and focus on personal gains rather than working for the benefit of their community (NDI, 2010). In some cases, corruption and lack of ethics has undermined the reputation of civil society amongst citizens, before Iraqis even had a chance to fully understand the role of civil society in the modern state.

In light of increasing public pressure for effective government service delivery, this intervention seeks to reach out to CSOs and non-governmental organisations (NGOs) to empower these organisations through the provision of additional skills training, enhancing innovative approaches and further consolidating community support in order to pursue more inclusive participation, ultimately improving the living standards of Iraqi citizens. Approximately 4,000 CSOs currently operate in Iraq with diverse portfolios, and significantly varying levels of expertise and capacities (NDI, 2010). Iraqi CSOs have occupied the role of trainers and educators rather than lobbyists or advocates. These energies are likely to be realigned in light of events underway across the region.

Iraqi authorities would benefit from better understanding and internalising the role that civil society plays in a democratic state. Additionally, civil society must be equipped with legal stability and technical means to efficiently fulfil its role. In general, civil society presently maintains limited linkages with the government, particularly at the policy and decision-making levels. A mutual lack of understanding between CSOs and the government as to their motives and capacities has inhibited the development of a fruitful partnership that would otherwise enable both to better meet the needs of the Iraqi public. With Iraq UNDAF Fund funding, UNDP – in partnership with UNOPS – will complement the planned work with the CSOs in this initiative by reinforcing the policy and legal framework through the establishment of a Regional Compact in KRG between the Government and CSOs there; and, by providing funds and technical support to CSOs that wish to work in the area of civic and human rights, anti-corruption and service delivery.

In the recent demonstrations in the first half of 2011 one of the requests from the people of Iraq was an end to corruption. On 24 March 2010 the Government of Iraq launched Iraq's Anti-Corruption Strategy, with support from UNDP and the United Nations Office on Drugs and Crime (UNODC) to help fight corruption in Iraq. The Transparency International Global Corruption Barometer of 2009 indicated that 49 percent of the surveyed Iraqis assessed the government's actions in the fight against corruption as ineffective, while 33 percent assessed the actions as effective and 18 percent as neither effective nor ineffective while Government Officials and civil servants were perceived as the most affected by corruption among other state sectors.[2]

In March 2008, the GoI became a signatory to the UN Convention against Corruption (UNCAC), satisfying one of the commitments made in the International Compact with Iraq (ICI). This followed the first international anti-corruption conference for Iraq that

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[2] Transparency International, 2009 Global Corruption Barometer. Retrieved in August 2010 from
http://www.transparency.org/policy_research/surveys_indices/gcb/2009

same month during which the GoI, together with the Commission of Integrity (CoI), the Board of Supreme Audit (BSA), the Inspectors General (IGs), the Joint Anti-Corruption Council (JACC), and the Parliamentary Committee on Integrity agreed to develop a comprehensive national anti-corruption strategy; to review and streamline the existing legal and institutional framework; to establish effective preventive measures such as codes of conduct, an asset declaration system, effective inspection and auditing standards; to promote ethical conduct, transparency and accountability throughout society; to ensure the enforcement of the law and design a public complaints and whistleblower protection system and to recover proceeds of corruption.

However, further support is urgently required in continuing the national awareness campaign on anti-corruption as well as for working alongside key CoR Committees. Moreover, there is a clear need to establish a group of Master Trainers - that would act as the custodians of the training content and will constitute the expert core group on anti-corruption training inside Iraq, and to deploy Governorate Trainers who would be responsible for delivering the anti-corruption curricula to participants at the local governorate level.

3. Project context and its relevance to NDP and UNDAF, including Cross-Cutting Themes, and UN Organization Experience including any Lessons Learned

Background/context:
Responding to the Iraq National Development Plan (NDP)
The proposed package of initiatives that are described in this project document represent a direct response to the priorities highlighted in Chapter 12 of the NDP entitled 'Good Governance'. In that Chapter, specific reference is made to the eight principles of Good Governance which the Government intends to apply, namely: rule of law, participation, transparency, responsiveness, the collective view, fairness and inclusiveness, effectiveness and efficiency and accountability. It refers to anti-corruption measures being one of the main challenges in the country and to "combat corruption at the level of the individual and society and enhancing the culture of integrity, transparency and accountability would strengthen institutional capacities to work with confidence and continuity".

Responding to the Millennium Development Goals
These initiatives particularly respond to MDG3 (Promote Gender Equality and Empower Women) and MDG8 (Develop a Global Partnership for Development)

Responding to the priorities of the UNDAF and the UNDP Country Programme
The project complements the aims of the 2011-2014 United Nations Development Assistance Framework (UNDAF) which was written in line with GoI consultation. Specifically, the project contributes to UNDAF:

The project will respond to UNDAF **Outcome 1.2: The Iraqi state has more efficient, accountable and participatory governance at national and sub national levels**. The proposed project will also contribute to Outcome 1.1: The Iraqi state has a more inclusive and participatory political process reflecting improved national dialogue; and, to Outcome 1.4: Government and non-governmental institutions protect and promote human rights, with a focus on the most vulnerable.

It also complements the aims of the UNDP Country Programme Action Plan, namely:

Outcome 1: GoI and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation.

Outcome 2: Enhanced Rule of Law, protection and respect for human rights in line with international standards

Outcome 3: Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels.

Finally, the package of initiatives also corresponds to needs that were identified during contact with a variety of agencies consulted during the project design, including UNAMI, UNOPS and International NGOs (INGOs) such as the Institute for International Law and Human Rights and NGO Coordination Committee for Iraq (NCCI).

Past Experience
UNDP maintains considerable expertise in the field of participatory governance, particularly vis-à-vis human rights and anti-corruption related work. UNDP is currently implementing the Family Support, Justice and Security programme which seeks to improve access to justice of survivors of gender-based violence and build the capacity of rule of law, law enforcement and social services for survivors of GBVUNDP's overall Rule of Law programmes assist the institutional development and capacity building of Iraq's Judiciary, Ministry of Justice, and the Family Protection Directorate.

UNDP has worked with CSOs in the context of the Emergency Response Fund (ERF). This was a joint mechanism with UNOCHA providing rapid humanitarian assistance in the sectors of Water and sanitation, Health and Nutrition, Education, Food, Shelter and Protection related interventions. CSOs were awarded grants worth between US$ 25,000 and US$ 400,000 with a project duration not exceeding 9 months.

In terms of accountability, UNDP has supported oversight authorities specifically, the Board of Supreme Audit (BSA), in its institutional strengthening to promote good governance, honesty, transparency and accountability in the use and management of public resources. This included capacity building activities targeting the BSA auditors, including the Kurdistan region, in ten different fields of audit, and support in drafting guidelines, a code of conduct and measures against fraud. In addition, UNDP supported the establishment of an internal training unit and donor aid Coordination Secretariat.

UNDP and UNODC have also provided the needed technical support to develop the first National Anti-Corruption Strategy which was launched in March 2010 and the compliance of the Iraqi Government with the UNCAC.

A number of lessons relevant to the activities in this project have been learned from previous initiatives undertaken by UNDP and other development agencies:

- 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, including by 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. Moreover, CSOs will be able to provide greater accountability by being partnered with INGOs.

The Proposed Project and how it addresses Crosscutting Themes

In response to the issues stated in the 'Situation Analysis', in partnership with National Institutions, UNDP has designed a series of measures in order to urgently respond to these pressing needs. These measures will have a results based focus throughout and have the notion of transparency and accountability as goals in themselves as well as means to achieve other development goals.

The project contains a number of specific elements that will target Government and its institutions, systems and procedures, supporting the Human Rights Commission and the country's anti-corruption structures. Project resources will focus on:

- strengthening the operational capacities of the Human Rights Commission at national and sub-national levels;
- ensuring a critical mass of anti-corruption Master Trainers;
- an anti-corruption training curriculum; and
- support the planning of a future KRG Commission of Integrity.

The other thrust of the project will be to use non-state actors (civil society, independent media, community based organisations) to weigh in effectively on the same axes of human rights and accountable government, helping to:

- connect citizens more strongly with human rights principles, obligations, legal frameworks and institutions;
- connect citizens more strongly to the work being achieved to combat corruption and ensure a greater understanding of what corruption is about, why it is detrimental to Iraq and its people and the essence of the national anti-corruption strategy;
- allow for more effective inter-linkages between civil society and the Council of Representatives through the establishment of outreach strategies and platforms for dialogue and consultation.

In consultation with the appropriate national partners, UNDP will utilise a mixture of implementation techniques in order to achieve the stated programmatic outcomes/outputs. UNDP will also obtain specific expertise from local and international NGOs, the Commission of Integrity, consultancy firms or individuals where specific and high level expertise is required for training or capacity building and institutional strengthening measures. This will be done following UNDP Regulations and Rules and will always seek to obtain the most economically advantageous offer.

Particular attention will be paid to women and youth during project implementation by ensuring that outreach strategies, campaigns and training exercises include them as direct and/or indirect beneficiaries. Any Calls for Proposals would also prioritise proposals that wish to include or work directly with these segments of the population as well as with minorities.

A project evaluation will be conducted at the end of the project cycle.

Expected Outputs
Pillar 1: Human Rights—Institutions
Output 1: The Iraq Human Rights Commission has enhanced capacity to execute its mandate;

Pillar 2: Human Rights—Citizens
Output 2: Iraq has a national platform for an expanded human rights dialogue;

Pillar 3: Anti-Corruption—Institutions
Output 3: The Iraqi state is able to promote and undertake governance processes in an accountable and transparent manner.

Pillar 4: Anti-Corruption—Citizens
Output 4: CSOs have enhanced capacity to engage with parliament and relevant parliamentary committees on policy issues.

Cross-cutting themes:

<u>Human Rights</u>
Aside from specifically targeting human rights issues as a project output, this project adopts the universal Human Rights Based Approach to programming. It recognises that building the capacity of CSOs to play a stronger advocacy and 'watchdog' role will contribute to the protection of the rights of minorities, vulnerable groups and the broader community in the country.

<u>Gender Equity and Women's Empowerment</u>
Women must be given greater space in Iraq in order to play a vital role in safe-guarding human and civil rights as well as contributing to working with government entities on issues affecting service delivery and anti-corruption. This is why gender specific outputs/activities will be included in the programmatic framework. In line with UNDP corporate guidelines, at least 15 percent of programmatic resources will be allocated to gender equality and women's empowerment outputs/activities. Specific attention will be given to the implementation of UN Security Council Resolutions 1325, 1820 and 1612 in the Iraqi context.

<u>Youth</u>
Youth and children are particularly vulnerable to the effects of conflict and post-conflict situations such as in Iraq and need a particular focus when it comes to protecting their human rights. A focus on youth and children is ensured by highlighting their rights under Output 2, which will feed into the rest of the project.

<u>Environment</u>
Environmental issues are also connected to matters of service delivery, human rights and corruption. Environmental concerns that emerge from the initiative will be addressed for mitigation as per UN standards.

<u>Peace Building and Reconciliation</u>
UNDP is fully engaged in peace-building work at national and community levels. Indeed, UNDP, through its Peace and Development Analysis work, will be in a position to provide conflict-sensitive guidance to the UNCT. This initiative will build on that analytical work, ensure maximum peace-building and reconciliation dividends by strengthening institutions that protect the interests of all citizens and by having a wide participatory approach in the design and implementation of all activities.

4. Results Framework

Output 1: The Iraq Human Rights Commission has enhanced capacity to execute its mandate.

Under this output, the following will be achieved:

i)   The IHCHR will have the organisational structure required to function effectively.
ii) The IHCHR will have technically competent staff to support the commission's work.
iii) IHCHR sub-national entities will be established.

This output focuses on provision of support to define the commission's mandate and organisational structure; establish offices for the Commission in all governorates, with a carefully crafted intervention to establish sub-national commissions in KRG within the overall regulatory framework of the IHCHR at federal level.

The on-going support is limited to the nomination of Human Rights Commissioners and provision of basic support to the commission, it will be essential to ensure that Commissioners and support staff are provided with comprehensive technical advisory support, training scheme to build their capacities to fulfil the mandate of the Commission. Under this output, capacity building programme will be developed to enhance the managerial skills of the staff of the commission, and strengthen the technical skills of the commissioners to enable them to perform their duties.

International, regional and national experts will be called upon to provide the required support; training institutions will be identified to assist the establishment of training centre within the commission and development of training materials.

Output 2: Iraq has a national platform for an expanded human rights dialogue.

Under this output, the following will be achieved:

i) A national dialogue will be supported on the issue of human rights.
ii) Iraqis will be made more aware of what human rights are specifically about and how to ensure these are protected.
iii) The IHCHR will be able to reach out to the Iraqi population and make clear its work and mandate.

Under this output, interventions will be designed to contribute to harnessing awareness and support for the Commission in performance of its duties. This output will aim to promote civil society capacities to engage in monitoring and reporting on human rights issues and to liaise with the IHCHR meaningfully to support it in its role. This will also entail developing an awareness raising programme among civil society to promote knowledge of the Commission and its role and responsibilities, and in harnessing civil society support for effective engagement with the Commission. Under this output, support will be extended to different institutions and constituents such as the Ministry of Human Rights, CoR/ Committee of Human Rights, political parties, women's groups, religious and tribal leaders, ethnic groups and minorities, academic institutions, and all other major constituents involved in the Universal Period Review. Adopting such an inclusive approach in the long term will assist the promotion of national dialogue on human rights led by the Human Rights Commission.

Output 3: The Iraqi state is able to promote and undertake governance processes in an accountable and transparent manner.

Under this output the following will be achieved:

i) The CoR will have increased capacities for undertaking its accountability oversight functions.
ii) The KRG will have plans in place for its forthcoming Commission of Integrity.
iii) The capacity of the KRG's Bureau of Supreme Audit will be enhanced.
iv) A curriculum for investigative journalism will be in place.

This output will see the deployment of technical assistance to key Parliamentary Committees including the Finance, Integrity, Economy and Investment Committees on tackling corruption issues. Similar training will be deployed to officials at the Governorate level. A pool of trainers would be established through the delivery of Training of Trainers (ToT) courses. The ToT methodology will ensure that training would be provided to the largest number of participants and stakeholders in the shortest possible time through a cascade effect. The pool of trainers would be selected from among NGOs, anti-corruption institutions, academia, media, civil society and the private sector.

In partnership with the Commission of Integrity, Anti-Corruption Academy, relevant parliamentary committees, national CSOs and the media, UNDP will implement this component of the programmatic framework. This programmatic framework will

complement existing UNDP/UNODC projects on anti-corruption supported by the Iraq UNDAF Fund, United States and the work of EU JUSTLEX. In the implementation of this component of the programmatic framework, complementarity with existing UNDP projects on aid management will also be ensured.

Output 4: CSOs have enhanced capacity to engage with parliament and relevant parliamentary committees on policy issues.

Under this output the following will be achieved:

i)   Iraqi CSOs and independent media have strengthened capacities to hold the government to account in the areas of human rights, corruption and service delivery.
ii)   Interface between relevant parliamentary committees and CSOs on issues of human rights, corruption and service delivery enhanced.
iii)   Advocacy and awareness-raising on corruption issues, including training on investigative journalism, and the implementation of the National Anti-Corruption Strategy (NACS) implemented through partnership with CSOs and independent media.
iv)   Enhanced donor coordination on civil society issues in Iraq.

Work with civil society will also take place to promote awareness-raising on corruption issues as a key element of the roll-out of the NACS. This will build on the previous anti-corruption campaign which was designed to contribute to the prevention of corruption across the whole of Iraq. In partnership with national institutions, UNDP will now capitalize on the successes of the roll-out campaign by working with civil society and the media in Iraq, and providing additional training on investigative journalism.

Underlying civil society's greater role in ensuring these checks and balances on State institutions will be the critical element of ensuring that CSOs interact more effectively with the new 'Super Committee' which has been created in the CoR to respond to the February 2011 CSO demands, which is composed of the Chairs of the various regular CoR Committees including: Economy and Investment, Legal, Integrity, Health, Education, Labour and Social Affairs, and Security and Defence. This initiative, within this output, will therefore ensure greater CoR outreach and interaction with CSOs.

UNDP will implement this component of the programmatic framework in partnership with the Human Rights Commission, relevant parliamentary committees, national CSOs and the media. This programmatic framework will complement existing UNDP/UNOPS projects on civil society funded by the Iraq UNDAF Fund and the EU.

Summary of Results Framework:

The results framework will provide the hierarchy of results including the UNDAF priority relevant UNDAF priority area outcome and the MDGs, which are linked to the NDP goals.

Output 1: The Iraq Human Rights Commission has enhanced capacity to execute its mandate.
Output 2: Iraq has a national platform for an expanded human rights dialogue.
Output 3: The Iraqi state is able to promote and undertake governance processes in an accountable and transparent manner.
Output 4: CSOs have enhanced capacity to engage with parliament and relevant parliamentary committees on policy issues.

Table 1: Results Framework

Project Title	Strengthening Participatory Governance					
UNDAF Priority Area	Priority 1: Improved governance, including protection of human rights					
Relevant MDG(s)	MDG 1: Eradicate extreme poverty and hunger; MDG 3: Promote gender equality and empower women MDG 8: Develop a global partnership for development					
Relevant NDP goals	12.4.6: Inclusiveness of all groups in the development process					
Relevant UNDAF Priority Area Outcome: Outcome 1.2: The Iraqi state has more efficient, accountable and participatory governance at national and sub national levels						
Project Outputs	**UN Org**	**Other Implementing partner(s)**	**Performance Indicators**	**Baseline**	**Target**	**Means of Verification**
Output 1: The Iraq Human Rights Commission has enhanced capacity to execute its mandate	UNDP	• Human Rights Commission • National CSOs • CoR Human Rights Committee	1. Regulatory framework of the Commission in place;	1. No regulatory framework in place	1. Functioning Commission in place	Official letter of Council of Representatives' endorsement
			2. Sub-national IHCHR Offices established at governorate level	2. 0 (zero).	2. 4 (four).	Field visits, IHCHR reports, UNDP monitoring reports
			3. Number of Human Rights commissioners disaggregated by federal/KRG levels.	3. 0 (zero) in Baghdad, 0 (zero) in KRG.	3. 25 HR commissioners (central (14) and KRG (11))	UNDP Training reports.

			4. Number of core staff trained to execute their services effectively	4. 0 (zero) core staff trained.	4. 20 core staff.	UNDP training reports.
			5. %age of those trained fully satisfied with the relevance, quality and usefulness of the training provided	5. No training.	5. 80% satisfied.	UNDP training reports.
Output 2: Iraq has a national platform for an expanded human rights dialogue	UNDP	• National CSOs • CoR Human Rights Committee • IHCHR	1. IHCHR outreach strategy is drafted	1. No draft.	1. Draft IHCHR strategy document	Strategy Document
			2. Number of IHCHR public information campaigns undertaken and disaggregated by federal/KRG level.	2. 0 (zero) public information campaigns.	2. 3 (three) public information campaigns at central level; 3 (three) at KRG level.	NDP quarterly fiches and IHCHR reports.
			3. Number of Human Rights CSOs engaged in a formal national dialogue on human rights	3. 18 (eighteen)	3. 43 (forty-three)	National dialogue minutes from UNDP

			4. Number of staff of the COR Human Rights Committee trained on Human Rights	4. 0	4. 18	Trainings report
			5. COR Human Rights strategic framework and action plan developed	5. NO	4. Yes (strategic framework and action plan developed	strategic framework and action plan documents
			6. Percentage of CSOs engaged in the national dialogue process satisfied with the level and quality of engagement with regards to human rights	4. 0 (zero)	4. 80%.	National dialogue evaluation forms.
Output 3: The Iraqi state is able to promote and undertake governance processes in an accountable and transparent manner	UNDP	• Prime Minister's Office • CoR • Ministry of Higher Education	1. Number of trainers deployed in the CoR Committees and in the Governorates	1. 0 (zero).	1. 8 (eight)	CoR Committee minutes.
			2. Consultations to establish framework on KRG Commission of Integrity	None.	Framework for establishment approved.	Consultation meeting minutes.
			3. Investigate journalism curriculum developed.	4. No curriculum.	4. Curriculum developed.	Curriculum document
Output 4: CSOs have enhanced capacity to engage with parliament and relevant parliamentary committees on policy	UNDP	• National CSOs • CoR Committee on	1. Number of informal citizens' oversight mechanisms at governorate level reflecting diverse CSO stakeholder influence and participation.	1. 0 (zero)	1. 2 (two) citizen oversight mechanisms	Workshop reports

issues		Civil Society • IHCHR • Academic institutions	2. Number of CSOs trained to engage with parliamentary bodies on issues pertaining to policy formulation, monitoring and tracking of policy implementation	2. 4 (four)	2. 10 (ten)	UNDP monitoring reports
			3. Percentage of CSOs trained fully satisfied with quality of training provided in terms of relevance and usefulness an quality of training provided	3. 0 (zero)	3. 80%	UNDP training evaluation forms
			4. IHCHR strategy to engage with CSO, media, human rights, public education, academic institutions and CoR drafted	4. No strategy.	4. Strategy drafted	Strategy document
			5. Public human rights education strategy drafted	5. No.	5. Strategy drafted	Public Human Rights Education Strategy document

5. Management and Coordination Arrangements[3]

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┌─────────────────────────────────────────────────────────────┐
│              Project Organisation Structure                  │
└─────────────────────────────────────────────────────────────┘

┌─────────────────────────────────────────────────────────────┐
│                       Project Board                          │
├──────────────────────┬──────────────────┬───────────────────┤
│  Senior Beneficiary  │    Executive     │  Senior Supplier  │
│     Government        │      UNDP        │ Donor Representative│
│   representatives     │                  │                   │
└──────────────────────┴──────────────────┴───────────────────┘

┌──────────────────────┐     ┌──────────────────────┐
│  Project Coordinator  │     │   UNDP Project        │
└──────────────────────┘     │   Management Team:    │
                             │   • PM Human Rights   │
                             │   • PM CSOs           │
                             │   • PM Anti-          │
                             │     Corruption        │      ┌──────────────────────┐
                             └──────────────────────┘      │   Project Support     │
                                                           ├──────────────────────┤
                                                           │  3 National Project   │
                                                           │     Associates        │
                                                           └──────────────────────┘
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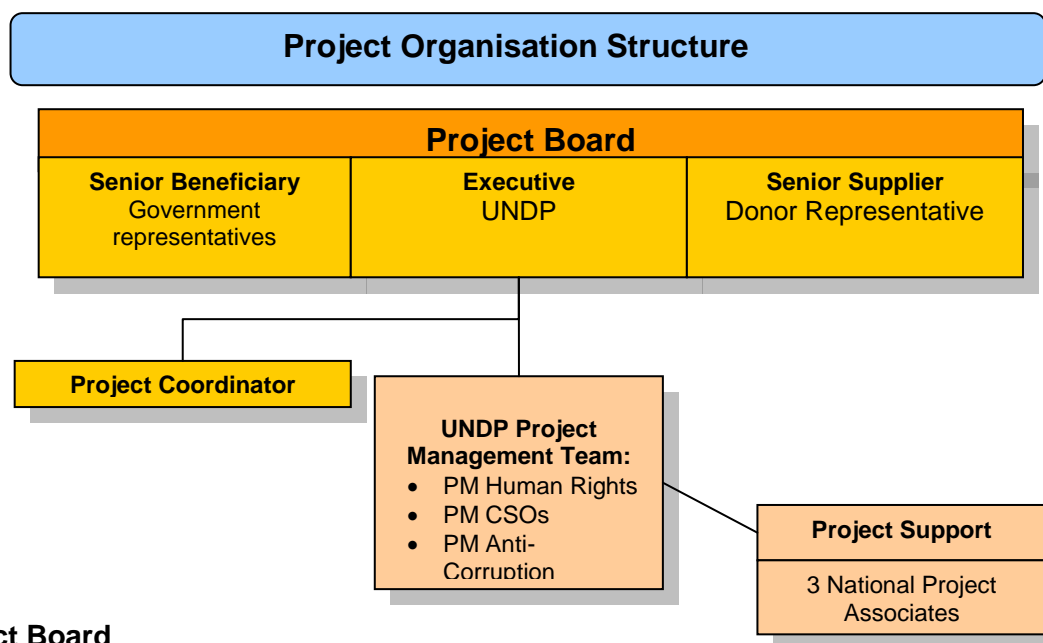
Project Board

The project will establish a project board which will meet every four months to oversee the progress of the project and provide strategic guidance including approval of project work plans, budget, project revisions and reporting. The project board is responsible for project oversight, including ensuring that appropriate project management milestones are completed, that the project benefits from independent oversight and monitoring, and that the project works closely with all key partners. UNAMI HRO will attend the Project board meeting as a member.

The membership of the project board will include a representative(s) of the main beneficiaries as the 'senior beneficiary', a donor representative, and UNDP as the Executive. The Board will give guidance to the Project Managers. Project assurance on behalf of the project board will be the responsibility of the UNDP-Iraq Participatory Governance Coordinator. Backstopping support to the board will be provided by three national project associates.

If deemed advisable, a Steering Committee will be established that will include all donors and stakeholders working on initiatives that relate to this one.

Project Management

1. Considering the complexity and diversity of programmatic objectives in the different components of the project (Human Rights, Civil Society, and Anti corruption), careful and deliberate design of the implementation arrangements will be of paramount importance to the overall success of this project.

2. This project is coordinated under the overall umbrella of the UNDP Governance cluster and will be executed by the UNDP CO through the DIM (Direct Implementation) modality, under the direct supervision of the UNDP CO Governance Cluster Manager. To ensure the national ownership of the activities, the components will be very closely coordinated with national counterparts and stakeholders.

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[3] In case of a Joint Programme, this section does not substitute for the UN Organization-specific arrangements required by respective internal policies.

3. The proposed implementation arrangements take into consideration the existing management arrangement, where <u>Project Review Boards</u> (PRB) are already established for each project. The PRBs provide overall strategic direction, guidance and oversight for the projects. The Boards, chaired by UNDP Country Director, meet bi-annually to review project work plans and provide policy guidance and assistance in resolution of any major difficulties experienced during implementation. They are also responsible for overseeing project reviews on an annual basis and at other designated decision points during the course of execution.PEB comprised of Senior Beneficiary (counterparts), Executive (UNDP), and a Senior Supplier from the donor community.

4. In addition, a <u>coordination committee</u> will be established between the four project components, comprised of Donors, UNDP Senior management, and Government representative of each component, to ensure active and effective engagement between all partners. This committee will have an advisory role in the overall management of the project, ensure smooth and coordinated implementation of and reporting on this wide array of activities and the large set of implementing partners and contractors. The committee will also review and approve the project's work-plan. This committee will meet quarterly to follow up on the implementation of this project.

5. <u>A Project Management Team comprised of UNDP Project Managers in Human Rights, Civil Society and Anti-Corruption,</u> will bear the management responsibilities. They will provide day to day management, supervisory and technical functions based on their area of specialization. Based on approved work-plans, the Project Management Team will have the authority to manage the implementation of each component's activities on a day-to-day basis. S/he will be responsible for day-to-day management and decision-making for the work-plan and will ensure that all implementing partners are achieving results in line with the required UNDP standards and within the planed timeframe and cost. The PMT will as well have a coordination role with other UNDP Programme, projects, and UN sister agencies involve in the implementation of this project to avoid duplications and overlapping of activities. The PMT will be aided by the existing support staff and coordinated by the Governance Cluster Head

6. UNDP financial rules and regulations will be applied to manage the allocated funds based on the work-plan and the detailed budget. The country office will bear the full responsibility of reporting to donors and resource allocations.

7. Existing project staff working on Anti-Corruption, Human Rights and CSOs will be involved in the project but with only part of their costs covered by this initiative and part covered by other initiatives to make the project cost-effective in terms of management. Only one CSO/Parliament specialist will constitute a new recruit to strengthen the project management on this area and an anti-corruption project specialist that will also be cost shared with another project.

8. UNDP will engage <u>NGOs and Training institutes, experts, and consultants</u>. The project will sign a series of sub-contracts with national, international NGOs and training institutes to conduct training, technical support and activities as set out in the Results & Resources Framework. UNDP will as well work very closely with the existing training facilities, within the government offices and academic institutes, to conduct sets of specialized trainings. UNDP will also deploy and recruit short-term national and international consultants to provide technical advisory support and produce a set of studies, strategies and assessment reports listed in the RRF.

9. Communications and visibility activities will be undertaken in line with the Iraq UNDAF Fund and UNDP corporate guidelines in order to ensure that the people of Iraq and the international community are aware of the project and its impact as well as the funding that has made the project possible. Other partners will also be entitled to visibility measures under the project. Communications activities may include liaison with journalists, press releases, providing photos and testimonials for the UNDP website, and producing factsheets on the project. A project communications plan will be presented to the Project Board for approval.

6. Feasibility, risk management and sustainability of results

#	DESCRIPTION	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES; MGMT RESPONSE
1	Unstable security situation in Iraq	Operational	Potential delay in implementing the project activities P = 3 I = 2	Countermeasure: Ongoing analysis of security situation and compliance with UNDP security guidelines Mgmt Response: Contract implementing partner for on the ground implementation.
2	Preparatory Workshops and events are threatened with violence	Operational	Participants are victims of attacks. Reputation of project and UN severely damaged. P = 1 I = 3	Countermeasure: Ongoing analysis of security situation and compliance with UNDP security guidelines. Ongoing liaison with facilitators and community members. Mgmt Response: If threat identified, find alternative arrangements for holding workshops with facilitators to manage risk.
3	Remote management and implementation of this project due to the restricted UN presence in Iraq	Organisational	Lack of coordination of activities P = 3 I = 3	Countermeasure: Ensure a reliable contracting partner using local staff to monitor activities on the ground. Mgmt Response: Greater monitoring and evaluation from the PM
4	Difficulty conducting activities in local areas	Political	Difficulty accessing workshops for UNDP staff. P = 2 I = 3	Countermeasures: Ensure ongoing consultation with all stakeholders
5	Adequate CSOs cannot be identified.	Operational	Difficulty undertaking workshops P = 2 I = 2	Countermeasures: Ensure UNDP contracted partner is familiar with in country situation. Mgmt Response: Adjust the number and location of activities to suit stakeholders while still achieving project outcome.
6	Local partners are interfered with by various political agenda.	Political, Operational	Interference may undermine ability to achieve project outcome. P = 2 I = 2	Countermeasures: Provide avenue for regular stakeholder consultation. Ensure appropriate selection of local partners. Mgmt Response: Get two facilitators from different political backgrounds to co-chair workshops.
7	Barriers to participation of women inside CSOs and lack of gender oriented proposals	Operational	Inability to conduct some or all of the women-only workshops P = 1 I = 2	Countermeasures: Ensure adequate consultation with stakeholders to ensure credibility of project and access for women participants. Mgmt Response: Review role of women-only workshops in project.
8	Barriers to participation of youth inside CSOs activities.	Operational	Inability to conduct some or all of the youth-only workshops P = 1 I = 2	Countermeasures: Ensure adequate consultation with local stakeholders to ensure credibility of project and access for youth participants. Mgmt Response: Review role of youth-only workshops in project.

7. Monitoring, Evaluation and Reporting

Reporting will follow the standard Iraq UNDAF Fund rules and procedures: quarterly progress reports will be prepared (fiches), annual progress reports and a Final Report at the end of the project that will provide final analysis, findings, lessons learned and recommendations.

Both financial and narrative reporting will be conducted in line with the MoU with the AA as well as with the UNDP standard internal requirements.f

MECHANISM	DISTRIBUTION	DESCRIPTION	DEADLINE
Quarterly Progress Report (QPR)	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 paragraph 7.3 of the General Arrangement	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 Review	Internal	A project evaluation will be conducted by UNDP, in collaboration with all key stakeholders, during the last year of implementation.	March 2014

8. Legal Context

The Iraq UNDAF 2011-2014, co-signed by the Government and the UNCT including UNDP, is a strategic programming tool and provides basis for UN's technical assistance in Iraq. It articulates Iraq's recovery and transition towards longer-term development by providing a coherent and coordinated strategy for the delivery of UN assistance in line with Iraq's national priorities stipulated in the NDP 2010-2014 and relevant MDGs, following the underlying principles of the UN Reform Process. The Iraq UNDAF Fund has been established to support the UNDAF implementation.

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

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

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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

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

9. Work Plans

Table 2

Work Plan for: Enhancing Participatory Governance and Human Rights
Period Covered by the Work Plan: 01 April 2012 to 01 April 2014

UN Org's specific Annual targets	Key Activities	Time Frame (by activity)								Implementing Partner	Planned Budget (by output)
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8		
UNDAF Priority Outcome: Priority 1: Improved governance, including protection of human rights											
UNDAF Priority Area Outcome: Outcome 1.4: The Iraqi state has more efficient, accountable and participatory governance at national and sub national levels											
Output 1: The Iraq Human Rights Commission has enhanced capacity to execute its mandate											
UNDP	Technical support to develop the IHCHR mandate and the organisational structure.	x								**UNDP**	**500,000**
	Conduct a comprehensive need assessment of capacities of the Commissioners and support staff based on the individual and thematic responsibilities.		X							**UNDP**	
	Design a capacity building to address identified needs. This may include training s on knowledge of human rights issues, strategic planning, project management and implementation, coordination, report writing, documentation of human rights, public awareness raising campaigns, and public human rights education strategy etc.		X							**UNDP**	
	Basic support for the establishment of offices in four governorates: Kirkuk, Ninewah, Sulaymaniyah, Diyala.					x				**UNDP**	
	Capacity building programmes to the core staff of the commission in different areas of work such as enhancing their managerial skills, documentation, public relations, gender and human rights trainings.		X		X		x	x	x	**UNDP**	
	Support to the establishment of sub-national commission in KRG under the overall regulatory framework of the HCHR at federal level.		X							**UNDP**	
	Implementation of the capacity building programme in accordance with the needs assessment and programme plans agreed with the IHCHR.					x	x			**UNDP**	
	Technical advisory and capacity building support to the CoR Human Rights Committee.		X		X	x	x	x		**UNDP**	
	Technical support to institutionalize and harmonize the work between IHCHR, COR, MOJ, and Ministry of Human Rights	x	X							**UNDP**	
Output 2: Iraq has a national platform for an expanded human rights dialogue											

Partner	Activity		T1	T2	T3	T4	T5	T6	T7	T8	Responsible	Budget
UNDP	Provide technical advice to the Commission to develop a comprehensive communication and public human rights education strategy and a public information office				x						UNDP	
	Conduct a comprehensive needs assessment of the Commission's outreach abilities and institute a capacity building programme to develop the role of the media in the promotion and protection of human rights as well as on the role of the Commission.			X							UNDP	
	Advisory support to strengthen the role of the media in protecting human rights			X							UNDP	225,000
	Technical operational support in conducting an initial information campaign on the role of ICHCR.				x	X					UNDP	
	Conduct trainings targeting COR Human Rights Committee staff				x						UNDP	
	Advisory support to COR Human Rights Committee to develop strategic framework and action-plan		x								UNDP	
Output 3: The Iraqi state is able to promote and undertake governance process in an accountable and transparent manner												
UNDP	Support MP's and staff from targeted committees (i.e. the Integrity and Finance Committees) for effective follow up on cases of administrative and financial corruption. This will include developing methodology and proposing draft laws as well as capacity building measures.		x	X	x			x	x	x	UNDP	
	Support the consultations establishment of the KRG Commission of Integrity.			X	x		x	x	x		UNDP	
	Provide a needs assessment, capacity building recommendations to the KRG BSA.					X					UNDP	808,000
	Support the development of a curriculum on investigative journalism							X			UNDP	
	Organisation of workshops to approve training curriculum								X		UNDP	
Output 4: Civil society organisations have enhanced capacity to engage with parliament and relevant parliamentary committees on policy issues												
UNDP	Monitoring and reporting capacity building support to human rights CSOs		x	X	x	X	x	x	x	x	UNDP	
	Promote consultation between the IHCHR and civil society, government institutions, academic institutions and other constituents on the human rights situation through the set up of regular coordination mechanisms.			X							UNDP	
	Provision of grants to CSOs to conduct human rights awareness campaigns and on the IHCHR.				x	x					UNDP	1,558,526
	Organisation of meetings and workshops promoting effective engagement between, IHCHR, CSOs, academic institutes, religious, tribal leaders, and other relevant groups.							x			UNDP	
	Selection of teams and identification of partners for continued			X		X					UNDP	

	NACS campaigns										
	Identify relevant partners to conducting trainings, and awareness campaigns on NACS							x	x	x	UNDP
	Support to CSOs and the COR through introduction of effective engagement methodologies		x	X	x	X	x	x	x	x	UNDP
Total Planned Budget											**3,091,526**

10. Budget:

Table 3: PROJECT BUDGET (Iraq UNDAF Funds only)

PROJECT BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US$)	
CATEGORY	AMOUNT (US$)	Year 1	Year 2
1. Supplies, commodities, equipment and transport	170,200	82,600	87,600
2. Personnel (staff, consultants and travel)	819,492	414,752	404,740
3. Training of counterparts	577,000	288,500	288,500
4. Contracts	1,185,000	835,000	350,000
5. Other direct costs	137,585	68,792	68,793
Total Project Costs	2,889,277	1,689,644	1,199,633
Indirect Support Costs	202,249	118,275	83,974
TOTAL	**3,091,526**	**1,807,919**	**1,283,607**

* Based on the UNDG Harmonized Financial Reporting to Donors for Joint Programmes approved in 2006. Definition of the categories can be found in the instruction which is available on www.undg.org.

** Security costs are calculated on the maximum rate of 2% of total programme costs and should be integrated into line item 5: Other direct costs.

*** Indirect support cost should be in line with the rate or range specified in the Iraq UNDAF Fund TOR (or Programme Document) and MOU and SAA for the particular MPTF.

ANNEX A: Detailed Budget

CATEGORY	ITEM DESCRIPTION	UNIT COST	NUMBER OF UNITS	AMOUNT	Year 1	Year 2
1. Supplies, commodities, equipment and transport	Stationery and office supply	200	24	4,800	2,400	2,400
	Office Maintenance	200	24	4,800	2,400	2,400
	Communications	650	24	15,600	7,800	7,800
	Procurement of material goods (IHCHR, CoI, BSA)			145,000	70,000	75,000
Sub-Total"1"				**170,200**	**82,600**	**87,600**
2. Personnel (staff, individual consultants and travel)	Programme Management Oversight (20% of Cluster Management; 20% of sub-cluster manager)	5,000	24	120,000	60,000	60,000
	Programme Management Team (40% of 2 project managers)	18,350	24	440,400	220,200	220,200
	Programme Support Team (3 Project Associates)	8,296	24	199,104	99,552	99,552
	Individual Consultants	0	0	0	0	0
	Travel (missions & coordination)			59,988	35,000	24,988
Sub-Total"2"				**819,492**	**414,752**	**404,740**
3. Training of counterparts	Workshops	39,500	8	316,000	158,000	158,000
	Seminars	43,500	6	261,000	130,500	130,500
Sub-Total"3"				**577,000**	**288,500**	**288,500**
4. Contracts	Grant fund contracting	30,000	10	300,000	150,000	150,000
	Technical assistance expertise			500,000	300,000	200,000
	Needs assessment expertise			245,000	245,000	0
	Trainers			140,000	140,000	0
Sub-Total"4"				**1,185,000**	**835,000**	**350,000**
Sub - Total (1-4)				**2,751,692**	**1,620,852**	**1,130,840**
5. Other direct costs[1]	Common Premises (1%)			27,517	13,758	13,759

	Security (2%)			55,034	27,517	27,517
	Communications (1%)			27,517	13,759	13,758
	Miscellaneous (1%)			27,517	13,758	13,759
Sub-Total"5"				**137,585**	**68,792**	**68,793**
Total Programme Costs				**2,889,277**	**1,689,644**	**1,199,633**
Indirect Support costs[2]				202,249	118,275	83,974
GRAND TOTAL****				**3,091,526**	**1,807,919**	**1,283,607**

Annex B: UN Organization Project Status Profile

Each Participating UN Organization must complete a Profile of all its ongoing JP/ projects implemented within the same Priority Area in Iraq (including those funded through core, bilateral and UNDG ITF funds).

Sl. #	Programme ID #	Programme Title	Total Budget (US$)	Current Commitments	Total Disbursements	Disbursements %	Remarks
1	60142	Rule of Law and Justice	20,398,000	1,150,474.25	11,448,311.77	56.12%	Bilateral
2	56801	Preparatory Assist.-Global Fund to Fight AIDS and TB programme in Iraq	24,647,343	3,673,388.71	15,490,947.28	62.85%	Global Fund
3	63566	Anti-Corruption	8,350,000	598,957.52	5,808,968.54	69.57%	Bilateral
4	80465	English Language Training for the Integrity and other Institutions	1,500,000	0	0	0.00%	Bilateral
5	C9-24	Support to Decentralization and Local Governance	6,118,704	73,642.62	4,645,957.81	75.93%	UNDG ITF
6	C9-27	Justice & ROL	5,909,994	1,080,678.78	4,532,804.05	76.70%	UNDG ITF
7	G11-20	IHEC TA Phase II	5,479,950	406,854.09	4,238,521.83	77.35%	UNDG ITF
8	C9-28	Support to GOI in Paris Declaration	1,000,000	214,538.20	494,159.47	49.42%	UNDG ITF
9	74650	Reforming Judicial Training in Iraq	404,040	74,896.20	37,402.99	9.26%	Bilateral
10	C9-29a	Iraqi Public Sector Modernization	5,000,000	118,902.63	170,978.42	3.42%	UNDG ITF
11	C9-34	Support to the human right commission	902,751	1,831.20	10,559.80	1.17%	UNDG ITF
12	75376	Family Supp. Justice & Security	941,180	39,767.87	161,068.63	17.11%	Bilateral

13	75294	Support to the new COR	300,000	72,508.39	16,411.20	5.47%	Multi-lateral
14	76615	Strengthening the Administration	3,200,000	24,138.50	600,536.19	18.77%	Bilateral
15	77088	Peace and Development Analysis	250,000	52,661.90	200,039.44	80.02%	Core
16	G11-23	Institutional Development Support	13,947,279	138,042.60	1,521,733.77	10.91%	UNDG ITF
17	76819	Support for Rights of Minorities	454,241	93,135.36	224,522.93	49.43%	Bilateral
18	80586	INL- Justice Data Management	3,800,000	0	0	0.00%	Bilateral
19	80503	Ninewa Minorities Dialogue Interfaith	150,000	0	0	0.00%	Bilateral
		TOTALS (US$)	**117,663,362**				

Annexe C: Monitoring framework - Quality management for project activity results

Output 1: Human Rights Commission has enhanced capacity to execute its mandate.		
Activity Result 1 (Atlas Activity ID)	Activity 1.1: Support to the Human Rights Commission	Start Date: 01 FEB 2012 End Date: 01 FEB 2014
Purpose	Have an effective and fully functioning IHCHR in place	
Description	Technical support to develop the mandate and the organisational structure. Conduct a comprehensive need assessment of capacities of the Commissioners and support staff based on the individual and thematic responsibilities. Design a capacity building programme to address identified needs. This may include training programmes on knowledge of human rights issues, strategic planning, project management and implementation, coordination, report writing, documentation of human rights, public awareness raising campaigns, and public human rights education strategy etc. Establishment of offices at all governorates. Support to the establishment of sub-national commission in KRG under the overall regulatory framework of the HCHR at federal level. Capacity building programmes to the core staff of the commission in different areas of work such as enhancing their managerial skills, documentation, public relations, gender and human rights trainings. Implementation of the capacity building programme in accordance with the needs assessment and programme plans agreed with the IHCHR. Technical Advisory and capacity building support to the COR Human Rights Committee. Technical support to institutionalize and harmonize the work between IHCHR, COR, MOJ, and Ministry of Human Rights.	

Quality Method	Means of Verification	Date of Assessment
Structure and mandate of the IHCHR in place	Official gazette/ UN Reports	30 MAR 2014
Information and communication campaign up and running	Media monitoring	30 MAR 2014
Work meetings in place between IHCHR, COR, MOJ and MoHR and UNAMI HRO	Meeting minutes	30 MAR 2014

Output 2: Iraq has a national platform for an expanded human rights dialogue.		
Activity Result 1 (Atlas Activity ID)	Activity 1.1: Support to the Human Rights Commission	Start Date: 01 FEB 2012 End Date: 01 FEB 2014
Purpose	Have a participatory approach to safeguarding human rights	
Description	Promote consultation between the IHCHR and civil society, government institutions, academic institutions and other constituents on the human rights situation through the set up of regular coordination mechanisms. Provide technical advice to the Commission to develop a comprehensive communication and public human rights education strategy; Conduct a comprehensive needs assessment of the Commission's outreach abilities and institute a capacity building programme to develop the role of the media in the promotion and protection of human rights as well as on the role of the Commission Technical and operational support in conducting an initial information campaign on	

the role of the IHCHR; human rights awareness raising activities

Technical and operational support for the establishment of a public information office within the Commission.

Technical and financial support to conduct workshops and conferences with media workers to define a join partnership in media strategy to promote and protect human rights in Iraq.

Technical and operational support in conducting an initial information campaign on the role of ICHCR

Quality Method	Means of Verification	Date of Assessment
Structure and mandate of the HRC in place	Official gazette/ UN Reports	30 MAR 2014
Information and communication campaign up and running	Media monitoring	30 MAR 2014
Work meetings in place between IHCHR, COR, MOJ and MoHR and UNAMI HRO	Meeting minutes	30 MAR 2014

Output 3: The Iraqi state is able to promote and undertake governance processes in an accountable and transparent manner.		
Activity Result 2 (Atlas Activity ID)	Activity 2.1: HR advocacy through CSOs and other non-state actors Activity 2.2: NACS campaign supported through CSOs and media Activity 2.3: Support CSO and CoR interaction	Start Date: 01 FEB 2012 End Date: 01 FEB 2014
Purpose	Active and capacitated CSOs effectively engaging with state actors	
Description	Assist human rights CSOs to fulfil their role to monitor and report on the human rights situation through training and mentoring on reporting skills and monitoring activities. This training will be given to CSOs, CBOs that are actively involved in human rights work and have relevant basic capacity in this field. Promote consultation between the IHCHR and civil society, government institutions, academic institutions and other constituents on the human rights situation through the establishment of regular coordination mechanisms. Provision of grants to CSOs to conduct human rights awareness campaigns and on the IHCHR. Continue the roll-out of the NACS campaign by working with civil society and independent media in Iraq, including additional training in investigative journalism. Support MP's and staff from targeted committees for effective CSO communication and outreach. This will be done through advocacy and by linking them up with both existing UNDP work on the ground as well as well as linking with agencies working on outreach (e.g. NDI and UNOPS) Support to CSOs and the COR (both Speakers Media and External Office and the Media Department) with introducing effective ways for the COR and CSOs to communicate with citizens. Most of this will be done through introducing these entities to innovative methods and tools available and linking them up with global parliamentary networks Organize consultations/hearings between CSOs and the COR on issues related to Family, Women and Children with a particular focus on access to justice and gender based violence Establish donor coordination mechanisms on CSO issues Continue the roll-out of the NACS campaign by working with civil society and independent media in Iraq. This will include selecting teams for the awareness	

campaign, conducting training sessions for the implementing team and deliver specific awareness events for the project duration		

Quality Method	Means of Verification	Date of Assessment
CSO-State consultative mechanisms in place	UNDP	30 MAR 2014
At least six grants awarded to CSOs	UNDP	30 MAR 2014
CSOs involved in 5 NAC outreach initiatives	UNDP	30 MAR 2014
CSO-COR consultation mechanism in place	UNDP	30 MAR 2014

Output 4: CSOs have enhanced capacity to engage with parliament and relevant parliamentary committees on policy issues.		
Activity Result 2 (Atlas Activity ID)	Activity 2.1: Support the accountability work of the CoR Activity 2.2: KRG CoI and BSA supported Activity 2.3: Training on investigative journalism	Start Date: 01 FEB 2012 End Date: 01 FEB 2014
Purpose	Active and capacitated CSOs effectively engaging with state actors	
Description	Support MP's and staff from targeted committees (ia. the Integrity and Finance Committees) for effective follow up on cases of administrative and financial corruption. This will include developing methodology and proposing draft laws as well as capacity building measures. Establish a pool of trainers through the delivery of Training of Trainer (ToT) courses. Support the planning for the establishment of the KRG Commission of Integrity Provide a needs assessment, capacity building recommendations and advice on efficient work processes to the KRG BSA Establish a training curriculum for investigative journalism to be developed by the Master Trainers in consultation with the Wide Expert Team, UNDP, NGOs and specialized anti-corruption agencies. This includes the preparatory and consultative process, the drafting and a final appraisal workshop.	

Quality Method	Means of Verification	Date of Assessment
Team of Master trainers in place	UNDP	30 MAR 2014
6 stakeholder trainings undertaken	UNDP	30 MAR 2014
Training curriculum exists	UNDP	30 MAR 2014
Planning for KRG CoI finalised	UNDP	30 MAR 2014