



UNDG IRAQ TRUST FUND (UNDG ITF)
ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2010

Programme Title & Number	
<ul style="list-style-type: none"> • Protection of Media Professionals, Human Rights Defenders and Members of the Academic Community in Iraq • Programme Number: F8-13 • MDTF Office Atlas Number: 00075766 	

Country, Locality(s), Thematic Area(s)²	
Iraq (Erbil, Baghdad, Basra)	
Sector Outcome Team: Protection	

Participating Organization(s)	
UNESCO(lead), UNOPS	

Implementing Partners	
<ul style="list-style-type: none"> • UNMAI /HRO • Ministry of Human Rights • Communication and Media Commission 	

Programme/Project Cost (US\$)	
MDTF Fund Contribution:	
UNESCO	589,452
UNOPS	410,548
Agency Contribution	
Government Contribution	
Other Contribution (donor)	
TOTAL: USD 1,000,000	

Programme Duration (months)	
Overall Duration:	12 months
Start Date ³ :	15 July 2010
End Date:	14 July 2011

Programme Assessments/Mid-Term Evaluation	
Assessment Completed - if applicable <i>please attach</i>	
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No Date: _____
Mid-Evaluation Report – if applicable <i>please attach</i>	
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No Date: _____

Submitted By	
<ul style="list-style-type: none"> ○ Name: Amalia M. Toledo-Hernandez ○ Title: Project Officer ○ Participating Organization (Lead): UNESCO ○ Email address: a.toledo@unesco.org 	

¹ The term “programme” is used for programmes, joint programmes and projects.

² Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.

³ The start date is the date of the first transfer of the funds from the MDTF Office as Administrative Agent. Transfer date is available on the [MDTF Office GATEWAY](http://mdtf.undp.org) (<http://mdtf.undp.org>).

NARRATIVE REPORT

I. Purpose

This project aims at supporting the following groups: media professionals, Human Rights Defenders and members of the academic community, who have been especially targeted by extremists, suffering the consequences of violence and threats inside Iraq. The project is divided into three inter-related outputs: (i) National institutions (e.i. MoJ, MoHR, CMC and IBA) and CSOs have an active Federation promoting a greater understanding and increasing the capacity to react to human rights issues, including raising awareness of human rights abuses in Iraq. A series of consultative meetings to address human rights concerns will focus on the development of an official Iraq wide federation of CSOs.

The federation will work to raise human rights awareness among the general public national institutions and the target groups and monitor human rights issues; (ii) the targeted groups will each receive specialized training on human rights protection systems and monitoring human rights violations. In addition, roundtables will be held on human rights protection between the target groups, government officials and members of the Iraqi Bar Association; (iii) personal and safety training will be provided to increase their capacity to cope with threats and professionals risk; and two local experts to work within an Iraqi NGO in Baghdad and Erbil to create its capacity to serve as regional resources on safety and security issues, to monitor and report on the security situation in Iraq, coordinate the trainings, as well as serve as a regional network coordinator for beneficiaries.

While UNESCO will lead the overall project, the division of labor will be shared according to UNESCO and UNOPS mandates and expertise, and in association with NGOs and with Iraqi civil society, as well as with the beneficiary groups.

Project Outcome 1: An environment for improved protection of civilians based on Human Rights Standards in place throughout Iraq

JP Output 1: National institutions and CSOs have an active Federation promoting a greater understanding and increasing the capacity to react to human rights issues, including raising awareness of human rights abuses in Iraq.

JP Output 2: Government officials, HRDs, media organizations, members of the academic community and their respective professional unions have strengthened capacities to promote human rights protection systems and report to national and international human rights institutions.

JP Output 3: HRDs, academics and media workers have increased capacities to cope with threats and professionals risks.

The project directly supports the NDS objective to Strengthen Good Governance and Improve Security by combining awareness activities, advocacy of human rights, capacity building of both governmental and non-state actors, and a solid safety component. This will contribute to overcoming the plague of insecurity in Iraq, enhance adherence to the rule of law, and create a favorable environment for a country-wide respect of human rights.

Further, the project contributes to ICI targets 3.3.2: “establish and implement effective rule of law and policies” by working hand in hand with line ministries and members of the judicial system, providing them

with capacity building on norms and standards of human rights to strengthen judicial administration and maximize the respect of the rule of law in accordance with the Universal Declaration of Human Rights and end impunity.

It also includes a contribution to ICI goal 4.4.1.6: “Reduce gender discrimination, increase participation of women in public life and economic activity; increase women’s participation in politics at decision-making levels and their involvement in the democratization process; protect women from violence and mobilize their potential to promote peace.” Reducing insecurity faced by women journalist, activists and academics through specific trainings will create a propitious climate for their participation in all areas of the community and civil society.

II. Resources

Financial Resources:

- The project has been funded through USD 1,000,000 earmarked by the European Union (EU) and through the Iraq Trust Fund (ITF). UNESCO and UNOPS received the funds on 9th of July 2011. No significant problems were encountered relating to finances.
- UNESCO expects to officially submit a budget revision and no cost extension of the project. This review would not involve a change in the project scope or the planned training activities. The need for a budget revision is due to the fact that UNESCO has begun to implement all its activities on the ground throughout Iraq, rather than in Jordan or elsewhere in the region as it had been doing until now for security reasons. This situation leads us to charge DSA, travel and other training related expenses under line 20 (contract) instead of line 30 (training of counterparts). Therefore, movement of funds is necessary to complete expected trainings activities under the project without any change on the agreed work plan. As per the no cost extension, this would allow UNESCO to bring the project to a successful close.

Human Resources:

UNESCO:

- *National Staff:*
 - 1 x NPO on September 2010, duty station Amman. Position terminated.
 - 1 x Administration Assistant from February 2011 – ongoing, duty station Amman.
- *International Staff:*
 - 1 x International Project Manager from September 2009 – ongoing, duty station Baghdad (funded out of different projects).
 - 1 x International Seconded from January 2010 – ongoing, duty station Amman.

UNOPS:

- *National Staff:* One National Project Associate is assigned to the project and budgeted at 50%. Support is also given by UNOPS field staff in Baghdad, Basra and Erbil on a needs basis. The field staffs are not funded under this project.
- *International Staff:* A Project Manager is assigned to the project and budgeted at 30%

III. Implementation and Monitoring Arrangements

UNESCO:

Given the heightened security risks in Iraq and the lack of movement for UN Staff within the country, and in order to ensure that most implementation occurs within and throughout Iraq, as well as to capitalize on timely implementation, UNESCO often works in partnership with implementing partners/contractors who are able to move freely on the ground and who have a at least 5 years prior experience working in Iraq within the areas of raising awareness and safety and security. Regarding any work undertaken with an implementing partner, UNESCO reserves the right to design activities and programme structure, and, the approval of any key staff/trainers appointed by said contractor.

Working through implementing partners and NGO's also allows maximum outreach for UNESCO planned activities nationwide, and impacting as many organizations and media professionals as possible. UNESCO can implement directly by holding meetings and workshops in Baghdad (Green Zone and Amber Zones), Erbil, and or the surrounding Arab region as required. It must be noted however, that UNESCO prioritizes training to occur within Iraq.

For any external contractor or specialized consultant brought in to implement various aspects and or activities as part of the F8-13 project, UNESCO is required to follow strict procurement procedures that detail that at least three bids must be received and evaluated on the basis technical proficiency and relevance, capacity of delivery and financial worth accordingly.

For almost every activity conducted by UNESCO be it directly or through an implementing partner, UNESCO requires that evaluation forms are filled in by participants/trainees with the aim that the quality of training exceeds 80% satisfaction in terms of relevance and usefulness. These evaluation forms are filed with relevant information extracted and tabled, and synthesized into a lessons learned reporting. In addition to this, UNESCO requires from all trainers and consultants and/or contractors detailed final narrative and financial reports.

Monitoring also occurs through direct contact between beneficiaries and NPO and International staff through an 'open door' policy of feedback and communication via email and telephone, plus the use of social networking tools such as UNESCO's Power of Peace Network.

In the case that UNESCO is implementing through a partner organization, UNESCO will send a staff representative (either national or international) to monitor progress and feedback.

UNOPS:

Under this project, UNOPS is working with an implementing partner for the majority of its activities. This method of working was decided on during the project development stage when discussions within the Protection Outcome Team suggested that UNOPS should partner with an NGO supporting human rights defenders in Iraq. The Italian NGO Un Ponte Per was indicated for this role in the project document. However, in order to select an implementing partner, UNOPS had to complete an open public bidding process (or request for proposals) in line with strict procurement criteria. UPP did not to apply for the bid and was therefore not involved in the project any further.

The implementing partner awarded a contract through the bidding process was the International NGO People in Need (PIN) who proposed a joint working method with an Iraqi human rights focused NGO

Harikar and was the most compliant offer received in the bidding process based on technical and financial evaluation.

UNOPS maintains overall responsibility for the design and implementation of activities and ensures that monitoring, coordination and consultation requirements are followed.

In addition to the contract with PIN, UNOPS also supports the implementation of activities via its project management team in Amman, who travel regularly to Iraq to attend project meetings, monitor activities and liaise between UNOPS, the line ministry and all other project partners as required. UNOPS field staffs in Erbil, Basra and Baghdad provide inputs and support as necessary and carry out project monitoring for all activities.

In the implementation of its projects, UNOPS utilizes standard procurement processes according to its procurement manual* and following principles

- a) Best value for money
- b) Fairness, integrity and transparency
- c) Effective competition
- d) The best interests of UNOPS and its clients

UNOPS procures goods and services in close collaboration with the Clients, Iraqi authorities, and the Beneficiaries. While the individual arrangements vary depending on the Client and the specific project requirements, the general modalities are:

Requirements

- Upon request of Client, and together with the Iraqi counterparts, identify the goods and services for UNOPS to provide or contract.
- Preparation of detailed specifications of equipment and services and work plan, by UNOPS, based on input and with the support from the Client, the Iraqi authorities and the beneficiaries.
- UNOPS utilizes standard procurement process, including; Request for Quotations (RFQ), Invitation to Bid (ITB), Request for Proposal (RFP)

Short-listing

- UNOPS has developed and maintains a database of known suppliers and service providers in Iraq (incl. performance assessment, capacity, registration in Iraq, etc.) and a roster of registered experts.
- Qualified and potentially interested vendors in the area can also be drawn from the local authority's relevant company registration offices.
- Alternatively, interested companies can be requested to submit their profiles in response to an Expression of Interest ad published in the Iraqi and/or international media (incl. internet).
- Where necessary and relevant, information on companies/vendors can also be drawn from other UN agencies and entities operating in Iraq.
- The short-list of companies selected to be included in the procurement exercise requires approval by the Regional Director, confirming that all relevant sources of information have been utilized for compiling the list.

Tendering Process

- UNOPS issues an Invitation to Bid/Request for Proposal to all short-listed companies, requesting them to submit an Offer/Proposal in line with the specific requirements. The document also stipulates the exact process of submission, receipt, opening, and evaluation of bids and it informs on the nature of the contract/purchase order the selected bid could result in.
- Requests for clarification received from potential bidders are responded to by UNOPS, if necessary upon consultation with the Client, relevant Iraqi authorities, and/or Beneficiaries.
- After expiration of the submission deadline, all Bids received are opened by a UNOPS Bid Opening Committee. The opening ceremony is open to observers from the Client, relevant Iraqi authorities, the Beneficiaries, as well as for companies participating in the tender.
- The evaluation follows UNOPS standard procedure, varying on procurement type and value, and should result in a recommendation for award of contract to the lowest, compliant bid. This recommendation requires approval by the relevant authority within UNOPS.

*<http://www.unops.org/english/whatwedo/services/procurement/Pages/Procurementpolicies.aspx>

Project monitoring is carried out through regular activity and monitoring reports received from field staff and the implementing partner, which record any lessons learned. These reports are reviewed by the project management and lessons learned are incorporated as necessary into the project activities. At this stage of the project no formal evaluations have been completed. Training activity evaluations are however being carried out (see below for details) the results of which will be detailed in the next reporting period (2011).

IV. Results

UNESCO:

At this stage, UNESCO is finishing the selection of the implementing partner. This process, along with the contracting of such implementer, has taken more time than expected. This process has caused a delay in the implementation of UNESCO activities. Meanwhile, UNESCO is in communication with the participating agencies, UNOPS and UNAMI HRO, to agree on strategies for implementation of joint activities, and strengthen ties of cooperation and communication.

UNOPS:

In 2010, UNOPS completed the majority of its planned activities under outputs 1 and 2, including the selection and contracting of an implementing partner, the implementation of the ToT on human rights protection mechanisms and the development of the project website.

The only variance in planned versus achieved activities under these outputs was that the project website did not go online before the end of the year and the two planned newsletters linked to the website were therefore delayed. (See below for details of the delay)

The activities achieved under each output are detailed below. These activities contribute towards the achievement of the project outcome; however, at this stage of the project, it is too early to report on the outcome as a whole:

HRD Website (output1):

During the fourth quarter of 2010, UNOPS worked with its implementing partner on the design and set up of the project website on human rights defenders. A first draft of the design and content layout was shared with project partners in December. Visibility requirements were checked with all counterparts and the MoHR agreed to add its logo to the site. It is expected that contributions and documentation for the site will be received in the next reporting period, from MoHR as line ministry as well as from other project partners.

TOT on human rights protection (output 2):

The training of trainers (ToT) on human rights protection was implemented from 12 – 17 December 2010 in Erbil. 20 participants from the project's 3 target groups (media workers, academics and human rights activists) were selected following a competitive application procedure. Participants were selected based on a number of criteria including knowledge of human rights, experience in the field and qualifications. 19 out of 20 participants successfully completed the training, which covered topics such as the use of human rights protection mechanisms and reporting and monitoring tools. One participant fell ill during the training and was therefore unable to continue with the course.

The aim of the ToT was to train qualified trainers, the best of which will be selected to deliver the planned protection seminars due to take place in April 2011 under project output 2. The training was delivered in Arabic by a specialist international consultant and a local Iraqi trainer. The MoHR was invited to send one of the ministry's trainers to support the ToT for selected sessions of the training as was agreed at the SC meeting in November. Unfortunately however, it was unable to do this due to other commitments. MoHR also noted that they would require a longer notice period than the two weeks that were given once dates were confirmed in order to make a trainer available. It is expected that MoHR will be able to provide their trained trainers as support to the seminars next year and it was agreed to give a longer notice period on training dates to ensure that MoHR trainers can attend.

At the end of December, the consultant trainer worked on completing the evaluation of participants in order to propose the best candidates to continue working with the project. This information will be ready in early 2011 and is therefore not detailed here. It is expected that those who are not selected for the delivery of the project seminars will nevertheless use the training received to design and deliver their own training to the benefit of their NGOs or local communities. As part of the training, all participants also developed training plans to be used in their own training activities outside the remit of the project and the project intends to follow up with each participant in the coming months to monitor this.

Key outputs:

Beneficiaries: The key beneficiaries of the project are professional media workers, the academic community and Human Rights activists, who have been especially targeted and suffer the consequences of violence and threats inside Iraq. In addition, within this project the public, government officials and members of judiciary institutions, including judges, lawyers, and law enforcement officials, will be sensitized on the roles of media workers, human rights defenders and academics in promoting human rights and democratic institutions, thus ensuring that the target groups' rights are better protected under the law and that attacks on these professionals are understood as a threat to Iraq's development.

Nature of activities: First, a Federation is developed between national institutions, such as the MoJ, the MoHR, the CMC, the IBA and CSOs, in promoting a greater understanding and the increased capacity to react to human rights issues, including raising awareness of human rights abuses in Iraq. A series of consultative meetings to address mutual concerns will be focused on the development of an officially formed Iraq wide Federation of CSOs which will be responsible in the continued awareness raising and reporting on human rights issues among the general public, National institutions and the target groups; Second, the targeted groups will each receive specialized training on human rights protection systems and reporting and monitoring human rights violations, along with roundtables on human rights for them and government officials; Third, the target groups will each receive specific trainings on safety and security issues in order to enhance their responses to security threats, and will have available two regional centers that will serve as

resource hubs (Baghdad and Erbil) for training, monitoring and reporting the security situation in Iraq, as well as a regional network of beneficiaries.

Output	Activity	% of completion	Beneficiaries
<p><i>JP Output 1:</i></p> <p>National institutions and CSOs have an active Federation promoting a greater understanding and increasing the capacity to react to human rights issues, including raising awareness of human rights abuses in Iraq.</p>	Consultative meetings to establish key issues within the domain of human rights in Iraq and to coordinate a unified response mechanism.	0% (Planned for 2011)	
	Monthly news sheets and mailing list.	0% (Will be issued in 2011)	
	National Conference in Baghdad to launch a Federation of CSOs.	0% (Planned for 2011)	
	The development and design of the interactive website was completed during the last reporting period and will be populated and go live in early 2011	60%	The website will go online in early 2011; there are therefore no beneficiaries as yet.
<p><i>JP Output 2:</i></p> <p>Government officials, HRDs, media organizations, members of the academic community and their respective professional unions have strengthened capacities to promote human rights protection systems and report to national and international human rights institutions.</p>	Trainings of trainers in human right protection systems completed in the last reporting period.	100%	19 direct beneficiaries
	Roundtables in human rights.	0% (Planned for 2011)	
	Trainings in human rights protection and personal safety and security issues.	0% (Planned for 2011)	
	Legal awareness training to governmental officials and lawyers.	0% (Planned for 2011)	
<p><i>JP Output 3:</i></p> <p>HRDs, academics and media workers have increased capacities to cope with threats and professionals risks.</p>	Trainings of trainers in personal safety and security issues.	0% (Planned for 2011)	
	Establishment of two resources centres/hubs (Baghdad and Erbil).	0% (Planned for 2011)	
	Reproducing and distributing of a Field Work Safety Manual.	0% (Planned for 2011)	

Delays in programme implementation, the nature of the constraints, actions taken to mitigate future delays and lessons learned in the process.

UNESCO has experienced some delay in the project implementation. This delay was due to procurement process for selecting an implementing partner. UNESCO is carrying out a background verification of selected implementer to ensure proper project implementation. This situation has caused a delay in starting project activities.

On the other hand, UNESCO is aware of the impact this delay has on activity implementation of UNOPS and its implementer. In order to minimize such impact, UNESCO is doing its best to expedite the bidding process.

Some delay was experienced in placing the project website online. The site was originally expected to go live by the end of 2010. However, the need to consult on the website design with all partners and counterparts and ensure that all visibility requirements were completed before allowing the site to go live., took a longer time than originally envisioned. The site is now expected to be online in early 2011. The newsletters linked to the website will be issued at the same time.

The security situation in Iraq continues to be a factor affecting the implementation of the project.

Key partnerships and collaborations:

In November 23, 2010, the HRD Steering Committee was inaugurated with members of the following UN agencies: UNESCO, UNOPS, UNAMI HRO, as well as the following Iraqi counterparts: the Ministry of Human Rights, the Communication and Media Commission, and the Iraqi Bar Association, present.

UNESCO, as the UN agency with the particular mandate to defend freedom of expression and right of access to information, is responsible for the implementation of training activities related to media professionals and members of the academic community as well as build awareness, understanding and developing active coordination among these stakeholders with the government through the creation of a Federation of Civil Society Organizations.

Further, UNESCO will seek support in those partnerships built with the media and the academic community to attract participants for the training activities. Stakeholders will include professionals from fields, professional associations, unions/syndicates, as well as related institutions and organizations. As many beneficiaries are reached through training seminars, the greater the project impact, the assurance of knowledge and skill transference, as well as contribute to the suppression of climate of insecurity in Iraq.

The relationship between all project partners is strengthened by regular communication, correspondence and meetings to discuss project implementation and progress. In general the project partnerships are working well and have a positive impact on the project implementation.

UNOPS is responsible for the implementation of training activities under the project linked to human rights protection as well as support to awareness activities and the implementation of a conference on human rights defenders due in 2011. This work is done in collaboration with its implementing partner PIN and in close cooperation with the line ministry for the project MoHR. UNESCO as the project lead is kept informed of UNOPS activities and UNAMI HRO is also consulted on human rights issues as necessary.

UNOPS is undertaking this role because of its strengths in project and training implementation and its experience in implementing conference activities in Iraq and working with civil society organizations, including human rights activists. In particular, UNOPS has worked on the implementation of human rights training in Iraq since 2005, in coordination with MoHR and UNAMI HRO.

MoHR as the project's line ministry is regularly consulted on project activities through phone and email correspondence and regular meetings. The MoHR takes a lead role as co-chair of the project steering committee and therefore makes key inputs on the overall strategy of the project. The ministry will also participate in the implementation of project activities by providing trainers and materials on human rights in Iraq.

UNOPS and PIN work together on the basis of a Memorandum of Agreement signed in accordance with UNOPS procurement rules. Detailed agreements on cooperation and consultation on project activities ensure a good working relationship between the two organisations and allow for UNOPS to have full oversight. PIN is an observer on the Steering Committee and informed of all project requirements.

While not an implementing agency, the role of UNAMI Human Rights Office, based on its mandate, is to facilitate and assist all key stakeholders is to assist and facilitate the establishment of the Federation with the different actors and to support them through the office's technical expertise.

Other highlights and cross-cutting issues:

Human Rights: All three beneficiary groups are directly or indirectly involved in promoting human rights in Iraq. HRDs are on the frontline promoting and respecting human rights. Media workers hold officials accountable for their actions, including failure to uphold human rights and protect civil society in order to ensure its role in the country's development. Academics lay the foundation stones for tomorrow's leaders and ensure that education includes the principles of respect for human rights, mutual respect, tolerance and peace. This project promotes human rights advocacy, especially through the areas of expertise of the target group.

Gender Equality: There is a crucial need for women to participate fully in all aspects of political leadership, in defence of human rights, and in information and higher education sectors. Thus, the Project will:

- Ensure that women are represented in round tables, workshops and training groups by active recruitment of female participants;
- Direct part of the awareness campaign towards a female audience and highlight the role of women;
- Ensure that the awareness raising campaign, roundtables, workshops, and training fully take into account the particular problems faced by women HRDs.

Key environmental issues: There are no specific environmental issues being addressed by this project.

Employment generation: This project will not directly or indirectly generate any employment.

Provide an assessment of the programme/project based on performance indicators as per approved project document using the template in Section VIII, if applicable.

See Section VIII for details.

V. Future Work Plan (if applicable)

As mentioned above, UNESCO is expected to submit a five month no cost extension in order to bring the project to a successful close. This extension will affect primarily UNESCO activities, since it is expected that UNOPS will meet the planned timeframe stated in the project document: July 2011.

2011 WORK PLAN

Major Activities	Time Frame (by activity)						Implementing Partner
	Q1	Q2	Q3	Q4	Q5	Q6	
JP OUTPUT 1: National institutions and CSOs have an active Federation promoting a greater understanding and increasing the capacity to react to human rights issues, including raising awareness of human rights abuses in Iraq.							
Consultative meetings to establish key issues within the domain of human rights in Iraq and to coordinate a unified response mechanism and launching of Federation		X	X	X			UNAMI HRO, UNESCO
Civil Society Organizations National Conference			X				UNOPS & PiN
CSOs Website and monthly newsletters/publications.	X	X	X				UNOPS & PiN
JP OUTPUT 2: Government officials, HRDs, media organizations, members of the academic community and professional unions have strengthened capacities to promote human rights protection systems and report to national and international human rights institutions.							
HRO roundtable on human rights protection issues for media workers, academics, HRD, and governmental officials held during the HRD National Conference		X	X				UNAMI HRO
Joint protection and safety training for media workers, academics, and HRDs		X	X				UNOPS, UNESCO
Capacity building of members of Iraqi judicial system and Iraqi Bar Association			X				UNESCO
JP OUTPUT 3: HRDs, media organizations, members of the academic community and professional unions have increased threats and professionals risks.							
Training of trainers for advisors				X			UNESCO
Placement of two Regional Safety Coordinators		X	X				UNESCO
Development and distribution of a Safety manuals for Information Professionals		X					UNESCO

PROGRAMME BUDGET UNESCO		
CATEGORY	AMOUNT	2011
1. Supplies, commodities, equipment and transport	12,600	12,155.09
2. Personnel (staff, consultants and travel)	171,200	157,983.08
3. Training of counterparts	254,560	254,399.63
4. Contracts	90,000	89,715.79
5. Other direct costs	26,418	25,604.08
Total Programme Costs	554,778	539,857.67
Indirect Support Costs (6.25%)	34,674	34,481.31
TOTAL	589,452	574,338.98

PROGRAMME BUDGET UNOPS		
CATEGORY	AMOUNT	2011
1. Supplies, commodities, equipment and transport	12,000	9,408
2. Personnel (staff, consultants and travel)	57,000	38,523
3. Training of counterparts	0	0
4. Contracts	311,503	262,255
5. Other direct costs	5,895	2,778
Total Programme Costs	386,398	312,965
Indirect Support Costs (6.25%)	24,150	19,560
TOTAL	410,548	332,524

- Indicate any major adjustments in strategies, targets or key outcomes and outputs planned.

So far, no major adjustments in strategies have been taken. Due to unexpected delay in the project implementation, UNESCO has decided to postpone the project implementation to begin next year once the implementing partners have been selected and hired.

VIII. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	Comments (if any)
Outcome 1							
National institutions and CSOs have an active Federation promoting a greater understanding and increasing the capacity to react to human rights issues, including raising awareness of human rights abuses in Iraq.							
Output 1.1 Output 1.1: National institutions and CSOs have an active Federation promoting a greater understanding and increasing the capacity to react to human rights issues, including raising awareness of human rights abuses in Iraq.	1.1.1 Number of key stakeholders participated in consultative meetings to establish key issues within the domain of human rights in Iraq and to coordinate a unified response mechanism	0	288	0		Consultative meetings reports	To be implemented in 2011
	1.1.2 Percentage of members of CSOs and government officials fully satisfied with the quality of the consultative meetings discussion in terms of relevance and usefulness.	N/A	80%	0		Post participant assistance	To be implemented in 2011
	1.1.3 Number of electronic publications such as regular news sheets and mailings on human rights issues	0	12 monthly news sheet			Publications and distribution list	To be implemented in 2011.
	1.1.4 Number of members of Iraqi authorities international stakeholders, and CSOs attending the National Conference in Baghdad to launch a Federation of CSOs (disaggregate by sex)	0	70	0		Conference report	To be implemented
	1.1.5 HRDs interactive website launched	No	Yes	No	The site has been developed and will be launched online in early 2011	Programme progress report	

Outcome 2							
Government officials, HRDs, media organizations, members of the academic community and professional unions have strengthened capacities to promote human rights protection systems and report to national and international human rights institutions.							
Output 2.1 Output 2.1: HRDs have strengthened capacities to promote human rights protection systems, cope with professional security risks, and report to national and international human rights institutions.	2.1.1 Number of HRDs, media professionals and academics trained as trainers on human rights and related issues concerning protection. (disaggregated by sex)	0	20	19	One participant fell ill in the midst of the training and could not complete the ToT.	Training Reports	
	2.1.2 Percentage of HRDs, media professionals and academics fully satisfied with the quality of the training in terms of relevance and usefulness	N/A	80%	84%		Post training participants' assessment (UNOPS records)	
Output 2.2 Government officials, media organizations, members of the academic community and professional unions have strengthened capacities to promote human rights protection systems, and report to national and international human rights institutions.	2.2.1 Number of roundtables involving HRDs, journalist, academics and officials on protection issues organised	No	Yes	-		Report on roundtable discussions	To be implemented in 2011
	2.2.2 Percentage of HRDs, journalists, academics and government officials fully satisfied with the quality of the roundtable discussion in terms of relevance and usefulness.	N/A	80%	0		Post-roundtable discussions' assessment	
	2.2.3 Number of HRDs, media professionals, and academics (both practitioners and managers) trained on human right protection and on personal safety and security issues. (disaggregated by sex)	0	240	0		Training reports	To be implemented in 2011
	2.2.4 Percentage of HRDs, media professionals, and academics fully satisfied with the quality of the training in terms of relevance and usefulness	N/A	80%	0		Post-training participants' assessment	
	2.2.5. Number of government officials, members of judiciary institutions and Iraqi Bar Association trained on implementing and international protection mechanism (disaggregated by sex)	0	30	0		Training report	To be implemented in 2011
	2.2.6 Percentage of government officials, members of judiciary institutions and Iraqi Bar Association fully satisfied with the quality of the training in terms of relevance and usefulness.	N/A	80%	0		Post-training participants' assessment	

Outcome 3							
HRDs, academics and media workers have increased capacities to cope with threats and professional risks							
Output 3.1 HRDs, academics and media workers have increased capacities to cope with threats and professional risks	3.1.1 Number of HRDs, media professionals, and academics trained as trainer on personal safety and security issues. (disaggregated by sex)	0	10	0		Training reports	To be implemented in 2011
	3.1.2 Percentage of HRDs, media professionals and academics fully satisfied with the quality of the training in terms of relevance and usefulness.	N/A	80%	0		Post training participants' assessment	
	3.1.3 Number of resource centres created within a local NGO in Erbil and Baghdad	0	2	0		Programme progress report	To be implemented in 2011
	3.1.4 Numbers of HRDs, media professionals and academics provided with Field Work Safety Manuals (disaggregated by sex).	0	240	0		Distribution list	To be implemented in 2011