



Kurdistan Vision 2020 Joint Programming Facility

Joint Programme/Project Document

Programme Title:

United Nations Volunteers capacity development and support to the Kurdistan Regional Government through volunteering.

Programme Number:**KRG Institution(s)**

Ministry of Planning

Participating UN Organization(s)

United Nations Volunteers Programme/
United Nations Development Programme

Programme/ Project Coordinators**KRG Coordinating Institution****UN Coordinating Agency****Coordinator Name:**

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Programme Costs:

KR-I Vision 2020 Facility Contribution:	US\$ 1,085,298
UN Organization(s)	US\$ 512,500
Total (USD):	US\$ 1,597,798

Programme Location:

Governorate(s): Kurdistan Region
District(s):

Programme Description:**Objectives:**

- To develop the capacity of selected Kurdish youth through participatory approaches and in this manner provide an opportunity for Kurdish youth to become champions for the work of the United Nations in their communities, and get actively involved in the realization of Kurdish regional development goals.
- To reinforce KRG project implementation capacity, specifically through the injection of a robust local knowledge base.

This will be achieved through the addition of Kurdish National UN Volunteers to existing UN

projects in selected fields of programme management, as well as thematic areas prioritized by the Kurdistan Regional Government. The project encompasses a strong learning component throughout the assignment cycle of the National UN Volunteers.

The project is meant as a two-year pilot, which, if it proves to serve its purpose, could be replicated for a longer period of time as well as to UN Agencies beyond UNDP. In the longer run, up to 100 Kurdish National UN Volunteers could "graduate" every year from this revolving UN System-supported, hands-on, on-the-job, field capacity development scheme, while at the same time strengthening the firm rooting of the UN System in the Kurdish society and government.

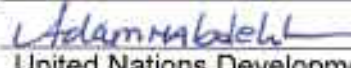
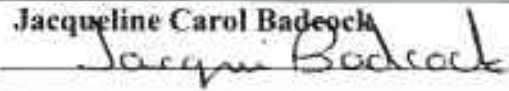

Programme Duration

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

Review & Approval Dates

Line Ministry/ Authority Endorsement Date: MoMT letter 18729 dated 3 December 2013
 PCN Approval Date:
 Technical Committee Review Date:
 Steering Committee Approval Date:

Signatures of Participating UN Organizations and Steering Committee Co-Chairs

I.	Name of Representative	Dr Adam Abdelmoula, UNDP Country Director
	Signature	
	Name of UN Organization	United Nations Development Programme
	Date	
IV.	Name of Steering Committee Chair (UN)	Jacqueline Carol Badoock
	Signature	
	Date	
IV.	Name of Steering Committee Chair (KRG)	Dr. Ali Sindi
	Signature	
	Date	

Relevant Kurdistan Vision 2020 Priority Area and Outcome: Strategic pillar: Putting people first; Sub-area: Ensuring an Inclusiveness Society

Relevant UNDAF Priority Area and Outcome: Outcome/Priority 5: Investment in human capital and empowerment of women, youth and children

**JP/ Project Budget Breakdown
by
Source of Funds and Participating UN Organization**

Total JP/ Project Budget (in US \$): US\$ 1,597,798

Participating UN Organization	Kurdistan Vision 2020 Joint Programming Facility (US \$)	Participating UN Organization Funds (US \$)	
		Core Funds	Non –core
UNV/UNDP	1,085,298	512,500	
Total Budget (US \$)	US\$ 1,085,298	US\$ 512,500	

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

Participating UN Organization	Tranche 1	Tranche 2	Total approved budget
UNDP	434,119.20	651,178.80	1,085,298
Total	US\$ 434,119.20	US\$ 651,178.80	US\$ 1,085,298

1. Executive Summary - 1 page

The project has two complementary objectives:

- To develop the capacity of selected Kurdish youth through participatory approaches and in this manner provide an opportunity for Kurdish youth to become champions for the work of the United Nations in their communities, and get actively involved in the realization of Kurdish regional development goals;
- To reinforce KRG project implementation capacity, specifically through the injection of a robust local knowledge base.

In the longer term (beyond the lifespan of the project), it is expected that the project will contribute to the enhancement of national capacity and human resources in a variety of fields and at different levels (from grassroots communities to upstream government services), i.e. the pool of expertise and knowledge that remains in the Kurdistan Region will be strengthened by building a cadre of development-conscious young people.

This will be achieved through the addition of Kurdish National UN Volunteers to existing UNDP projects (including projects jointly with KRG and/or other UN Agencies) in selected fields of programme management expertise (e.g. project/programme design, operational management such as procurement, monitoring and evaluation, coordination, communications and advocacy, etc.) as well as thematic areas prioritized by the Kurdistan Regional Government (environment, health, education, etc.).

The project encompasses a strong learning component throughout the assignment cycle of the National UN Volunteers. The project is meant as a two-year pilot, which, if it proves to serve its purpose, could be replicated for a longer period of time as well as to UN Agencies beyond UNDP. In the longer run, up to 100 Kurdish National UN Volunteers could "graduate" every year from this revolving UN System-supported, hands-on, on-the-job, field capacity development scheme, while at the same time strengthening the firm rooting of the UN System in the Kurdish society and government.

2. Situation Analysis

The Kurdistan Regional Government (KRG) has witnessed great stability and investment since 2003, yet previous years of armed conflict, violence and sectarian division, much of which is ongoing in the rest of the country, have affected every aspect of life.

Human capital is critical to any country's growth and stability, particularly in the case of Iraq, where years of conflict have led to loss of human life, emigration and "brain drain", leaving several professional cadres devoid of skilled individuals. This applies to a significant extent to the Kurdistan Region as well, and also brings to the fore both the plight and the potential of young people in all this: youth are caught between the old and the new, and have not always been allowed to have a significant voice within the governance of their lives or their nation. It is essential that young people, as the future leaders, are educated on their rights and responsibilities, and that the community and nation allow them to participate equitably in the social, political and economic spheres of the nation as catalysts of change. Kurdish youth has to some extent been marginalized by the problems of the past, and there is a critical need to engage them fully in developmental initiatives essential to the country's and the region's continued progress. In this process of (re-)engagement, social integration is especially important for young people, who need to experience a sense of belonging and responsibility to become productive and responsible citizens and participants in society – social integration is critical to building the resilience and identity of young people. Social integration also places people of the centre of policy-making. Its ultimate goal is to enable them to improve their own lives through the realization of opportunities. The 1995 World Summit for Social Development in Copenhagen affirmed that the most productive policies and investments are those that empower people to maximize their capacities, resources and opportunities. It called for a "society for all where every individual has rights, responsibilities and active role to play". Five years after Copenhagen, at the special session of the General Assembly in Geneva, governments recognized volunteerism as: "an additional mechanism in the promotion of social integration" and agreed on the need to raise public awareness about the value and opportunities of volunteerism.

The recognition of volunteerism as a path to inclusion signified a move away from the perception of a gift relationship, towards a reciprocal relationship in which both sides benefit. Furthermore, in post conflict countries, history has shown that when people are faced with conflict, they have the will and instinct to react with resilience and resourcefulness, even in situations of extreme instability. This response typifies the spirit of civic, voluntary engagement and highlights its power to catalyse reconciliation and reconstruction efforts in divided societies. Volunteerism can help unite people who are otherwise divided, improve cooperation and dialogue and galvanize wider community participation. In Iraq, young people are expressing their desire to move the development of the country beyond sectarian divides. Young people are looking for support to develop durable solutions that establish inclusive platforms for positive changes. With 43 per cent of Iraqi population under the age of 15, youth have strong stake in ensuring a viable future for themselves and future generations. In the Kurdistan Region, youth volunteerism would be a strategy for engaging young men and women in a range of activities that improve their participation and positively harness their energy and vigour to contribute to the realization of regional development goals. Involving youth through volunteerism

generates stronger ownership of development and peace processes and outcomes. It also results in stronger social cohesion, greater collaboration between communities and governments and increased employability. On the hand, at the individual level, volunteerism contributes to capacity building processes by helping the individual volunteer to develop marketable skills, providing access to workplace networks and boosting confidence and self-esteem. Furthermore, for the work of UNDP and the UN as a whole in the Kurdistan Region to be relevant, effective, sustainable, accepted and owned locally, it needs to be underpinned by solid local cultural, linguistic, socio-economic, political and other relevant knowledge. In other words, the UN/UNDP's work needs to be firmly rooted in and supported by local skills and knowledge. This, in turn, will provide a basis for further local capacity development, participation and empowerment.

Volunteerism, if designed and managed correctly within the existing context of the Region, can address these two concerns simultaneously: it can provide youth with alternative and productive pathways of belonging, which can consequently help them to feel included and valued in and by society. But at the same time, it is of critical importance that the involvement of local volunteers remains a priority within ongoing development efforts as well as peacebuilding endeavours, as the strengthening of local civilian capacities is fundamental to the goals of rebuilding trust, dialogue and cooperation in and with the Kurdistan Region. Kurdish national UN Volunteers can be the ideal interlocutors to deliver constructive messages about participatory processes, building trust and promoting dialogue. National UN Volunteers are particularly well-placed to nurture capacities at the community level, foster ownership and sustainability, and contribute to achieving the MDGs. Additionally, a local pool of strong and competent volunteers can ensure the continuation of sustainable development efforts once members of the international community leave. They can become strong champions and ambassadors for the universal and inclusive values which the United Nations stand for, and ensure that they take root within and complement local contexts and traditions. Volunteerism requires no massive capital investment by a society, only the mobilization of the goodwill that is abundant in the Kurdistan Region.

With this in mind, the KRG Ministry of Planning has requested the United Nations Volunteers (UNV) Programme and the United Nations Development Programme (UNDP) to provide assistance to the establishment and implementation of a project of "National United Nations Volunteers Capacity Development and Support to UNDP Programme Activities in Kurdistan Region". This project will encompass the planning, guidance and management of all national UN Volunteers deployed in support of programme activities in UN/UNDP.

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

In Iraq and in the Kurdistan Region, recurrent violence has had profound physiological and social effects on youth, many of whom have seen family members killed. Youth are still traumatized and live in isolation after decades of war. Institutionalizing the importance of volunteer actions can benefit Kurdish youth at the individual and community levels. At the individual level, volunteer action can help people to overcome feelings of personal isolation and reduced self-worth. Volunteers can get into contact with others face-to-face or, increasingly, online in circumstances that can help to enhance feelings of belonging and of contributing. Volunteerism reduces stresses in life and combats feeling of loneliness. People who are excluded often experience a sense of shame and failure and lose hope of affecting their circumstances. Through volunteering, Kurdish youth can tackle some of the underlying causes of social exclusion such as lack of employment, education, and health. As a result, this project for KRG can improve employability by enhancing a person's vocational and social skills. At the level of communities, where some groups, or the entire population, suffer from exclusion, volunteerism fosters an enhanced sense of belonging and community wellbeing that helps to build resilience. The process of social integration is especially important for the Kurdish young people who need to experience a sense of belonging and responsibility to become productive citizens and participants in society. Social integration harnesses youth potential and creativity which is necessary to meet societal objectives such as the Millennium Development Goals.

To this, volunteerism that simultaneously involves both local and international participants is beneficial for addressing the unique challenges of post-conflict societies, such as in Iraq. The personnel framework is composed of two International UN Volunteers i.e. Project Coordinator and Learning Expert. The influx of external skills, knowledge and solutions from international volunteers can help rebuild local capacities often depleted and fractured during situations of armed conflict, or non-existent due to entrenched conflict. Meanwhile, through the deployment of 40 National UN Volunteers during the overall project implementation and execution, local volunteers will play a vital role in connecting their communities. With a strong knowledge of local needs, assets and socio cultural and political conditions, local volunteers are ideal interlocutors to deliver constructive messages about participatory process, reconciliation and civic responsibility. Local volunteer involvement builds trust and enhances dialogue at the community level that can lead to stability. In the aftermath of conflict, people demonstrate a strong willingness and desire to restore their livelihoods, yet the effects of conflict involve social, political and physical barriers that often hamper this potential collective spirit. The National Volunteering Scheme for KRG would work to counter this dynamic by bringing people together on the ground, reaching out to the marginalized and galvanizing wider participation among community members. Volunteers have a critical role to play in rebuilding and strengthening local capacity during peace building efforts. The key attribute of volunteerism is the "glue" that holds a group or a society together by motivating people to help others in the community and, in the process, to help themselves.

The project is based on the priorities and challenges identified in the draft National

Development Plan 2013-2017 and in the United Nations Development Assistance Framework 2011-2014.

1) Contribution/Linkage to the Draft National Development Plan 2013-2017:

In the draft National Development Plan 2013-2017, the Federal and Regional Governments have emphasized the importance of recognizing and institutionalizing the concept of volunteerism and volunteer action. Under the section "Population Youth" of the draft National Development Plan 2013-2017, between the strategic objectives of the Ministry of Youth, volunteerism is fostered and recognized. In fact, the Federal and Regional Governments have committed themselves to:

- 1) Encouraging the spirit of volunteering among the youth and participating in the building process by implementation of volunteer projects and programmes in the plan.
- 2) Enhancing the feeling of belonging to the nation among the young
- 3) Activating the liveliness of youths and directing it towards national strategic goals
- 4) Ensuring that the youth are an effective participant in building Iraq's economy
- 5) Expanding volunteer work values and increase initiatives and accomplishment, and providing regulations for civil work that require a youth volunteer program.

Hence, in view of the finalization of the 2013-2017 National Development Plan, the National Volunteering Scheme for KRG will pave the way towards the promotion and institutionalization of the concept of volunteerism along with its added value in the context of the Kurdistan Region

2) Contribution/linkage to the United Nations Development Assistance Framework 2011-2014:

In the 2011-2014 UNDAF in Iraq, the UN system has recognized the important role of investing in human capital and empowerment of women, youth and children (UNDAF Priority 5) for the achievement of sustainable development, including the achievement of the Millennium Development Goals, and post MDG agenda.

Outcome 4: GoI has the institutional framework to develop and implement MDG-based pro-poor, equitable and inclusive socio-economic and environmental policies and strategies.

The project will also contribute to the primary initiative to showcase Kurdistan Region's commitments to the investments in human capital and empowerment of women, youth and children, and will enable the participating UN entities to further strengthen their partnerships with the Kurdistan Regional Government.

The majority of National UN Volunteers under this project are expected to be hosted by UNDP and UN partners, such as UNHCR, UNICEF, WHO, UNAMI Resident Coordination Office, and within joint UNDP programmes/projects with UN-HABITAT and UNOPS, in particular. New partnerships with other UN entities may also be explored

United Nations Volunteers supports the project by facilitating effective mobilization of National UN Volunteers in order to respond to the needs of the Kurdistan Region. Under the overarching umbrella of peace and development, including MDG achievement, the project will support the integration of volunteerism into peace and development frameworks at the regional level with a specific focus on the following five priority areas, as described in UNV Programme Strategy 2011-2013:

- 1) Delivery of basic services
- 2) Environment and Climate Change
- 3) Crisis Prevention and Recovery
- 4) Humanitarian Assistance
- 5) Operational and Capacity Building Support to UNAMI

The primary objective of the project is to develop the capacity of selected Kurdish youth in UNDP-related fields of expertise, and in this manner provide an opportunity for qualified Kurdish youth to become champions for the work of the United Nations in their communities, and get actively involved in the realization of Kurdish regional development goals, through selected domains of assistance in ongoing UNDP and UN programme activities. In doing so, the project will engage a diverse base of local participants to generate a widespread sense of local ownership and a more robust commitment to peace and development from the Kurdish community as a whole.

The secondary objective of the project is to reinforce the project implementation capacity of UNDP and other UN Agencies, specifically through the injection of a robust local knowledge base.

In the longer term (beyond the anticipated lifespan of the project), it is expected that the project will contribute to the enhancement of national capacity and human resources in a variety of fields and at different levels (from grassroots communities to upstream government services), i.e. the pool of expertise and knowledge that remains in the country will be strengthened by building a cadre of development-conscious young people. This will be achieved through the addition of Kurdish National UN Volunteers to UNDP projects (including projects jointly with KRG and/or other UN Agencies, such as UNHABITAT, UNICEF or WHO) in selected fields of programme management expertise (e.g. project/programme design, operational management such as procurement, monitoring and evaluation, coordination, communications and advocacy, etc.) as well as thematic areas that are prioritized in the National Development Plan and expressed in the UNDAF (basic services, health, education, environment, etc.).

In other words, the project is designed to harness the use of qualified nationals to serve as volunteers in their own country and to promote the idea of volunteerism, under UNV conditions of service, in support of regional development efforts. National UN Volunteers have skills appropriate to the local needs and knowledge of the socio-cultural and other conditions prevailing in their country, and alongside international UN Volunteers and other UNDP project personnel, they contribute to a programme or project, the neutrality and visibility of the United Nations and the institutional back-up of the UN system.

The project encompasses a strong learning component throughout the assignment

cycle of the National UN Volunteers (see below point D.c). The project personnel framework will be very light and consist of only 2 International UN Volunteers (see below point D.g).

The project is meant as a two-year pilot, which, if it proves to serve its purpose, could be replicated for a longer period of time as well as to UN Agencies beyond UNDP, such as IOM, UNHCR, FAO and others. In the longer run, up to 100 Kurdish National UN Volunteers could "graduate" every year from this revolving UN System-supported, hands-on, on-the-job, field capacity development scheme, while at the same time strengthening the firm rooting of the UN System in the Kurdish society and government.

A. Mandate and comparative advantages of the UNV programme

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.

UNV's mandate has significantly evolved since its establishment by the United Nations General Assembly in 1971, amongst other reasons as a result of an increasing awareness globally of the benefits of volunteerism for both volunteers and communities. One aspect of this evolution is that the UNV programme, in addition to its role of providing professional volunteer resources to the UN System (the well-known "mobilization" element), has also been given the mandate to raise awareness of the contribution of volunteerism to peace and development (i.e. volunteer promotion across the UN System through "advocacy" and "integration"); another aspect is that UNV has become increasingly active in the area of "peace and security" in addition to the more traditional developmental area; and last but not least, in 1976, through UN General Assembly Resolution 31/131, the mandate of the UNV Programme was widened to promote the advancement of the role of youth in development.

As a result of its many years of operating in the field, UNV has accumulated a wealth of knowledge and experience on volunteerism which can be drawn upon to support the work of partners in the peace and development arena. Some of the comparative advantages of the use of UN Volunteers include:

- a) Community-based action: UN Volunteers typically (but not exclusively) work and live at the community level, where they are directly engaged with local actors and often provide immediate benefits to the most vulnerable groups in society (such as in areas like child protection, gender awareness, refugee assistance, etc.). In this way, not only does their presence at the community level enhance dialogue, trust, cohesion, ownership and self-reliance, but it also offers opportunities to convey the reality of downstream community/local issues to stakeholders and policy-makers upstream.
- b) Capacity-building and transfer of knowledge: using UN Volunteers themselves and/or with other types of (national and/or international) volunteers and/or UN

staff (i.e. "the mixed team approach") is an effective means to strengthen local and national capacity, in a process of mutual exchange that fosters transfer of knowledge and skills on the one hand and an adequate understanding of local conditions on the other hand.

- c) UNV has the distinct but mutually reinforcing and value-adding attributes of combining the 'UN' and 'volunteerism' that make up UNV. On the 'UN' side, UNV brings authority, legitimacy, neutrality and universality, and a unique positioning for convening diverse, multi-sectoral stakeholders. It also allows for operating downstream and upstream, where it can advocate at the national level for policy and programming to open up more space for the contribution of volunteerism to the development of a country. The volunteers – and volunteerism – on the other hand, bring a solidarity-driven approach to many issues and include rights-based and people-centred approaches. In short, being volunteers associated to the United Nations, UN Volunteers are being perceived as politically and socially neutral and non-threatening to the different stakeholders in peace and development processes, and in fact actively build bridges between various social groups by promoting dialogue and building confidence and trust amongst them.
- d) Recruitment advantages: UN Volunteers are interested "global citizens" who are eager to share some of their time and expertise with others. They can be recruited reasonably quickly and with flexible contractual arrangements. Also, volunteers are often sourced from other pools and almost invariably apply with other motivations and for other reasons than UN staff do – some UN entities resort to UN Volunteers because it opens up their organization to non-traditional staffing and adds to the diversity of their personnel.

B. Specific added value of National UN Volunteers

The NUNV modality was conceived in the early 1990s to promote national and local capacity-building with participation of stakeholders. Today, several thousand National UN Volunteers serve around the world at the community level, typically under UNDP or other partner UN agency and Government projects. UNV also supports hybrid, locally derived national volunteer infrastructure schemes, usually embedded within Government departments with long-term sustainability approaches. Several of these schemes have been successfully developed in crisis-affected countries to address early recovery efforts, e.g. in Liberia and Kenya. Some comparative advantages of UNV-supported national volunteer schemes and/or NUNV modalities include:

- Volunteerism: national volunteers are natural interlocutors to deliver constructive messages about participatory processes, self-reliance, civic responsibility, etc., the underlying foundation of all of which is voluntary engagement;
- Local knowledge: national volunteers have skills appropriate to the local needs and knowledge of the socio-cultural and political conditions prevailing in their country;
- Local capacity-building: the use of national/NUNV volunteers enhances possibilities for national capacity-building by strengthening the pool of expertise and knowledge which remains in the country;

- Transfer of knowledge: using national volunteers in combination with each other and/or with other (international) UNV volunteers or UN staff (i.e. "the mixed team approach") is an effective means to strengthen local and national capacity;
- Ownership: making local people responsible and making them invest creates a sense of ownership and is conducive for sustainability;
- Disproving the trickle-down assumption: using national volunteers is an alternative to the "trickle-down" approach to programming that is pervasive in many development situations, as salaried (national and international) staff tend to be office-based and be removed from needs at the grassroots;
- Building trust and confidence: national volunteers are ideally recruited from the community in which they will serve and live; their presence at the community level enhances dialogue, trust, ownership, self-reliance;
- Community-based action: national volunteers offer opportunities to convey the reality of downstream community/local issues to stakeholders and policy-makers upstream;
- Neutrality: national volunteers are perceived as politically and socially neutral and non-threatening to the different stakeholders involved; they can actively build bridges between various social groups by promoting dialogue and building confidence and trust amongst them.

In summary, National UN Volunteers, because they care about people and literally stand right by their side in times of need, are often seen as the UN's human face.

The Proposed JP/ Project and how it addresses Crosscutting Themes:

a) Partnership between KRG, UNDP and UNV

Key to the project is the tri-partite collaboration between the Kurdistan Regional Government (KRG), UNDP and UNV, each of which will have distinct responsibilities:

- The KRG will provide funding and play a major role in proposing and vetting National UN Volunteer candidates;
- UNDP will identify suitable NUNV assignments within existing projects, where appropriate together with other UN partners, and provide the overall programmatic, operational and supervisory framework;
- UNV will provide substantive input into the learning component, and oversee the overall HR management, including matching of candidates against assignments.

b) An annual revolving capacity development scheme

The goal of the project during the first year of the pilot phase is to recruit 20 young Kurdish individuals to serve as a complementary resource for and within projects by UNDP and other partners. These 20 individuals will start off their assignment with an extensive 1-week training (see below point D.c), and towards the end of their 12-month assignment, will partake in an extensive debriefing and exchange process, while at the same time provide a peer-to-peer learning resource for the new batch of 20 incoming youth that will serve on projects during the second year of the pilot (the projects/assignments can be the same ones or different ones, depending on the outcome of the project/assignment identification process, which will need to be

repeated annually with every newly incoming batch of incumbents). While this project is in no way meant to be a formal education facility or substitute the KRG in this respect, the renewed annual intake and "graduation" at the end of the assignment, make this a manageable, revolving project that maximizes learning resources and potential (including through peer-to-peer follow-up mechanisms, which will also be of great benefit to the project's institutional memory) that is in some ways comparable to an academic curriculum. If this mechanism proves to be viable and effective, it could be considered to extend the project on a more permanent basis beyond the pilot phase, also including projects and programmes of other UN partners.

c) The learning component

The primary purpose of the project being to provide capacity development to a generation of youth, the learning component of the project is absolutely critical, and this will be pursued through a number of avenues, including (not exhaustive):

- The inclusion of specific learning targets, with indicators, in each Description of Assignment (DoA), tailor-made to the content and objectives of the project within which the assignment is to take place;
- An extensive 1-week training will be foreseen for the whole intake of 20 volunteers at the start of their assignments, covering a variety of topics that relate to UNDP's and UNV's mandate (a needs assessment is to be carried out as to which specific topics and skills should be addressed by this start-of-assignment training – e.g. principles of sustainable human development, human rights, gender awareness, MDGs, project cycle management, etc.);
- For each recruit, a proper supervisory regime will be foreseen throughout the assignment, which will include the appointment of a project or UNDP staff member to serve as a coach or mentor to the volunteer;
- All volunteers will, during their assignment, have full access to all learning facilities that UNDP and UNV provide to their own staff, including, but not limited to, access to the online Learning Management System (LMS) as well as trainings that are organised at the level of the specific project the volunteer is assigned to; additionally, other ad hoc trainings may be provided as the need arises and budgets allow for (e.g. leadership skills, teamwork skills, English drafting skills / report writing, computer literacy, etc.);
- Also during the assignment, each volunteer will be requested to report on a regular basis on his/her learning progress, following a standard template that will allow for proper analysis;
- At the end of the assignment, a collective debriefing will be foreseen that will allow for exchanges of experiences, lessons learned, best practices. This debriefing will involve both the volunteers and their supervisors;
- Immediately following the end-of-assignment debriefing, all outgoing volunteers will participate in the design and implementation of the 1-week start-of-assignment training for the next annual intake of volunteers;
- Post-assignment follow-up may be done with volunteers who graduated, e.g. to monitor and analyse where they will subsequently be employed and how their skills set is used, as well as a stand-by learning and facilitation resource for the ongoing project.

Critical to all the above is the assignment of an International UN Volunteer Learning Expert, whose task it will be to design the overall learning framework of the project, design reporting and other document templates, establish a database of academic and other learning/facilitation resources available in KRG and beyond, carry out learning needs assessments, organize trainings/workshops/debriefings, monitor and follow up on the learning progress of all serving volunteers, design a mechanism to continue to capture and make use of former graduates of the project, provide continuous advice to project coaches and mentors, design peer-to-peer learning mechanisms and exchange platform/fora, and constantly refine the learning framework of the revolving project.

The expected variety of UNV assignments under this Project is expected to significantly contribute to UNV's in-house knowledge of the contribution of volunteerism to peace and development as well as on capacity development issues in general. For this to effectively happen, stock will be taken of lessons learned, field issues and best practices in the course of implementation of the project, but follow-up with the participating volunteers at the time of their departure as well as after their assignment (e.g. through monitoring progress reports, end of assignment/exit questionnaires, interviews, surveys, etc.) is absolutely essential.

d) Support to UNDP's projects

National UN Volunteers will join efforts with the UN team members to work together in peace and development projects. National UN Volunteers bring their unique local expertise and language skills.

e) Identification of projects and assignments

UNDP will identify appropriate projects and possible NUNV assignments therein, according to its needs. These projects and assignments will then be proposed to the KRG. This consultative process will ensure that the needs and expectations of both UNDP and the KRG are met. For the identification of the programmatic demand, the following criteria may be taken into consideration:

- Assignments should be clearly related to the KRG National Development Plan;
- Assignments should allow for a learning component;
- There should as much as possible be a balanced sectoral distribution amongst the assignments;
- Assignments should not relate to core UNDP roles or have a potential impact on in-house accountability and delegation (e.g. assignments in finance roles may be limited);
- The skills set required should be relevant in the KRG development context.

f) Matching of candidates and selection/recruitment process

Once projects identified, assignments identified, and Descriptions of Assignments (DoA) drafted, a pool of candidates needs to be created. This will be done by advertising each DoA (there will be maximum 20 different DoAs) as per UNDP's

rules and regulations (publication online, in local newspapers, etc., as appropriate). A 2-week deadline will be set for applicants to come forward.

Next, from each pool of candidates (there will be maximum 20 pools of candidates, each corresponding to a specific DoA), 3 to 5 will be shortlisted based on a desk review / pre-screening. Each of the shortlisted candidates should ideally be interviewed, either in person or by telephone. The interview panel should as a minimum consist of a project representative (ideally the future supervisor/mentor/coach), a KRG representative, and a UNDP/UNV HR representative. In total, between 60 and 100 interviews will have to be conducted (3 to 5 candidates for every of the 20 DoAs) in a relatively short period of time, which will constitute a rather heavy burden (including logistics arrangements) on all participating organisations – this needs to be factored in when assigning project focal points in the respective organisations. Once interviews conducted and selections made against each of the 20 assignments, the matching process is finalized and recruitment can start. Normal UNV recruitment and fielding procedures will apply.

Throughout the matching process, the IUNV Project Coordinator (see next point D.g) will have a critical role of coordination, organisation, oversight and quality assurance. UNDP's Human Resources Unit will need to provide policy guidance and operational assistance in the process.

Sustainability of Results:

Operational set-up, management arrangements

A very light personnel framework is foreseen by the project, namely two embedded International UN Volunteer Specialists, as follows:

- One International UN Volunteer Project Coordinator, who will oversee all of the project's operations, including all the necessary human resources transactions (such as the drafting of suitable Descriptions of Assignment as well as the matching process, as described in the previous points). The UNV Project Coordinator will report directly to the UNDP Country Director.

The Project Manager will have to perform dual responsibility, i.e. a programmatic responsibility with regards to advocating and promoting the UNV Programme and voluntary action in general, and a managerial responsibility in terms of project and volunteer administration and coordination. In addition, the Project Manager shall ensure that all the activities, listed in the work plan, are held timely and efficiently. Throughout the execution and implementation of the project, the Project Manager will also be responsible for monitoring the financial resources by submitting progress and financial reports to counterparts and to the Head of UNDP Sub-Office. To ensure sustainability of results, the project will develop a strategy to better enhance the capacities of national UN Volunteers, including orientation training and workshop.

- One International UN Volunteer Learning Expert, as described under above point D.c. The IUNV Learning Expert will report, on a daily basis, to the IUNV Project Coordinator.

Once the volunteers recruited and deployed, all operational and volunteer management aspects will be carried out in accordance with established UNV procedures. All UN Volunteers fielded under the Project will be governed by the UNV Conditions of Service.

UNDP will ensure, during the process of project and assignment identification, that all considered projects have sufficient absorption capacity and ground support structure in terms of supervision/coaching/mentoring, office space and equipment, transportation, security arrangements, etc. UNDP will also ensure the diligent collaboration of all its supporting units, such as Finance for the monthly payroll and Human Resources during the candidate matching process.

UNV HQ may provide programming/operational inputs in the course of the project as necessary.

g) Security

As with all UNV assignments, the assignments of National UN Volunteers in the context of this project will be entirely integrated in the United Nations security framework prevailing in Iraq/Kurdistan Region. In a general manner, this means that the primary responsibility to ensure the security and safety of the UN Volunteers rests with the host Government, while the UN Designated Official for Security (DO) is responsible for the legal and security framework under which the UN Volunteers, and all other UN-associated personnel, operate.

When an emergency situation arises, UNDP/UNV will immediately notify the KRG of the security status of the Volunteer concerned, based on information received from the DO and the UN security apparatus in place in the field.

4. Results Framework (2-3 pages) and Summary

The project has six outcomes:

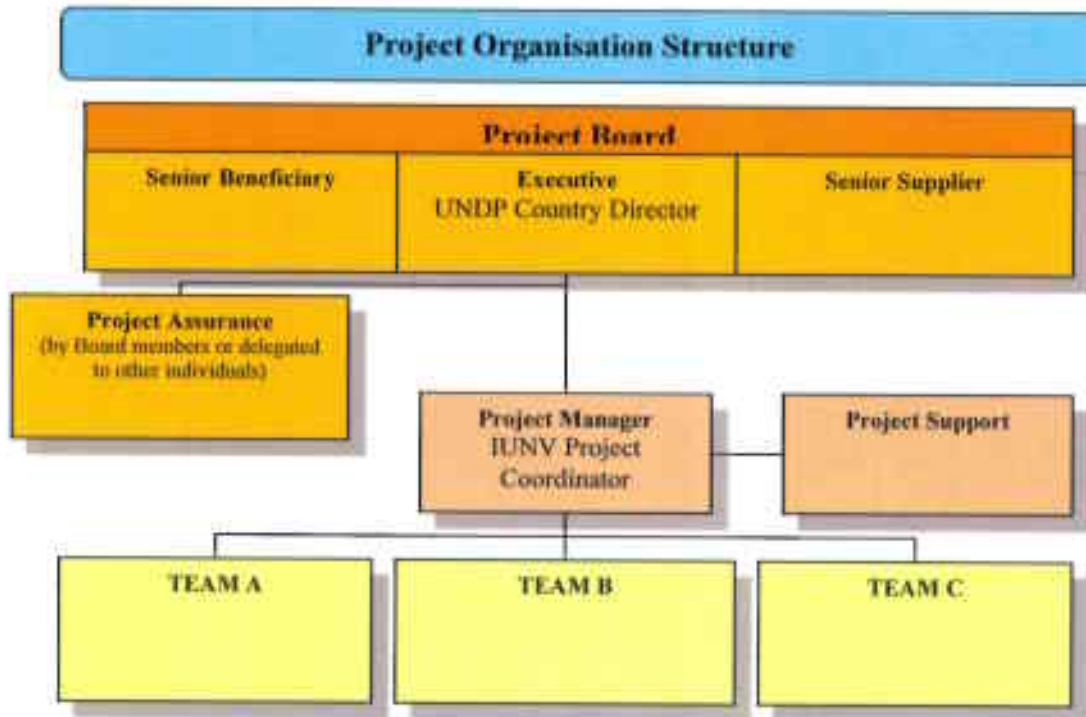
1. Kurdistan National UN Volunteers Scheme established and institutionalized
2. Recruitment of the first batch of 20 Kurdistan National UN Volunteers
3. Learning Strategy developed and implemented
4. Supervisors trained
5. Platforms designed and implemented to exercise volunteerism and dialogue for peace and development
6. Awareness of Youth Engagement increased

Table 1: Results Framework

JP/ Project Title	United Nations Volunteers capacity development and support to the Kurdistan Regional Government through volunteering.						
Relevant MDG(s)	Developing a global partnership for development						
KR-I Vision 2020 Priority Area/Sub-Priority Area	Strategic pillar: Putting people first; Sub-area: Ensuring an Inclusiveness Society						
UNDAF Priority Area	Outcome/Priority 5: Investment in human capital and empowerment of women, youth and children						
Relevant KR-I Vision 2020 Priority Area Outcome: A society in which all people in the KR-I can achieve their maximum potential regardless of gender, socio-economic status, place of birth, age, religion, or ethnicity							
Relevant UNDAF Priority Area Outcome: The Iraqi state has institutionalized participatory evidence-based monitoring and reporting mechanism involving women, youth, and children at national and sub-national levels							
JP/ Project Outputs	UN Organization Specific Output (Applicable in case of JP)	UN Organization/	Other Implementing partner(s)	Performance Indicators	Baseline	Target	Means of Verification
JP/ Project Output 1: Kurdistan National UN Volunteers Scheme established and institutionalized	UNV	UNV	TBD	Scheme approved.	Already approved.	Already obtained	Scheme document
JP/ Project Output 2: Recruitment of the first batch of 20 Kurdistan National UN Volunteers	UNV	UNV	TBD	Number of national UN Volunteers	Zero	20 per year	UNV assignments
	Host UN agencies		TBD				
JP/ Project Output	UNV	UNV	TBD	Number of	Currently in	TBD based	Results of

3: Learning Strategy developed and implemented	Host UN agencies		TBD	trainings. Number of UN Volunteers who finished each training.	the design stage	on Learning Needs Assessment	the Learning Needs Assessment
JP / Project Output 4: Supervisors trained	UNV	UNV	TBD	Number of supervisors trained.	Zero	20 (one supervisor per UN Volunteer)	Training completed
	Host UN agencies		TBD				
JP / Project Output 5: Platforms designed and implemented to exercise volunteerism and dialogue for peace and development.	UNV	UNV	TBD	Number of platforms designed and implemented.	Zero	One per UN Volunteer	Projects completed
	Host UN agencies		TBD				
JP / Project Output 6: Awareness of Youth Engagement increased	UNV	UNV	TBD	Number of awareness raising initiatives	Zero	One major campaign in the KR-I	Campaign completed
	Host UN agencies		TBD				

5. Management and Coordination Arrangements



The international UN Volunteer Project Coordinator, together with the UNV Field Unit team (UNV Programme Officer and UNV Programme Assistant) will provide the overall management of the project.

UNDP Iraq will provide logistical and operational support to the project team.

6. Feasibility, risk management and sustainability of results

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgmt response	Owner	Submitted, updated by
	Enter a brief description of the risk	When was the risk first identified?	Environmental, Financial, Operational, Organizational, Political, Regulatory, Strategic, Other	Describe the potential effect on the project if this risk were to occur. Enter probability on a scale from 1 (low) to 5 (high) P = Enter impact on a scale from 1 (low) to 5 (high) I =	What actions have been taken/will be taken to counter this risk?	Who has been appointed to keep an eye on this risk?	Who submitted the risk?

1	Volunteers may become de-motivated after some time or may not be willing to join this type of scheme	During the preparation of the project proposal and peer review process	Operational	Since the entire project relies on a specific number of volunteers, this could destabilise the project. However, the validation exercise proves that a large number of young graduates are keen to take part in such a scheme P =4, I = 3	The volunteers will be directly supervised by UN personnel who can provide them with support when needed. In addition, volunteers will be rotated each year. Volunteers will only receive their UNV and National Services certificates if they completed their assignment.	Mentors and UNV Iraq team	UNV Iraq
2	UN could become liable to unforeseen incidents affecting the volunteers	During peer review	Legal	This would create a legal risk for UNDP/UNV.	The hosting the Volunteers will be entirely liable for the wellbeing of the volunteers, since they will be their formal employers. This liability will include their health, security and basic needs, including potential evacuation. In addition, the project will cover the cost of health insurance, cellphones and transport allowance for each volunteer.	Hosting agency	UNV Iraq
3	Political instability in target states, or even conflict, puts an end to capacity-building exercise	During the preparation of the project proposal	Political	This would delay or stall the implementation of the project in affected target communities. Instability could be caused by resurgence of conflict in Darfur, the upcoming referendum, or other localised causes.) P =4, I = 5	The project will be closely monitored by the agencies and UNV Iraq.	UNV	

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.

MECHANISM	DISTRIBUTION	DESCRIPTION	DEADLINE
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.

The Implementing Partners/Executing UN Organization agree 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".

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.

9. Work Plans

Table 2

Work Plan for: United Nations Volunteers capacity development and support to the Kurdistan Regional Government through volunteering.
 Period Covered by the Work Plan _01 January 2014_ to _31 December 2015_

Relevant KR-I Vision 2020 Priority Area Outcome: A society in which all people in the KR-I can achieve their maximum potential regardless of gender, socio-economic status, place of birth, age, religion, or ethnicity												
UNDAF Priority Area Outcome: The Iraqi state has institutionalized participatory evidence-based monitoring and reporting mechanism involving women, youth, and children at national and sub-national levels												
UN Organizational-specific Annual targets	Key Activities	Time Frame (by activity)								Implementing Partner	Planned Budget (by output)	
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8			
Note: Insert additional columns to add more quarters as needed												
JP Output 1: Establishing and Institutionalizing Kurdistan National UN Volunteers Scheme												
	Project Coordination Unit established and operational. Participating UN agencies selected. UN programmes and respective supervisors identified and briefed										UNV	9,267 512,500 (UNV/UNDP)

Communications/Advocacy Strategy is developed and implemented	X	X	X	X	X	X	X	X	X	X	UNV	0.00
M&E Strategy is developed and implemented	X	X	X	X	X	X	X	X	X	X	UNV	0.00
Resource mobilisation for communication projects starts				X	X	X	X	X	X	X	UNV, host agencies, Ministry of Planning	0.00
JP Output 2: Recruiting of the first batch of 20 Kurdistan National UN Volunteers												
Recruitment criteria	X										UNV, host agencies, Ministry of	763,200

	developed and approved assignments (DoAs) developed - DoAs disseminated and regional outreach implemented - Short-listed candidates identified - Final selection of candidates conducted - Volunteers equipped and placed in their assignments																	
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		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8		
JP Output 3: Developing and implementing the Learning Strategy											
Framework for Capacity Development Strategy developed	X	X	X	X	X	X	X	X	X	UNV	0.00
Learning Needs Assessment	X	X	X							UNV	0.00

Conducted																				
Capacity Development Strategy implemented	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	UNV and host agency	0.00
Peace and Development Platforms designed*	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	UNV and host agency	0.00
JP Output 4: Training Supervisors																				
- Training on UNV and its role in the UN System	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	UNV and host agency	194,077
- Coaching and youth empowerment training conducted																				
- Training on integrating volunteers for peace and development																				
JP Output 5: Designing and implementing platforms to exercise volunteerism and dialogue for peace and development																				
- Platform																			UNV and host agency	0.00

	<p>s for community engagement implemented</p> <p>- Platforms for knowledge transfer designed and implemented</p> <p>- Platforms for policy dialogue designed and implemented</p>								
<p>JP Output 6: Increasing Awareness of Youth Engagement</p>									
	<p>- Kurdistan National UN Volunteers forum organized - UNV-certificate award ceremony</p>						<p>UNV, Ministry of Planning and host agency</p>	<p>0.00</p>	

	conducted - Annual campaign on youth participatio n conducted								
General operating and Other Direct Costs									
Total Programme Costs									
Indirect Support Costs** (not to exceed 7%)									
Total from KRG									
Total UNDP/UNV (mentioned above but added here)									
Total Planned Budget									
									47,753
									1,014,297
									71,001
									1,085,298
									512,500
									1,597,798

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

Table 3

PROGRAMME BUDGET (Facility funds only)

PROGRAMME BUDGET		ESTIMATED UTILIZATION OF RESOURCES (US\$)		
CATEGORY	AMOUNT (US\$)	Year 1	Year 2	Year 3
1. Staff and other personnel costs	824,615	412,307.5	412,307.5	
2. Supplies, commodities, Materials	9,267	4,633.5	4,633.5	
3. Equipment, Vehicles and Furniture including Depreciation	68,800	34,400	34,400	
4. Contractual Services	0	0	0	
5. Travel	63,862	31,931	31,931	
6. Transfers and Grants Counterparts	0	0	0	
7. General operating and Other Direct Costs	47,753	23,876.5	23,876.5	
Total Programme Costs	1,014,297	507,148.5	507,148.5	
8. Indirect Support Costs** (not to exceed 7%)	71,001	35,500.5	35,500.5	
TOTAL	1,085,298	542,649	542,649	

* 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

** 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)¹

¹ Detailed budget must be submitted in excel format as well.

DETAILED UN PROGRAMME/ PROJECT BUDGET²

CATEGORY	ITEM DESCRIPTION	UNIT COST	NUMBER OF UNITS	AMOUNT	Year 1
1. Staff and other personnel costs	National UN Volunteers	15,120	40	604,800	302,400
	Life Support Costs	15	10,560	158,400	79,200
	Capacity Building	1,535.4	40	61,415	30,706
Sub-Total¹				824,615	412,307.5
2. Supplies, commodities, Materials	Office supplies, Commodities	Lump sum	Vary	9,267	4,633.5
	Materials				
Sub-Total²				9,267	4,633.5
3. Equipment, Vehicles and Furniture including Depreciation	Equipment	1,350	40	54,000	27,000
	SIM cards + credit	120	40	4,800	2,400
	LMS Access/Emails	500	22	10,000	5,000
Sub-Total³				68,800	34,400
4. Contractual Services	N/A	N/A	N/A	N/A	N/A
Sub-Total⁴				N/A	N/A
5. Travel	Project monitoring (I)			22,102	11,051
	Project monitoring (N)			41,760	20,880
Sub-Total⁵				63,862	31,931
6. Transfers and Grants Counterparts	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A
Sub - Total (1-6)				955,062	483,272
7. General operating and Other Direct Costs ³				47753.1	23,876.5
Total Programme Costs (1-7)				1014297.196	507,148
8. Indirect Support costs ⁴				71,000.1	35,500.5
GRAND TOTAL^{4***}				1,085,298	542,649

¹ Please provide the detailed budget breakdown only for the first programme/project year and not for the full programme duration

² Other direct costs must not exceed 5% of Sub total (1-4)

National UNV Management Project to Support UN Agencies
Project Budget

	Unit cost	Duration	Number/ Quantity	Total cost	UNDP/ UNV	KRG
Programme Management and Oversight	10,000	24	1	240,000	240,000	0
UNV Project Coordinator	5,500	24	1	132,000	132,000	0
National UN Volunteers	1,260	24	20	604,800	0	604,800
Sub-Total				644,800	240,000	604,800
Life Support Costs (included PA)	15	528 (22 days/month for 2 years)	20	158,400	0	158,400
Life Support Costs for the Int. UNV	170 per day	24 months	1	124,100	124,100	0
Sub-total staffing costs (A)				1,127,300	364,100	763,200
Running Costs						
Organization of workshops	lump sum			40,000	0	40,000
LMS access, UNDP email addresses	500	2 (years)	22	22,000	2,000	10,000
Soft Skin vehicle	lump sum			25,000	0	25,000
Transportation: Annual Fuel Recover	lump sum			4,000	0	4,000
Laptops (22)	1,350		40	54,000	0	54,000
SIM cards (per person per month)	10 (per month)	12	44	5,280	480	4,800
Project Monitoring Travel (12 Field visits of 2 nights over) International	290	48	1	13,920	13,920	0
Project Monitoring Travel (to come to Erbil twice a month) National	290	48	3	41,760	0	41,760
Stationeries	lump sum			5,000	0	5,000

844,800

1,127,30

Sub-Total Running cost (C)					
				210,960	16,400
					184,560
Additional Costs to Project					
			1,338,260	380,500	947,760
Communication	Percentage fee		9,000		9,000
M&E for new UNDP Project	3%		27,000		27,000
Security	2%		18,000		18,000
Audit	1%		9,000		9,000
Common Premises Cost	1%		18,000		18,000
Sub-Total (D)			81,000		81,000
Total programme costs			1,419,260		
Grand Total: 1,597,798					
			135,960 (UNV)*	380,500	123,578
			1,461,838		1,071,338
					1,451,83

Settlement Allowance (RSA) refers to one additional month of allowance to be covered by UNV after the first evaluation of the project.